

**GOVERNORS STATE UNIVERSITY
BOARD OF TRUSTEES**

Minutes of the May 4, 2017 Committee of the Whole

Patrick Ormsby, Chair

CALL TO ORDER AND ROLL CALL

Board Chair Patrick Ormsby called the Governors State University Board of Trustees Committee of the Whole meeting for Thursday, May 4, 2017 to order at 8:36 am. Roll call was taken and Trustees Lorraine Tyson, Bruce N. Friefeld, Anibal Taboas, Carney A. Barr, and Masah Renwick were in attendance. Trustees Cornelius Griggs and Yolanda Pitts were absent.

Also in attendance: Elaine P. Maimon, President; Deborah E. Bordelon, Provost and Vice President for Academic Affairs; Barbara Winicki, Faculty Senate President; Sheryl Jones-Harper, Civil Service Senate President; Justin Smith, Student Senate President; Sondra Estep, UPI 4100 Chapter President; Will Davis, Vice President for Development and CEO of the GSU Foundation; Alexis Kennedy, General Counsel; Aurelio Valente, Vice President for Student Affairs and Dean of Students; Keisha Dyson, Assistant Vice President for Marketing and Communications; Penny Perdue, Executive Assistant to the President; Jun Zhao, Dean, College of Business; Beth Cada, Dean, College of Health and Human Services; Andrea Evans, Dean, College of Education; Colleen Sexton, Associate Provost; Ann Vendrely, Associate Provost; Randi Schneider, Associate Vice President of Enrollment Management; James McGee, Director of Public Safety; Villalyn Baluga, Interim Associate Vice President for Finance; Joyce Coleman, Associate Vice President for Human Resources and Diversity; Jim Zumerchik, Interim Associate Vice President for Facilities Development Management; Tracy Sullivan, Assistant Vice President for Procurement; Betsy Joseph, Director, Auxiliary Services and University Housing; Sandra Zurawski, Director of Budget and Financial Planning; Division of Education Chair Tim Harrington; faculty members David Rhea, Alli Cipra, Albert Tuskenis, Debbie James, Catherine Tymkow, Sasha Cervantes, Crystal Harris, Rashidah Muhammad, Jessica Bonner, Rupert Evans, Diana Galante, Pam Guimond, Paul Blobaum, Betsy Essex, and Kim Boland-Prom; academic advisors Stacey Amedeo, Carla Johnson, Bryce Johnsen, and Pam Stipanich; staff members Andrea Middleton, Linda Theres-Jones, Lynn Johnson, Matt Cooney, Mary Rothenberg, Carol Morrison, Susie Morris, Karen Caesar-Smith, Yakeea Daniels, and Kara Johnson; and students Linda Coleman and Lester Van Moody.

Ormsby introduced the Faculty Senate Representatives in attendance - David Golland, Alice Keane, Lara Stache, Susan Ji, and Ravi Nigam.

CHAIR'S REMARKS

Patrick Ormsby

Ormsby reported that today's meeting would address a number of items being considered for approval at the May 12 Full Board Meeting. Amongst these are proposals to address the University's structural deficit including a voluntary retirement program. He remarked that the Board will be looking to the future with regard to tenure, accreditation, and strategic enrollment planning. Ormsby acknowledged this is not easy work, and praised all those who worked on the materials being presented today. He added it is apparent from a review of the recommendations being made that serious thought and careful consideration were brought to the table to determine how members of the GSU community want the University to look going forward.

