

**GOVERNORS STATE UNIVERSITY  
BOARD OF TRUSTEES**

**ANNUAL BOARD RETREAT**

**August 10-11, 2014**

**Matteson Holiday Inn**

**Brian D. Mitchell, Chair**

**CALL TO ORDER AND ROLL CALL**

The Board of Trustees Annual Retreat was called to order at 12:18 pm on August 10, 2014 by Chair Brian D. Mitchell. Roll call was taken and Trustees Mitchell, Eileen Durkin, Bruce Friefeld, Jack Beaupre, Patrick Ormsby, Anibal Taboas, Lorraine Tyson and Student Trustee Jeremy Joyce were present.

Others present: Elaine P. Maimon, President; Deborah E. Bordelon, Provost and Vice President for Academic Affairs; Gebeyehu Ejigu, Executive Vice President and Chief of Staff; Alexis Kennedy, General Counsel; Karen Kissel, Vice President for Administration and Finance; Will Davis, Vice President for Development; Maureen Kelly, Director of Governmental and Community Relations; and Jeff Slovak, Deputy Vice President for Administration and Finance.

Mitchell commented that today marks the first student move-in day at Prairie Place, a very exciting event for the students, families, the institution and the Southland. He thanked the Administration for making sure all the students are moved in seamlessly as they begin their lives as GSU Jaguars. Before turning the floor over to President Maimon he stated the Retreat Agenda was developed in conjunction with the Administration in order to facilitate comprehensive conversations that will advance the University.

**State of the University – President Elaine P. Maimon**

President Maimon thanked Chair Mitchell for the opportunity to report to the Board of Trustees on the University's goals for 2014-2015. To better advise the Trustees, Maimon's report will describe both the transformational as well as the incremental progress during the past year. By their nature, incremental goals are much easier to measure because they are specific and linear. These goals are reported here and are a part of her report to the Trustees at each meeting of the Board. Reporting on transformational goals requires a longer view. Maimon explained that from the beginning of her presidency seven years ago she accepted the Board's mandate to bring about transformational change. At that time the Board, including Trustees Friefeld and Beaupre who continue to serve, emphasized its vision for the University. It asked for an administration that

would plan for and implement the advancement of Governors State University in quality, growth, and reputation. She stated the Administration is following this directive and will continue to do so.

Trans4Mation. As part of GSU's Trans4Mation several workshops have taken place in order to develop a distinctive, research-based academic and co-curricular program for the first freshman class. One of the facilitators, John Gardner, President of the Institute for Excellence in Undergraduate Education, was so impressed by GSU's efforts to create a transformative program that he wrote about GSU after his visit, stating, "Rarely does any university both take the opportunity and make the effort to create an 'only one in the country' beginning college experience quite like this: drawing from the best research findings and best practices from the most knowledgeable experts in college student success, including the University's own experts, the University has really done it! These fortunate first-year students will experience a unique foundational experience equal to or better potentially than any with which we have been associated—and to which it has been an honor to contribute to such an historic educational development process." The freshman class (FC14) will consist of over 200 full-time day-time students that really look like America with 56% being African-American, 18% Latino/Hispanic, and 16% Caucasian. Through a series of orientations, GSU's faculty and staff have met these students and their families, and they are eager and enthusiastic. On August 22, Convocation and the Prairie Place ribbon cutting ceremony and reception will be held.

The Dual Degree Program (DDP) is excelling, with 526 students in the DDP pipeline, exceeding the goal for FY14. Focus groups with the DDP students recently graduated from GSU took place and responses such as, "I was on a long winding road without a GPS, until I found the DDP," were common. Student housing will be filled close to capacity, with 60% of the students living there being freshmen. Maimon explained that Prairie Place was modeled after the Yale College Housing System in which faculty live in the facilities to promote interaction, intellectual discussions, and a unique learning experience beyond the classroom. Some of the resident students are on the men's and women's basketball teams, and she thanked the Board for their approval of the gymnasium renovation. GSU now has a full-time athletic director, Tony Bates, who will also be coaching the men's basketball team. She noted he has a great sense for the responsibility these athletes have as student athletes. The first men's basketball game will take place during *Friends and Family Weekend*, October 9-11.

