

Compensation Worksheet for GSU President

December 14, 2020, as revised November 29, 2021

Total Compensation: Base plus max discretionary metrics

Base – not at risk – flat	\$262,000
Deferred Compensation – not at risk (SERP – part of base)	\$10,000
Performance max – at risk* (15% of base)	\$40,800
TOTAL (assumes 100% of elements met)	\$312,800

**15% of base salary subject to successful attainment of metrics in four separate areas. Each one 25% of the 15% (or 3.75% of the base). All or nothing is awarded. Either each metric is achieved for full payout for that metric, or it is not, and nothing is awarded for that metric. Each metric has an annual target for the first three years of initial contract period.*

METRIC-1: Compliance Risk Management Measured Quarterly

YEAR 1	<ol style="list-style-type: none"> 1. Measure Compliance Awareness: Develop and conduct an initial, campus-wide Compliance Survey to be used as the baseline for future years to measure progress using an agreed-upon methodology. 2. Compliance Organizational Structure: Develop, adopt and implement an organizational structure for Compliance Risk Management function, including: (i) accessibility to President and BOT consistent with industry standards; and (ii) engagement by each University functional area. 3. Communications Plan: Develop, adopt and employ a robust compliance communications plan, including: <ul style="list-style-type: none"> ○ an employee Code of Ethics, including a compliance reporting requirement and non-retaliation policy; ○ an anonymous reporting tool/hotline; and ○ new compliance initiatives. 2. Training: Develop, adopt and implement a two-pronged employee training program designed to: <ul style="list-style-type: none"> ○ Meet all legal/regulatory/accreditation requirements (e.g., mandatory Illinois Ethics training) with minimum of 90% employee completion rate; and
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	<ul style="list-style-type: none"> ○ Enhance compliance in two priority risk areas via training with minimum of 90% completion rate by applicable employees, at least one of which shall satisfy the training requirement outlined in 9/20/2019 letter by Burke Burns & Pinelli, Ltd (re OEIG Case No. 17-01703). <p>3. Policies/Procedures: Develop, adopt and effectively communicate to campus community at least three (3) new and/or revised policies, including effectively monitoring legislative and regulatory developments to identify new legal requirements. Two of such policies shall be those referenced in the 9/20/2019 letter by Burke Burns & Pinelli, Ltd (re OEIG Case No. 17-01703) report, regarding (i) time recording and (ii) effective and transparent termination procedures.</p> <p>4. Improve: Develop, adopt and implement corrective action plan to return to unrestricted participation in Title IV programs within six (6) years.</p>
YEAR 2	<p>1. Measure Compliance Awareness: Begin measuring and tracking ethics and compliance complaints by employees to serve as baseline for comparison of future performance.</p> <p>2. Assess Effectiveness: Repeat campus-wide Compliance Survey to measure progress against baseline using an agreed-upon methodology.</p> <p>3. Training: Continue to develop, adopt and implement a two-pronged employee training program designed to:</p> <ul style="list-style-type: none"> ○ Meet all legal/regulatory/accreditation requirements (e.g., mandatory Illinois Ethics training) with minimum of 92% employee completion rate; and ○ Enhance compliance in two risk areas (identified as a result of current University risk assessment) via training with minimum of 92% completion rate by applicable employees. <p>4. Policies/Procedures: Continue to develop, adopt and effectively communicate to campus community at least three (3) revised policies (identified as a result of current University risk assessment), including effectively monitoring legislative and regulatory developments to identify new legal requirements.</p> <p>5. Plan: Develop and adopt a two-year Compliance Risk Mitigation Plan, including (i) identifying the applicable laws/regulations/policies applicable to University (i.e., the “risk universe”); (ii) identifying risks to be prioritized via survey instrument or other methodology; (iii) assigning primary “ownership” of each risk; and (iv) identifying action plan for prioritized risks.</p> <p>6. Improve: Monitor and ensure measurable progress towards implementing action plan to obtain and/or maintain full participation in Title IV programs.</p>
YEAR 3	<p>1. Assess: Continue to track ethics and compliance complaints by employees to measure progress against baseline using an agreed-upon methodology.</p>

