



The Human Resources Committee of the GSU Board of Trustees

PRESIDENT'S ANNUAL ASSESSMENT

ACADEMIC YEAR 2020-21



Executive Summary

This report constitutes the Governors State University Board of Trustees' Human Resources Committee's assessment of President Cheryl Green's performance for Academic Year 2020-21 (AY20-21). The Governors State University Board of Trustees set forth annual goals in four distinct areas: (i) Compliance Risk Management; (ii) Fundraising and Other Sources of Revenue; (iii) Economic Impact; and (iv) Other Ranking Factors (i.e., plan to increase the reputation of Governors State University). Accordingly, this Report is similarly segmented into these four distinct sections.

President Green's inaugural year as the Chief Executive Officer of Governors State University began in the middle of a global pandemic. The University was devising (and ultimately adopted) an operating plan that relied primarily on remote work and learning options. One year later, as of June 30, 2021, the COVID-19 virus continued to pose a challenge to public health, with ongoing impacts to the University and its operations.

As the pandemic has evolved, the University's response has continued to evolve as well. The current Operating Plan for Academic Year 2021-22 outlines a multi-layered COVID-19 mitigation plan.

Along with a number of health, enrollment, financial, and logistical challenges brought on by COVID-19, the University has experienced a number of other challenges, including significant turnover at the senior executive levels: the positions of General Counsel, Vice President for Human Resources, Provost and Vice President for Academic Affairs and Vice President for Administration and Finance triggered national searches for all these essential roles. In addition, the University filled positions for inaugural positions of Compliance Director/Ethics Officer and Chief Diversity Officer/Title IX Coordinator, two essential roles the University previously lacked. The time needed to recruit new and qualified talent to fill these positions has been significant, but the Committee is pleased to report that all positions have been filled, with the exception of Provost.

Despite these challenges, the University has accomplished tremendous results in the past year for students in terms of its academic and extracurricular offerings under President Green's leadership. To name but a few, the University has:

- 1) Obtained approval to offer its first Ph.D. program, converting its Doctor of Education in Counselor Education and Supervision to the Doctor of Counselor Education and Supervision, which will begin admitting students in the Fall of 2022;
- 2) Been awarded continued full accreditation by its institutional accreditor, the Higher Learning Commission, effective December 18, 2020 for the next 10 years;

- 3) Received continued approval of its Masters of Science in Nursing program from its programmatic accreditor, Accreditation Commission for Education in Nursing (ACEN), by developing detailed action plans to address areas of concern in a comprehensive way;
- 4) Expanded its athletics program from Varsity only to include Junior Varsity teams in men and women's basketball, soccer, and volleyball.

Furthermore, despite the enrollment challenges brought on by the pandemic, the University remains in strong financial condition.

Despite over a year of limited personal interactions, the University has realized success in transitioning from the “Hidden Gem” of the Southland to the “Jewel” of the Southland, a respected institution of higher education.

The Committee is pleased to present this Presidential Annual Assessment to the Board of Trustees, which demonstrates satisfaction of each of the four Metrics as set forth below.

It is the Committee's recommendation that the Board of Trustees find that President Green has fully satisfied each component of her incentive compensation plan and, therefore, should authorize the payment of the full amount eligible for 2020-2021, in the amount of \$40,800 by December 31, 2021.

The Metrics used to evaluate President Green's performance are:

Metric 1: Compliance Risk Management

The compliance goals for Academic Year 2020-21 track the seven, generally recognized components of a compliance plan as recounted in *Higher Education Compliance: Blueprint for Success* by Judith W. Spain, a tenured professor, licensed attorney, and certified compliance professional, which are widely recognized tools used throughout the compliance field.

Goal 1.1: 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.

A detailed survey instrument was researched and designed internally. The survey results demonstrated several positive themes as well as other areas where additional efforts may be warranted that will help shape the University's compliance focus for the next year.

Goal 1.2: Compliance Organizational Structure—Develop, adopt and implement an organizational structure for Compliance Risk Management function, including: (i) accessibility to the President and BOT consistent with industry standards; and (ii) engagement by each University functional area.

In support of this Goal, the University made three critical hires this past Academic Year, including creating and filling two inaugural roles for the University, Compliance Director (also the University's designated Ethics Officer and FOIA Officer), and Chief Diversity Officer (also our Title IX Coordinator).