Maimon went on to highlight GSU's enrollment trends. An increase of 7% was predicted with an increase in transfer enrollment and the 4-year change; however it could be as high as 11%. She stated that most Illinois public universities have indicated they will have flat or decreased enrollment for the fall. Tyson asked how GSU's anticipated increased enrollment will transfer into dollars. Slovak responded that in a conservative move the budget recommended at the May 2014 meeting of \$55.2M predicted no increase in revenues from the freshman class or increase in

transfer students. However on August 25, the first day of classes, it is predicted that the freshman class will stand at 230, which is a better than projected increase in the traditional student body, amounting to about a \$125,000 increase in revenues. He pointed out that part of the process of this year's budget building was reallocation of a rescission reserve of \$1M in order to provide for a cushion for contingencies. Tyson asked if there were plans for that \$1M. Ejigu responded it will be carried forward as a contingency fund. Bordelon explained that October 9 is the uniform freeze date for enrollment data, and applies to all public universities. Maimon added that when classes start on August 25, however, there will be a very clear view of where the University stands with regard to enrollment.

Highlighting construction projects on campus, Maimon reported the E/F wing renovations were completed ahead of schedule and under budget. The ribbon cutting ceremony will take place on September 5. In addition, there are a number of roadway and sidewalk projects in progress which include an increase in accessible parking and widening of the Alumni Path to the Metra station. Through Board approval of an internal reallocation of funds, the ACS Lab and Library are now undergoing renovations to transform them into modern, comfortable spaces to study. Renovations should be complete by August 25, when classes start. A lot of work has been put into getting Stuenkel Road fixed, and GSU has finally won that battle with rebuilding and widening beginning in spring 2015. The most important thing to come of this is the recognition that GSU doesn't just belong to University Park, but to the whole region.

Challenges facing the University include declining State support and pension reform, the latter of which could result in a shift in pension responsibility to the universities. GSU's goal is to increase enrollment so it has the funds it needs to continually improve. Taboas asked whether an increase in students theoretically translates into a higher State allocation in the future. Maimon explained there is an enrollment formula in many states, but not in Illinois. That means we do not receive a higher appropriation for increased enrollment. However, university tuition revenue remains with the universities, rather than going into a state higher education pool. Capital funding is another big challenge. With increasing enrollment the University needs more space and therefore the Administration is lobbying very hard for the multipurpose building. The University is currently at capacity from 4:30-10:30 pm, in addition to utilizing some mobile units. Undergraduate programming has expanded in the daytime and there has been a tremendous increase in the number of students taking 12-15 credits per semester. Ormsby asked if the multipurpose building would include classroom space. Ejigu responded that it would. Maimon also pointed out the difficult philanthropic environment in the South Suburbs and Will County. The good news is that GSU has a strong professional team in Development, the University has been rebranded, and therefore GSU's Trans4mation provides income opportunities. In addition, GSU is addressing national issues including student debt, the college completion agenda, the integration of liberal arts in professional studies, assessment, and building great teachers, scientists, and citizens.

Tyson asked for a breakdown of the remaining 40% of students living in Prairie Place. Maimon responded they consist of graduate students, international students, a few doctoral students and also DDP students. Tyson asked if the greater female population was a national trend. Maimon explained that at commuter institutions across the country the normal breakdown is 70% female, 30% male. Durkin inquired about the occupancy rate at Prairie Place. Maimon stated it is at 70% occupancy. Ejigu added that 70% is a slightly lower occupancy rate from the projected pro forma in order to break even by the third year, however it is expected that the University will break even if occupancy is at 80-85% in year-2 and 90% in year-3.

Taboas asked for information on recruiting efforts. Maimon explained that high schools in the south suburbs and a number of schools in Chicago have been targeted thus far. Almost no recruiting was done outside the Chicagoland area, however for fall 2015 some schools in southern Illinois will be targeted because GSU offers a great balance of being near Chicago, but not in the city which is what parents prefer. Getting faculty involved in recruitment is another initiative. Bordelon added that GSU's recruiters have been working with schools in the Chicago Public School system and many of the FC14 students are from those schools. Great effort is being put into building relationships with high school guidance counselors, inviting them to campus, and also going to their schools. Recruiting for fall 2015 is already underway. Bordelon and Vice President Valente will be working together on setting goals and monitoring early admissions in November and January so the Administration has a clear understanding of where enrollment numbers stand. Ejigu added that recruiting efforts have resulted in the 18% Latino/Hispanic population of the freshman class, the first time a good number of this demographic of students has enrolled at GSU, and hopefully this represents a trend. Durkin brought up St. Augustine College, a mainly Hispanic college in Chicago, and suggested perhaps establishing a relationship with them. Taboas indicated that he had worked on creating a program in machining and plumbing with them, and people came out of the woodwork. He emphasized that St. Augustine's offers mainly technical programs. Maimon highlighted the fact that GSU now has four completion degrees related to technology that may provide a good opportunity. Maimon concluded her report by thanking the Board.