ACADEMIC AFFAIRS Matters

Academic Affairs Committee Chair Taboas introduced Provost Bordelon, who referred to the 2017-2021 Strategic Enrollment Plan in the Board Book, and introduced Dean Valente who will provide a Power Point and overview of the subject. Valente thanked Ann Vendrely and Randi Schneider, co-chairs of the Strategic Enrollment Committee, as well as Marco Krcatovich of Institutional Research for their diligent work. Valente explained the work of the Committee has been to define enrollment goals through 2020 and determine how these goals will be achieved utilizing GSU's Mission and Vision statements, the *Vision 2020* strategic plan, the *Academic Master Plan*, and the *Ten Year Revenue Plan*. He pointed out that due to stagnant and declining college-going demographics combined with out-migration enrollment patterns, the recruiting and admissions environment has become increasingly competitive. Pointing to a slide, Valente reported in 2015 45% of Illinois high school graduates left Illinois to attend college elsewhere. He went on to explain that the picture for GSU's transfer student pipeline is also concerning, with spring enrollments decreasing in 15 of 17 of the University's primary community college partners between 2013 and 2017. Intensified competition from border states as well as in-state institutions are also factors.

Valente explained the Committee formulated a broad strategic approach to redesign the admissions workflow and increase efficiencies; leverage institutional strengths and mission based approaches; segment recruiting and admissions strategies; and focused on intensive retention interventions. Enrollment goals to recruit and enroll students at the following levels by 2020 include 1) increasing the freshman class to 250 students, for a total lower division population of approximately 400; 2) increase transfer student enrollment to 3,300; 3) increase domestic graduate student enrollment to 2,050 students; and 4) to acknowledge and anticipate international enrollment will fall to approximately 250 students. Valente went on to say that despite declining admission trends, GSU does have the opportunity to stabilize and potentially increase enrollment through intensive attention to student success and retention efforts. He emphasized this is absolutely essential. By fall 2020, the Committee proposes an enrollment of 6,025 students, up 3.5% from 2016, and a 5-8% retention gain for freshmen. Such goals will be achieved by giving increased attention to best practices supported by the Title III grant and innovations such as the *Center for the Junior Year*, new academic programs, increased online

programs, and target recruiting for graduate programs with capacity. Valente concluded by reporting GSU has a potential resurgence in enrollment to 7,500 by 2025; however, variables such as funding will continue to be a major factor.

Referring to the plan outlined, Taboas questioned why there is a two-year lag before results are realized. Valente responded this is typical because GSU is competing with other institutions that are fighting enrollment declines as well, and because new programs take time to develop. The two-year lag reflects a realistic assessment for many of these strategies to make an impact. Ormsby asked for an explanation of the enrollment process, how long it takes, and what improvements are being made. Schneider responded the timeline has historically been dependent on the student and their submission of materials and the manual process that was in place. However recently a new Lexmark system was installed, upon approval of the Board, and this will significantly decrease the time to process applications. Assistant Vice President for Enrollment and Admissions, Yakeea Daniels, reported that processing has decreased from 7-10 days to 2-3 days. Valente added that graduate applications must be processed through the Colleges. The Committee is working to integrate a more efficient communication plan, for example to obtain any missing documents quicker, to speed up the process. He added this will not necessarily increase the number of applications, but it will definitely increase the yield.

Program Accreditation Status Summary

Bordelon presented the final summary for the current academic year. She reported two master's programs, Public Administration and Health Administration, are scheduled for site visits in spring 2018. The Doctor of Nursing Practice program was due for fall 2017; however, that visit is being postponed until fall 2018 so the BSN, MSN, and DNP can go through their accreditation cycle at the same time. Friefeld asked if the University anticipates the financial crisis will affect accreditation. Bordelon responded that all the accrediting bodies have asked that question as well as requested information on institutional support for programs. She stated the accrediting bodies are aware it is a state issue; however, the University must be able to demonstrate it is supporting the programs. Tyson asked what the anticipated freshman class course capacity is, to which Bordelon replied it would be no more than 18 for English, while enrollment in other courses will continue to be below the national average. Taboas commented he is impressed by the continued focus on academic quality, affordability, and essentially on who GSU is and whom GSU serves. He suggested pursuing other opportunities such as an online MBA program as well as developing partnerships with other institutions, much like Purdue University does. Taboas also encouraged focusing on employability of students after completing their degrees. He encouraged the continued dedication toward attracting and retaining students through graduation.

Annual Listings Report to IBHE

Bordelon explained this report is brought before the Board each May to provide information on program changes that must be reported to the Illinois Board of Higher Education. She added that it is an informational report only, and does not require approval by IBHE.