Goal 1.3: Communications Plan—Develop, adopt and employ a robust compliance communications plan, including: (i) an employee Code of Ethics, including a compliance reporting requirement and non-retaliation policy; (ii) an anonymous reporting tool/hotline; and (iii) new compliance initiatives.

The University has accomplished the goal of developing, adopting, and implementing a robust compliance communications plan.

Goal 1.4: Training—Develop, adopt and implement a two-pronged employee training program designed to: (i) meet all legal/regulatory/accreditation requirements (e.g., mandatory Illinois Ethics training) with minimum of 90% employee completion rate; and (ii) enhance compliance in priority risk areas via training with minimum of 90% completion rate by applicable employees.

This goal requires that the University develop a two-pronged employee training program designed to (i) meet all legal/regulatory/accreditation requirements and (ii) enhance compliance in priority risk areas.

The goal of providing all legally required training, plus training in additional risk areas was met.

Goal 1.5: Policies/Procedures—Develop, adopt and effectively communicate with the campus community new and/or revised policies, including effectively monitoring legislative and regulatory developments to identify new legal requirements.

Under President Green's direction, the University has embarked upon a process to review and revise many policies or create new ones across many areas, including but not limited to; a comprehensive COVID-19 plan, including revising the University's Operating Plan, implementation of Title IX measures, broad Compliance measures, Ethics, Economic Impact, and overall Governance of the University. It is our judgment that she has lived up to the spirit of this goal.

Metric 2: Fundraising and Other Sources of Revenue

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

President Green's first year included identifying and quantifying what current revenue levels are, with the goal of increasing them in subsequent years.

Metric 3: Economic Impact

Study and identify Key Performance Indicators (KPIs) Coordinate with BOT HR Committee to identify and concur on indicators.

This Metric requires the Human Resources Committee and President Green to identify and agree upon KPIs for measuring economic impact. These measures will be consistent with the goals of the University's strategic plan, *Strategy 2025*. They are currently under discussion and are anticipated to be presented to the Board of Trustees at their December 10, 2021 meeting, unless it is mutually agreed that additional discussion is warranted.

Executive Summary: Economic Impact Report (FY20)

Governors State University generates an economic and social impact for the State of Illinois of an estimated \$324 million. This includes an estimated \$195 million in value added for the expenses and revenues of the institution, and an estimated \$41.4 million in local, state, and federal taxes. Construction on campus generated an estimated \$14.7 million for the state in jobs, supplies, and the economic activity generated throughout the supply chain and by workers. In total, the University generated an estimated 684 additional jobs for the State of Illinois, in addition to the employees at Governors State University, most of whom reside in the state and nearby region.

How Economic Impact is Measured

Economic and Social Impact Reports use the expense data from all elements of the University's operations to calculate the economic impact that is generated not only by the expense, but by the supply chain and individual purchasing and economic activity. In concept, an economic impact report says that if the University were to be completely removed from the state tomorrow and disappear, the state would be losing \$324 million in economic activity.

The University is continuing to improve its economic impact reporting and is undertaking studies to better estimate student and visitor spending, student employment, off-campus housing, and to disaggregate spending by legislative district and county to provide a better snapshot to stakeholders of what a significant investment Governors State University is for our region and the State of Illinois.

Metric 4: Other Ranking Factors

Develop and present a plan to enhance the reputation of Governors State University—begin implementing plan in year one.

This also dovetails with the University's *Strategy 2025*.

Specific steps include President Green's efforts to engage many relevant stakeholders, both internally and externally, a strategic objective focused expressly on faculty development, another that is focused on staff development and one more that focuses on the University and the scholarly activities of faculty.

In addition, *Strategy 2025* contains objectives focused on the University serving as a cultural leader in the community and an economic catalyst for the region, improving academic and student excellence, and instituting a detailed enrollment management program.

President Green has put into place multiple initiatives that are designed to enhance the influence and reputation of the University. Her efforts to successfully deal with the pandemic crisis, add processes and procedures to codify and clarify issues that the University faces, while adhering to and advancing the goals of the University's strategic plan, all within her first year of service, are commendable.

Conclusion

After diligent examination of the efforts of President Green for Academic Year 2020-2021, the HR committee is pleased to make the recommendation to the full Board of Trustees for full adherence to the terms of President Green's Employment Agreement, specifically the terms of her incentive compensation in her first year of tenure.