Ormsby requested the agenda be reviewed and the objectives the Board wishes to accomplish at the Retreat be defined before moving onto the next topic. He expressed the need to quantify or define what success means for the different efforts identified by the Administration, how progress is being measured, and whether the Board is doing what they need to do to facilitate progress. Ormsby suggested the development of metrics. Friefeld added that in terms of what the Board wants to accomplish, it can quantify with metrics throughout the year. Here at the Retreat open discussion should be had to identify any areas of concern and identify what should be reported to the Board on a regular basis. Tyson pointed out that, for example, with regard to the formulation of *Vision 2020* the Board needs measurable metrics to determine how the University

and the Board is doing in meeting goals. She added that at the Annual Association of Governing Boards (AGB) Annual Conference the Trustees learned that a strategic plan should not be so voluminous that it's difficult to handle, and that it should have measurable metrics. Friefeld commented that having gone through the *Strategy 2015* cycle one could see the progress as time progressed. Taboas expressed that as a new trustee he believes the Board should define what they want and establish their own goals. He stressed that in his opinion there is not enough discussion of matters going on and he would like to see the Trustees provide more input. Tyson agreed that there needs to be more input from the Board, particularly with regard to *Vision 2020*. Maimon responded that the draft of *Vision 2020* is meant to be a starting point for the Board to explore, discuss and amend as it feels necessary, emphasizing that the Retreat should create that kind of true partnership between the Board and the Administration. Beaupre acknowledged the importance of measuring how successful the Board and the University are at reaching their goals. He commented that everything the University set out to do in 2008 has been accomplished and now it's a matter of deciding where to go from here. Beaupre explained that as Board Chair he was hesitant to suggest to the Trustees, all volunteers, to spend twice as much time in meetings, but that he really believes in order to come up with goals and the metrics to measure their progress this would be a valuable thing to do. Durkin commented that the Board should determine what its role is as a good steward of the University. Mitchell indicated that perhaps the Board should look at devoting more time to the committees, and deferred to the General Counsel. Kennedy responded that the committees can meet more often in addition to a committee as a whole. Tyson asked what the policy is for conferencing into Board meetings. Kennedy explained this is controlled by the Illinois Open Meetings Act, and requires that there be a quorum present at the meeting place, and then additional members can call in. Therefore with the committees, a quorum is three. Friefeld agreed that allowing more time for discussion in the committee meetings would be beneficial, and that utilizing a whole day on committee business without the Full Board following it has worked best in the past.

Durkin emphasized that the Board does not want to micromanage; rather it is looking for healthy conversation which will help guide the University. Taboas agreed. Beaupre recalled the first element of governance that any of the Trustees experienced in dealing with the AGB and trusteeship was learning the difference between management and governance, which can be a real challenge going in. He agreed the Board could do better in its committee work, and that this has been an excellent point to bring up. Ormsby asked what the Board was trying to accomplish back in 2008. Ejigu explained that when President Maimon was hired in July 2007 there were some very serious issues at GSU, including a physical plant that was falling apart, the campus being closed for a week due to flooding, and a resultant public relations nightmare. The President recommended to the Board a facility fund be established at \$16 per credit hour in order to rebuild and repair the physical plant. He explained it was a very difficult decision for the Board, but it ultimately transformed the campus. Ejigu went on to say enrollment at that time was stable, with the same kind of students including re-entry, part-time, and primarily evening students. The

President was able to get the campus community together to establish a more constructive relationship with the community colleges, which historically had been poor, and the Dual Degree Program was borne. Ejigu emphasized that the quality of academic programs is tied to the quality of the faculty, and since 2007 there has been significant turnover in the faculty. Stricter scrutiny has improved the quality of the faculty coming on board. The transformation seen now is a combination of small steps taken over time. Friefeld stressed that the most important thing a Board is ever going to do is hire the president, and President Maimon was hired to move this university forward. The Board knew at that time that it wanted to go to another level. Durkin commented now it is time to transform the Board and determine where this regional public university fits within the galaxy of higher education. She added that as an employer she is seeing more GSU graduates, and the more recent degrees are given more weight than the older degrees because of the improvement in instruction.

A break was taken at 1:51 pm. Open session resumed at 2:11 pm.

### ***Vision 2020: Draft of GSU's Next Strategic Plan***

Bordelon opened the discussion by providing some context on how *Strategy 2015* was developed through a very comprehensive process which incorporated the Board's input, the use of a consultant, numerous focus groups and brainstorming sessions, and input from the entire GSU community. She reiterated that with *Vision 2020* the Board's input will help determine where the University needs to go in the next five years. The draft in the Board Book is a beginning. She added that when the process is complete there will be two documents; one stating the goals and objectives, and another with that framework outlining how the goals and objectives will be accomplished, measured, and reported to the Board.