HUMAN RESOURCES Matters

Human Resources Committee Chair Renwick reported the Board will conduct an assessment of President Maimon's leadership of the University, as it does each year, and that Dr. Maimon has been asked to prepare a personal assessment report for the Trustees. The report will be based on the goals established by the Board for Dr. Maimon in Academic Year 2016-2017. The Board will meet with Dr. Maimon to discuss her report, her leadership, and her goals for Academic Year 2017-2018 in Executive Session during the Board's Annual Retreat in August.

Resolution 17—25: Award of Tenure

Renwick requested a motion to place Resolution 17-25 on the Consent Agenda of the May 12, 2017 Board Meeting. Ormsby made a motion. Friefeld seconded. Bordelon referred to the brief bios of the tenure candidates in the Board Book, stating they all exemplify excellence in teaching, research, and service. Bordelon recognized Dr. Praggyan (Pam) Mohanty, Division of Management, Marketing and Entrepreneurship, College of Business; Dr. Deborah James, Division of Communications, Visual and Performing Art, College of Arts and Sciences; Dr. Patrick Santoro, Division of Communications, Visual and Performing Art, College of Arts and Sciences; Dr. Ellen Walsh, Division of Humanities and Social Science, College of Arts and Sciences; Dr. DeLawnia Comer-HaGans, Department of Health Administration, College of Health and Human Services; Dr. Zo Ramamonjiarivelo, Department of Health Administration, College of Health and Human Services; Dr. Renee Theiss, Departments of Physical Therapy and Occupational Therapy, College of Health and Human Services; Mr. Josh Sopiartz, University Library; and Dr. Timothy Harrington, Chair, Division of Education, College of Education. Following applause, the motion was approved by unanimous voice vote.

Resolution 17—26: Approval of Voluntary Retirement Program

Renwick requested a motion to place Resolution 17-25 on the Consent Agenda of the May 12, 2017 Board Meeting. Taboas made a motion. Barr seconded. Renwick called on Joyce Coleman, Associate Vice President for Human Resources and Diversity, who explained that Voluntary Retirement Programs (VRP) are becoming increasingly common in higher education in an attempt to lower institutional costs. Using a Power Point presentation, Coleman outlined the various options, the number of eligible participants by College (total of 57), and the potential savings. The proposed VRP would be an option for eligible full-time Unit A and B faculty, and Unit B academic support professionals. Renwick asked what the anticipated participation rate was, to which Coleman responded that 5%-30% is the norm. Barr asked whether SURS regulations allow retired faculty to return to the University as part-time instructors. Coleman stated they would be eligible to return 60 days after their retirement date. Ormsby asked for clarification on the process. Coleman stated a faculty member has to meet the age and number of years served requirements under SURS regulations. Ormsby then questioned whether the functional operations of the University will be taken into consideration, which Coleman affirmed they would. Taboas suggested widening the eligibility pool to capture more salary savings. Maimon responded doing so would qualify as an early retirement program, adding that at this juncture the University decided to look only at those individuals eligible by age and number of

years of service for retirement; however, if the Board favors an early retirement program in the future that can be explored as well. Bordelon emphasized that individuals interested in the VRP would be assessed on a case-by-case basis, and that if they are teaching the summer semester they will be able to finish the semester. Faculty Senate Representative Ravi Nigam questioned whether individuals who choose the VRP could reapply for the same position in the future. Coleman responded they may reapply for a position in their field 60 days after their retirement date; however, their salary would be based on what they could earn as an annuitant.

Ormsby called for a break at 9:27 am. Open Session resumed at 9:44 am.

Renwick called for a vote to include Resolution 17-26 on the Consent Agenda at the May 12, 2017 Board Meeting. Ormsby, Friefeld, Tyson, Barr, and Renwick voted aye. Taboas voted nay. Since the vote was not unanimous under the Board Committee of the Whole, Resolution 17-26 will not be placed on the Consent Agenda of the May 12, 2017 Board Meeting and will be considered as a separate action.