	<p>2. Measure Compliance Awareness: Repeat campus-wide Compliance Survey to measure progress against baseline using an agreed-upon methodology.</p> <p>3. Training: Continue to develop, adopt and implement a two-pronged employee training program designed to:</p> <ul style="list-style-type: none"> ○ Meet all legal/regulatory/accreditation requirements (e.g., mandatory Illinois Ethics training) with minimum of 95% employee completion rate; and ○ Enhance compliance in two identified risk areas (identified as a result of current risk assessment) via training with minimum of 95% completion rate by applicable employees. <p>4. Policies/Procedures: Continue to develop, adopt and effectively communicate to campus community at least three (3) new and/or revised policies (identified as a result of current risk assessment), including effectively monitoring legislative and regulatory developments to identify new legal requirements.</p> <p>5. Assess: Measure performance based on agreed-upon methodology in executing two-year Compliance Risk Mitigation Plan.</p> <p>6. Improve: Monitor and ensure measurable progress towards implementing action plan to obtain and/or maintain full participation in Title IV programs.</p>
<u>TOTAL</u> 3.75% of Base	\$10,200

METRIC-2: Fundraising and Other sources of Revenue*
Measured Quarterly

YEAR 1	Results of academic year 2020-2021 fundraising will determine baseline for future years.
YEAR 2	10% increase in NUMBER of alumni giving (regardless of amount) 5% increase in NUMBER of new (non-alumni) donors, 5% increase of gross revenues from OTFA over year 1.
YEAR 3	10% increase of alumni DOLLAR AMOUNT giving from year one 5% increase of DOLLAR AMOUNT from donors (non-alumni) from year one, and non-cumulative 5% increase of OTFA gross revenue over year 2.
<u>TOTAL</u> 3.75% of Base	\$10,200

* Includes endowments, estates, grants (local, state and federal), private institutions/foundations and from sources Other than Tuition, Fees and Appropriations (OTFA)

METRIC-3: Economic Impact

Measured with Biannual Economic Impact Study

YEAR 1	Study and identify Key Performance Indicators (KPIs). Coordinate with BOT HR Committee to identify and concur on indicators. Approved KPIs: <ol style="list-style-type: none"> 1. Total revenue from non-appropriated sources. 2. Revenue from contracts and sponsored research. 3. New endowment revenue. 4. Giving rate for recent (1-3 years out) alumni.
YEAR 2	Development of short-term AND long-term plan, using identified KPIs to improve economic impact, including use of the following mechanisms: <ol style="list-style-type: none"> a. Institutional Strategic Plan b. President's Vision and Strategic Plan c. Strategic Enrollment Plan (SEP) Implementation
YEAR 3**	Demonstrable progress in outreach/engagement as outlined in each plan. <ol style="list-style-type: none"> a. Number of external partnerships increased by 5% and strengthened b. University visibility increased by marketing, public relations. Need to furnish examples of success.
<u>TOTAL</u> 3.75% of Base	\$10,200

NOTE: Scale of Economic Impact to be agreed upon by BOT in advance. Strong probability towards starting locally, such as the Chicago Southland (with geographic boundaries established).

***As reference, GSU completed an Economic Impact estimate in 2016 and found an impact of roughly \$247.7 Million. Progress will be quantified against this baseline using agreed-upon methodology.*

METRIC-4: Other Ranking Factors

Measured Quarterly

YEAR 1	Develop and present a plan to enhance the reputation of Governors State University – begin implementing plan.
YEAR 2	Advance plan. Furnish examples of success.
YEAR 3 (See NOTE)	Make list of top 150 universities in the Midwest as rated in national publication known for establishing such rankings: US News & World Report, Niche.com, Princeton Review, Forbes, Times, HigherEd/Wall Street Journal, etc.

TOTAL 3.75% of Base	\$10,200
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GSU's president will be partially evaluated using the following as the fourth metric:

- Outcomes: (35%) Graduation/Retention rates of students, graduation rate increase, social mobility (job placement) opportunities afforded to graduates.
- Faculty Resources: (15%) Appropriate percent of full-time faculty vs. part-time/adjunct faculty will be managed, student/faculty ratio will remain optimal for instructional goals and objectives per discipline, newly hired faculty will have competitive salaries for peer institutions, faculty development resources will be enhanced or expanded.
- Staff Development: (15%) Development of a staff training program array for professional development, personal enrichment and staff retention.
- University/Faculty Academic Engagement: (15%) Promote faculty expertise with peer institutions, improving the visibility and integrity of GSU personnel as experts in current events or Higher Education practices.
- Financial Resources: (10%) Per student spending. [No deterioration of levels of expenditures as a ratio of overall state appropriations]
- Student Excellence: (10%) Quality of students at time of admission to GSU. Class rank, average incoming GPA, average entry test scores where required by programs, faculty/student research activities.

NOTE: Regarding year 3 goal of metric, it is noted that top ranking is based on those institutions that have elected to be included in the ranking system(s), and not all colleges and universities in the region, some of whom do not participate in ranking surveys.