*Strategy 2015* and a draft of *Vision 2020* are in the Board Book. Bordelon stated her role as facilitator is mainly to listen to the Board's discussion and suggestions and record them for consideration in the next draft. Ormsby began the discussion by looking at the mission statement, (*Governors State University is committed to offering an exceptional and accessible education that imbues students with the knowledge, skills, and confidence to succeed in a global society. GSU is dedicated to creating an intellectually stimulating public square, serving as an economic catalyst for the region, and being a model of diversity and responsible citizenship*). Discussion ensued as to whether or not the mission statement should be modified or not. Tyson commented she found it too broad, while Durkin added it should be more succinct. Friefeld emphasized the need to focus on the value and quality of GSU's degrees, which was echoed by Tyson, Ormsby and Durkin. Ormsby asked what the philosophy was behind the second sentence. Maimon responded the point was to capture that GSU is the one unifying institution in a wide region that goes from Chicago to Bloomington, and the University functions as a unifying force. Ormsby commented on the need to demonstrate

GSU is not a separate entity; that it's part of the community and a resource for them, unlike a common image of GSU in the past. He suggested this could be one of the core values. Taboas recommended key words in one sentence, "The mission is to lead in providing a quality, affordable, and flexible education that fosters employable citizenship." Friefeld emphasized "affordable" as an important point, to which Durkin added "value." Beaupre added the line from President Maimon's Commencement Address, "welcome to the world of educated men and women," is important to him and that placing emphasis on education is key. Taboas indicated providing a quality education at a great value is GSU's strongest suit. Maimon commented that a mission statement is a strange document, one that the accrediting bodies look at most intensely but that others, like students and parents, do not. Mitchell suggested focusing in on the quality so when families are comparing institutions the affordability will be a bonus. Joyce agreed that was an important factor when he was looking at schools; he wanted a quality education at an affordable price. Bordelon agreed to summarize the discussion on the mission statement and forward it to the Trustees for review.

The discussion then turned to the Core Values from *Strategy 2015*, with Bordelon asking if any gaps were apparent. Taboas pointed out distance education is a big topic in higher education today; on the other hand serving "as an economic catalyst" plays more to the local community. Ormsby commented that GSU can be a catalyst for economic development in terms of assessing the needs of the region and providing programs that will produce talent in various areas, for example, logistics. Tyson pointed out the completion agenda is not included in the Core Values. Maimon expanded on the topic of distance education, stating that GSU makes strategic decisions as to whether high-touch and/or high-tech instruction is best depending on the program. For example, the freshman program is high-touch and high-tech, while the BSN in nursing is entirely online to meet the needs of working adults. Bordelon suggested building that into the core value of *Provide Opportunity and Access*. Tyson indicated she would like to see strategic growth of the University's top-tier programs incorporated into the core values as it relates to the quality element in the mission statement. Maimon recommended incorporating GSU's investment in foundational undergraduate instruction to the core values.

Bordelon turned the discussion to *Goal 1: Academic Excellence: Provide distinctive academic programs that effectively prepare students to become leaders and productive citizens in the global community*. There are seven objectives under Goal 1. Under each of those are action items, what needs to be done. Taboas asked Bordelon to elaborate on accreditation. Bordelon explained that GSU strives to meet the highest standards in all programs that have a specialized accrediting body. Those programs that do not have accrediting bodies undergo an extensive evaluation that is shared with the IBHE. Durkin asked if there were standards, or levels of accreditation. Bordelon responded that there are not; however accreditation can be granted with and without conditions, and it is best to have accreditation without conditions. Friefeld commented that the Board made the decision to do independent evaluations of the programs

without accrediting bodies years ago to ensure excellence throughout all programs. Bordelon emphasized accreditation is a vital piece of strategic planning for the University. The Board agreed collectively that striving for a gold standard of accreditation in all programs should be a strategic goal.

Ejigu pointed out that in 2008 the Board spent an entire day with faculty and administrators brainstorming on the strategic plan, collected the input, and turned that information over to a writing group. He suggested that if the Board had time it would be a good idea to hold such a session for *Vision 2020*. The Board could meet for a visioning session, or the Administration could put together a select group of senior faculty and administrators for a visioning session with the Board. He pointed out that accrediting bodies want to know that strategic planning has included various members of the university community. Bordelon agreed that getting different groups together provides for different perspectives from the various constituents. Maimon agreed such a session should be scheduled, which was echoed by the Trustees. Bordelon suggested the Trustees review the draft of *Vision 2020*, submit their suggestions to her, and these will be discussed at the visioning session to be scheduled. The Board agreed to this strategy.