BUDGET AND FINANCE Matters

Resolution 17—27: Approval of Actions to Address the Structural Deficit Due to the Budget Impasse

Budget and Finance Committee Chair Tyson requested a motion to place Resolution 17-27 on the Consent Agenda of the May 12, 2017 Board Meeting. Friefeld made a motion. Ormsby seconded. Bordelon summarized the proposed actions - 1) an undergraduate and graduate tuition increase of 15%; 2) through the Planning and Budget Advisory Council (PBAC) each unit is to be charged with a 3% reduction in their budget, for a total of \$1.57M; 3) moving forward on the recommendations made by the Academic Program Elimination Review Committee (APERC) on April 21, 2017; 4) the restructuring of undergraduate academic advising into one central location, with a director that will report to the Office of the Provost, resulting in the elimination of five advising positions for a savings of approximately \$200K; 5) implementation of a Voluntary Retirement Plan (VRP) for eligible Unit A and Unit B faculty, as well as eligible academic support professionals; and 6) restructuring of the College of Education contingent on State appropriations and MAP reimbursement as of July 1. Tyson thanked the Administration, APERC, and APERC Chair David Rhea for bringing to the Board solid proposals, acknowledging that some of these measures are drastic; however, given the current environment in the State of Illinois these actions are necessary. The motion was approved by unanimous voice vote.

PUBLIC COMMENT

Charles Dieringer, community member

Mr. Dieringer made the following remarks: I recently traveled to Springfield in opposition of the University's request for \$6M for water pipe repairs. I also expressed my opposition to the IBHE. Transparency is important. Last night I attended a meeting in Chicago Heights. The (K-12)

school systems are driving us bankrupt so we can't develop our communities. We have a College of Education here that could help address the needs of these school districts. Ford Heights has a superintendent that makes \$330K per year. I think we need a town meeting to address the structuring of school districts in the State, and I ask that GSU consider getting involved with sponsoring such an initiative. [Dieringer provided a handout on watershed science]. The Thorn Creek Basin partnership started 20 years ago and I think GSU needs to take a more active role in the local environment. I also think the University needs to be more transparent with its Board packets and make them available to the public.

Sondra Estep, President, UPI Local 4100

Dr. Estep made the following remarks: I want to thank the Board for giving the Administration the charge last month to only use financial data to determine future program eliminations rather than the cockamamie rubric the Provost designed. As you have seen, the APERC only used financial data for their review this time around and they were able to save nearly a million dollars without eliminating any programs. Notice in the APERC report that they reference three programs that were eliminated that I strongly urge you to reconsider, which I also did in April. Again, I am asking you to reconsider. Also in April, I spoke about the 8-12% raises that were given to administrators last year. That year everyone else got a 1% raise and this year it was zero. I am providing a handout that shows these raises cost nearly \$1M. It seems like everyone except the administration is sharing in the sacrifice during these hard times.

Then there are the two options before you regarding the College of Education. I will tell you that the savings of either \$600K or \$300K is dead wrong. The real savings will be no more than \$88K. The Administration has included open lines and the MILE program that is already scheduled to shut down in June. But who really knows what the numbers are because they haven't shown the details. I am asking that you delay any action on the COE until your December meeting, and give the COE faculty and staff the opportunity to save their College. Psychology and Counseling belongs in COE for a reason; it's a marriage that was intentionally made between the two divisions because education students are required to take counseling and/or psych courses. Plus, they offer education degrees in school counseling and school psychologist degrees.

All of this and many more issues have been totally disregarded. I have a handout on Policy #1 – Reorganization, the very first policy ever written at GSU. It safeguards reorganization decisions from being made from the top down. I also have a handout on a list of 10 big issues. For all of us, the last straw is the President not honoring the 0.7% raise that our contract guarantees. Vice President Thomas told us all that if we didn't get another penny we wouldn't run out of money until October 2018. I think it is highly unlikely we will never see another penny from the State. We are asking the Board to not support yet another top down dictate by this administration.