Before going on to the next topic, Taboas asked for information on two topics: how GSU recruits quality faculty and what efforts are being made to gain federal grant support, such as through the Gates Foundation. Bordelon explained GSU has made some phenomenal hires in the past few years. The University's transformation has attracted high quality faculty, and salaries are very competitive. Many of these individuals want to be involved in this transformation from the ground up and they like the opportunity to build programs, which is often not an option at other institutions. Maimon responded that GSU has a significant Kresge Grant, and went on to explain that the Gates Foundation and Lumina work more from a state top-down view, rather than with regional public universities. However, of late they have been branching out and as a consequence Lumina invited her and Provost Bordelon to be part of a small group to discuss the completion agenda. In addition Maimon was asked to join a Gates Foundation task force through the American Association of Colleges and Universities (AAC&U) looking at general education maps and markers to reform general education. They are looking at exemplar institutions and GSU will likely be named one, and that hopefully that will lead to some more funding. Maimon went on to explain that GSU's Office of Sponsored Programs and Research (OSPR) has expanded and there is a solid staff that monitors all the opportunities out there. Provost Bordelon recently took the lead in writing a grant to the Secretary of Education for \$3.5M. Finally, John Gardner, who is very connected to foundations, suggested sending GSU's press packets to about 20 foundations where he is known, with his quote, and that effort is underway. Taboas thanked Maimon and Bordelon for the information.



## **Self-Assessment of the Board's Performance since its Last Retreat**

Bruce Friefeld, Chair, Committee on Trusteeship, Governance and Nominations

Friefeld stated he received seven responses to the Trustees' self-assessment survey. There was general agreement on the following issues: the Board understands its fundamental roles and responsibilities; the Board adheres to and functions consistent with its fundamental roles and responsibilities; the Board understands its public role as representatives of the University; meetings are orderly and attendance is good; the Board has resources and opportunities for educational development; Board meetings allow for appropriate input from students, faculty, staff and the community; and the Board has cultivated and maintained a positive, supportive and effective relationship with the President. Areas indicated as needing improvement are the presidential assessment process, which will be discussed later in the meeting; increased opportunities for doing business with minority business enterprises, which will be discussed later in the meeting; reinforcing quality in all academic programs; oversight of student housing; and oversight of student outcomes. Friefeld suggested the Board restructure the committee meetings so more time is allotted for thoughtful discussion and deliberations. He emphasized the need to spend more time in the committee meetings and not rush to make decisions. The other Trustees agreed with Friefeld's suggestion, acknowledging that taking the time to focus on issues at hand would be a wise decision. Tyson asked if the self-assessment survey would be an annual occurrence. Friefeld confirmed something similar will be distributed each year for discussion at the Board Retreat.

## **Presidential Assessment: Review of Practices**

Lorraine Tyson, Chair, Human Resources Committee

Tyson drew attention to the materials in the Board Book regarding presidential assessment, most of which she gathered at the AGB Annual Conference session on presidential assessment, to begin a conversation as to whether the current presidential assessment practices are adequate or whether the Board would like to modify them in any way. Mitchell noted that in the past year two assessments were done, and suggested that once a year would be more practicable. Kennedy reminded the Board they had asked for a six-month report, and are receiving a final report at this time, while in the past it has been a yearly assessment. Tyson agreed that once a year was sufficient, adding she would also like to see some type of standardized form in addition to the goal assessment currently in place. Friefeld commented the Board receives a report from the president at each Board meeting; therefore once the new strategic plan is adopted her reports should include progress updates with regard to the strategic plan. He also agreed that a yearly

assessment is preferable. Ormsby recommended providing written feedback to the president, which he receives at his firm as president, adding he finds it very helpful.

Tyson provided some background on the presidential assessment, pointing out that the comprehensive assessment, which reaches out to all the stakeholders in the University, is done every 3-5 years and President Maimon's last one was in 2011. Her current contract is up in 2018, so a decision needs to be made as to when the next one will be completed. Tyson referred to two example assessment forms in the Board book, stating she preferred the latter but would like to see a comments section. Friefeld agreed the Board should develop a standard form that is used yearly and includes a comments section. Taboas pointed out these forms can be found online with the federal senior executive service website. Kennedy advised that development of the form be a future agenda item for the Human Resources Committee, as well as the timing of the comprehensive assessment.

A break was taken at 3:52 pm.

### **EXECUTIVE SESSION**

Tyson requested a motion to go into Executive Session at 4:05 p.m. Friefeld made a motion. Ormsby seconded. Roll call was taken and Mitchell, Durkin, Friefeld, Beaupre, Ormsby, Taboas and Tyson were present. Student Trustee Joyce was absent. The Executive Session concluded at 6:04 p.m. by a motion from Durkin and a second from Friefeld. Tyson reported that no final action was taken. The meeting recessed for the evening.

### **MONDAY, AUGUST 11, 2014**

The meeting resumed at 8:46 a.m. Joyce Coleman, Associate Vice President for Human Resources and Diversity, and Tracy Sullivan, Assistant Vice President for Procurement and Business Services joined the meeting.

### **Committee on Trusteeship, Governance and Nominations**

Bruce Friefeld, Chair

#### **Review of Procurement Policies and Practices**

A Power Point presentation was given by Vice President Karen Kissel and Assistant Vice President for Procurement Tracy Sullivan. Sullivan opened the discussion by explaining GSU is part of the Illinois Public Higher Education Cooperative (IPHEC), the Midwest Higher Education Cooperative (MHEC), and the State of Illinois Central Management Services (CMS) cooperative along with the other Illinois state public universities. These organizations negotiate joint purchasing agreements in order to reduce costs and conserve operational resources. In 2010, Senate Bill 51 (SB51) was passed into law to combat an assumption of unethical contracting and

conflicts statewide. SB51 created the independently appointed Chief Procurement Officer positions who are employees of the Executive Ethics Commission. They have access to all the public universities' procurement staff and files. Some things have improved under SB51, however contracting is now more complex and procurement practices operationally are more burdensome. Sullivan provided several examples. Tyson asked what cost did the University incur due to these additional requirements. Sullivan responded she did not know an exact amount, but that it is significant because the requirements are labor and time intensive.

Sullivan went on to explain the Illinois Department of Central Management Services (CMS) manages the Business Enterprise Program (BEP) which ensures that businesses which are 51% owned by minorities, females, or persons with disabilities are awarded at least 20% of the total dollar amount of State contracts. GSU establishes BEP goals and separately reports on compliance achievements annually. However, the process for potential vendor certification is very time consuming and requires the submittal of a 12-page application as well as recertification on an ongoing basis. As a result, many vendors opt out of consideration because the process is too cumbersome. Sullivan pointed out, however, that GSU takes part in BEP vendor outreach activities in order to attract minority, women and disabled owned businesses.

Kissel explained that with the complexities of the Illinois Procurement Code the Administration is recommending the Board Regulations on procurement be examined and amended to reflect current practices. Beaupre pointed out the Board Regulations were developed by the newly established Board in 1996, which was feeling its way around, and therefore he thinks it is important to revisit the Regulations and make appropriate adjustments. Kissel outlined the existing Board Regulations related to procurement at GSU: 1) Board approval is required for transactions involving the acquisition of real property and purchases of \$100,000 or more (except as specified e.g. IPHEC, MHEC, CMS); 2) At each regular meeting of the Board, the President shall report purchases of at least \$50,000 but no less than \$100,000 made since the preceding regular Board meeting; 3) The Board delegates authority to the President to authorize contracts, letters of intent, emergency procurements and change orders; and 4) The President has the responsibility to develop internal management guidelines concerning purchases, which she has delegated to specific Finance and Administration personnel.

The Administration is proposing the following changes to the Board Regulations: 1) Add Board of Trustees contracting approval regardless of dollar amount for the specific categories of real estate transactions, banking services, financial advisory services, and any acquisition of debt through the sale of bonds or other financing vehicles; 2) Increase the Board approval threshold from \$100,000 to \$250,000; and 3) Eliminate the informational procurement report of purchases between \$50,000-\$99,999. Kissel added these amendments are being suggested in an attempt to streamline reporting to the Board because so many of these items are for routine maintenance. Durkin pointed out that the \$50,000-\$99,999 report is a low threshold at this point in time and

perhaps should be raised. Mitchell asked how troublesome it is to provide this report, to which Kissel replied it is not troublesome; rather the Administration is not sure if it is of any value to the Board.

Ormsby commented the Board really has very little input as to the selection of vendors, with the procurement staff taking care of all the back work. Ejigu concurred, adding that there are not enough minority/women/disabled vendors in the area that qualify; however the procurement staff is reaching out to find more. Tyson questioned whether the University can ask if a vendor is a minority/women/disabled owned firm in a Request for Proposal (RFP). Sullivan replied yes, and they can provide information to vendors regarding CMS certification. Kissel provided information on the bid thresholds at Eastern Illinois University, Northeastern Illinois University, and Chicago State University, comparable regional universities, at Tyson's request. Ormsby proposed that from here on the Administration provide a procurement report to the Board for purchases of \$100,000-\$250,000, and that the \$50,000-\$99,999 report be eliminated as a required report. Mitchell agreed. Taboas and Durkin concurred that the Administration should continue to bring before the Board for approval all proposed real estate transactions, banking services, financial advisory services, and any acquisition of debt through the sale of bonds or other financing vehicles regardless of the dollar amount. Ejigu pointed out real estate and debt issues are dictated by statute. He thanked the Board for their excellent guidance with regard to the Board Regulations on procurement, and that the Administration will bring the proposed amendments before the Board at the October 2014 meeting.