Carla Johnson, Academic Advisor, College of Education and Vice President for Academic Support Professionals

Johnson made the following remarks: We, the academic advisors, are concerned about recently discovered information. The advisors were made aware of a dramatic change to the current advising model—a new centralized advising configuration to be implemented soon. What is the rationale for such a change? Most universities across the country use central/general advising for freshmen and sophomores. Then they enter their major in the junior year they work with an advisor within that particular major. Advisors have been hired and trained to provide unique guidance so students can earn a degree that will benefit them in employment opportunities and for graduate school. How will accreditation issues be addressed? If all undergraduate advisors are centralized how will that impact our accreditation in those majors? How was the appointment of the centralized advising unit manager chosen? What will be the reporting structure? Why wasn't the position posted? Has there been consideration given to how a physical separation of the advisors from the major, including the faculty, will compromise program integrity and continuity? What role will the faculty play in this change? How will graduate advising be organized? Currently some departments have advisors that work with both undergraduate and graduate students. We appreciate your thoughts on these key questions and thank you for your time.

Diana Galante, Full Professor of Mathematics and Coordinator for the Mathematics Program

Dr. Galante made the following remarks: I hope you will reconsider the elimination of the undergraduate secondary education mathematics program for the following reasons. With approximately 50 students enrolled in the program and with five more students starting in the fall, this is a program that generates tuition revenue at a low cost. The Mathematics Program is both nationally recognized and has the approval of the IBHE. For the last three years, program graduates have had a 100% employment rate in area high schools including Rich and Bloom Townships, Crete-Monee, Lincoln-Way, Andrew, Sandburg, Stagg, Momence, and Kankakee. Since the program began in 2008 over 80 students have earned an Illinois teaching license endorsed for mathematics. Enrollment in the BA in Mathematics for Teachers degree program is up over 70% from August 2015 to May 2017, and credit hours overall are up over 40% from last fall. However, enrollment could drop by over 50% if the undergraduate program is eliminated. The teaching option also draws many students to other mathematics programs. More than 50% of students enrolled in the mathematics program are minority students, which is unusual for a mathematics program. I hope you will reconsider and keep the undergraduate mathematics teacher education program at GSU. Thank you for giving me this opportunity to speak.

Kim Boland-Prom, Associate Professor of Social Work

Dr. Boland-Prom made the following remarks: I think the early retirement option should include administrators as well as other positions. I would like you to encourage all the different positions in your calculations.

EXECUTIVE SESSION

Ormsby requested a motion to go into Executive Session at 10:14 am. Friefeld made a motion to go into Executive Session pursuant to sections 2(c)1 and 2(c)11 of the Illinois Open Meetings Act. Renwick seconded. Roll call was taken and Trustees Ormsby, Friefeld, Tyson, Taboas, Carr, and Renwick were in attendance. Kennedy remained in Executive Session, and Maimon and Bordelon were called into Executive Session at 10:38 am. The closed session adjourned at 10:58 am by a motion from Friefeld, a second from Renwick, and a roll call by Kennedy. Ormsby reported the Board met in Executive Session to discuss personnel, employment, and litigation matters. No final action was taken.

TRUSTEE COMMENTS

Barr, Board Representative to the GSU Foundation, pointed out the fiscal year ends June 30 and that it is important all Trustees make a contribution to the Foundation, if able. He emphasized the importance of unanimous Board support for the GSU Foundation. Barr explained that with the recent bond rating decrease the Foundation is not able to purchase GSU bonds, a prime example of the fiscal situation the University is currently in.

Ormsby again thanked the Administration and APERC for the work they have done in looking at ways to improve the University's financial picture and how it operates. Looking at GSU's strengths and building around them is the right thing to do. He expressed appreciation for the thought processes and recommendations being made. Ormsby concluded by expressing his optimism for the future of GSU.

Ormsby requested a motion to adjourn. Tyson made a motion. Friefeld seconded. The motion was approved by unanimous voice vote and the Governors State University Board of Trustees Committee of the Whole adjourned at 11:03 am.

Respectfully submitted,

Joan Johns Maloney