### **Report on Compliance Issues**

Ejigu introduced Jeff Slovak, Deputy Vice President for Budget and Chief Compliance Officer, and Joyce Coleman, Associate Vice President for Human Resources and Diversity and Title IX Officer, who provided a Power Point presentation. Slovak provided the definition of compliance as being a comprehensive program that helps institutions conduct operations and activities ethically, with the highest level of integrity, and in compliance with legal and regulatory requirements. The Higher Education Compliance Alliance has a body of federal laws and regulations that deal with compliance issues, as does the Office of the Illinois Auditor General. Slovak gave a brief history of compliance activities at GSU since December 2013 when the Board took action to appoint a Compliance Oversight Committee. The Higher Education Compliance Alliance issues a monthly newsletter highlighting issues that colleges and universities should be aware of and resources to address them. A compliance website for the University is currently being developed.

Joyce Coleman, GSU Title IX Coordinator/Officer, provided a brief legal timeline and FAQs on Title IX, which mandates colleges and universities must pursue sexual-harassment and sexual-assault investigations or else be in violation of Title IX. Other Title IX officers are Aurelio

Valente, Title IX Deputy Coordinator for Students, and Sandra Alvarado, Title IX Deputy Coordinator for Non-Students. GSU has a Title IX website in operation. Coleman reported 69 institutions are currently being investigated for Title IX violations. Examples of the types of fines that can be levied against universities were given. Beaupre commented that the ultimate punishment is the loss of federal funds. It was pointed out that the Office of Civil Rights of the U.S. Department of Education has significantly ramped up enforcement activity in the past several years. Ormsby asked what the Board's responsibility is with respect to Title IX. Coleman explained that every responsible agent of the University is considered a mandated reporter, which includes Trustees, Cabinet Members, Associate Provosts, Deans, Associate Vice Presidents, all Faculty, Adjunct Faculty, Athletic Coaches, Student Judicial Officers, Resident Assistants and Paraprofessionals, Directors, Managers and Supervisors. Durkin requested contact information for the GSU Department of Public Safety and the Department of Children and Family Services be provided to the Trustees. Coleman provided the Title IX Complaint Process and Timeline for complaints involving conduct of a sexual nature as well as complaints involving conduct of a non-sexual nature.

Slovak and Coleman reviewed next steps for both GSU's compliance and Title IX programs. In the short-term the GSU Compliance Website will be launched; Title IX training programs will be developed; investigation tracking software will be purchased; on-line Title IX training software will be purchased; and Memoranda of Understanding (MOU) will be negotiated and signed with local police departments, rape crisis centers, counseling centers and hospitals. In the long-term the University will develop an "Early Warning System" on pending new mandates; a GSU "Compliance Catalog" will be developed; training needs/opportunities for the Compliance Oversight Committee and for GSU offices/staff will be identified; a "Campus Climate Survey" will be designed and administered; and recommendations for future structures and function of compliance activities at GSU will be developed. Ejigu commented the Administration is satisfied with the progress made thus far, with the goal being to create a culture of compliance on campus because compliance is everyone's business. Coleman asked everyone gathered to study the information in the folder provided, at which point they will be considered mandated reporters.

A break was taken at 10:37 a.m. Open Session resumed at 10:55 a.m.

## **ACTION ITEMS**

### ***Resolution 15—01: Approval of Collective Bargaining Agreement***

- 2013-2016 Agreement between the Board of Trustees of Governors State University and Teamsters Local 743 – Clerical Workers

### ***Resolution 15—02: Approval of Collective Bargaining Agreement***

- 2013-2016 Agreement between the Board of Trustees of Governors State University and Teamsters Local 743 – Maintenance Laborers

Mitchell requested a motion to approve Resolutions 15-01 and 15-02. Tyson made a motion. Durkin seconded. There were no questions. The motion was approved by unanimous voice vote.

## **PUBLIC COMMENT**

### **Nick Kreitman, Teamsters Local 743 Representative**

Mr. Kreitman made the following comments: Thank you for approving the contract; however there is still one issue and that is regarding the sick leave policy. If our members weren't important to the University they wouldn't be required to work during critical enrollment times. As you heard last time, a few of our members expressed to you the difficulties they encounter with this policy and managing their children's, spouses', parents', etc. care. We hope to continue with a good faith policy in these discussions, with 1) more broad representation on both sides; 2) the upcoming enrollment window and any policies going forward as a 4-year institution; and 3) hopefully we can come together to address the underlying issues. It is affecting our members and they would appreciate a coming together to resolve this issue.

### **Charles Dieringer, community member**

Mr. Dieringer made the following comments: I was here because of transparency issues, regarding the agenda. I think there should be more public participation. I filed a complaint. Even perhaps we can participate in the negotiation process. I was a former chief education officer and I always had the public involved, and I want to be involved. I checked with the Library and they were not even sure I could view it. I wanted to participate in the strategic planning process. Regarding Title IX, about 25 years ago I was the assistant business manager at the Museum of Science & Industry and affirmative action officer. I've been on the firing lines and I understand the issues you are dealing with. Transparency. The water department meets twice a month and they let the public participate on any item at any time. The bigger the organization the more it becomes a problem, especially when you're spending the resources that you have. Some places are doing better and some are doing worse. There is a problem with transparency in the south suburbs. Related to that there was a program on WBEZ called "Radio Lab" and back in Thomas Jefferson's time...Chair Mitchell informed Mr. Dieringer that he had gone over the three-minute limit. Mr. Dieringer concluded: ...about the basis on what this country was founded on and transparency was important. Sustainability – you are in my watershed. You are one of the issues that will be involved in fixing the problems with the watershed. We will have a referendum. The Corps of Engineers is joining me in this effort. You are welcome to participate in this project.

### **Review of Potential Agenda Items for Future Board Meetings**

Ejigu stated in addition to the recurring items that will come before the Board at the October 10 meeting, the meeting should focus on continuing the discussion on the strategic plan. At the December meeting the Administration is proposing two focused study sessions, approximately

one hour each, on 1) university finance management practices, essentially Budgeting 101, which was last done six years ago; and 2) an overview of the rebranding of the University through focused marketing. At the February 2015 meeting the Board of Trustees will set tuition and fees for the next academic year, and a comprehensive report on enrollment trends will be provided to help inform the Board's decision. Officers will also be elected at that meeting. In May 2015 salary increase recommendations will be considered, as well as the preliminary FY16 budget and recurring items such as tenure. The Administration proposes that the focus of the August 2015 Retreat be a critical look at how the year went, what worked and what didn't, and a look forward.

Ormsby thanked Ejigu for the comprehensive long-term view of what is coming up meeting by meeting. Ejigu asked if there were any further suggestions. Taboas recommended an update on what is happening in the legislature that affects GSU. Ejigu replied that is typically reported at the February meeting, after a lot of business has taken place in the legislature; in May the University looks at what is in the works in the legislature; and in August what has happened. Mitchell requested a report on student housing and how residential life on campus is progressing. Maimon stated she would include information on that in her reports going forward. Beaupre requested reporting on student outcomes and recruitment of international students. Tyson asked for more information on contract goals for minority/women/disabled vendor contracts and efforts on increasing those. Ejigu agreed that given the community GSU resides in the numbers are not yet satisfactory and the University should aspire for a much higher level. Ormsby stated he would be interested in a regular report on what positions the University is taking in the legislature while it is happening; not just at the scheduled Board meetings. Maimon responded the Administration will keep the Board informed with respect to the legislature.

### **Review of Proposed Board Meeting Dates for 2015**

The following dates are being proposed for the 2015 Board meetings:

Friday, February 27, 2015 – Committee and Full Board Meetings

Friday, May 8, 2015 – Committee and Full Board Meetings

Sunday, August 9 and Monday, August 10, 2015 – Annual Board Retreat

Friday, October 2, 2015 – Committee and Full Board Meetings

Friday, December 4, 2015 – Committee and Full Board Meetings

Durkin proposed changing the December 4, 2015 date because there is a lot going on in Chicago that day. President Maimon and Chair Mitchell agreed to discuss this further. Maimon asked the Board to consider some dates in the near future to further deliberate on the strategic plan. It was agreed to call a special meeting focused on the strategic plan either September 30 or October 1. Penny Perdue, Executive Assistant to the President, will notify the Board when plans are in place.

Beaupre pointed out that based on yesterday's discussion it was his understanding the committee meetings and the full Board meetings would take place on separate dates going forward. Mitchell agreed, and asked the Administration to develop such a schedule.

### **Closing Remarks**

Maimon commented that the Retreat was very productive and she appreciates the engagement of the members of this Board. Mitchell stated he had been looking forward to a conversation rather than just reports, and he thinks that was accomplished. He added that the Administration heard a number of concerns of the Trustees, and encouragement for continuous improvement, involvement and support. Ormsby commented he learned quite a bit at this Retreat including matters pertaining to procurement, compliance and strategic planning, and he looks forward to learning more about finances, budgeting and accreditation at future meetings. Tyson echoed Ormsby's thoughts and commended the Administration and staff for a very productive retreat.

Mitchell entertained a motion to adjourn. Tyson made a motion. Beaupre seconded. The motion was approved by unanimous voice vote. The meeting was adjourned at 11:40 a.m.

Respectfully submitted,

Joan Johns Maloney