

**GOVERNORS STATE UNIVERSITY
BOARD OF TRUSTEES**

Minutes of the March 3, 2017 Meeting

CALL TO ORDER AND ROLL CALL

The Governors State University Board of Trustees meeting for Friday, March 3, 2017 was called to order by Board Secretary Bruce N. Friefeld at 8:37 am. Roll call was taken and Trustees Patrick Ormsby, Anibal Taboas, Lorraine Tyson, Masah Renwick, Carney A. Barr, Cornelius Griggs, and Student Trustee Yolanda Pitts were in attendance.

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; Kimberly Lambert-Thomas, Interim Vice President for Administration and Finance; Will Davis, Vice President for Development; Alexis Kennedy, General Counsel; Aurelio Valente, Vice President for Student Affairs; Maureen Kelly, Director of Governmental and Community Relations; Keisha Dyson, Assistant Vice President for Marketing and Communications; Penny Perdue, Executive Assistant to the President; Andrae Marak, Interim Dean, College of Arts and Sciences; Jun Zhao, Interim Dean, College of Business; Beth Cada, Dean, College of Health and Human Services; Lydia Morrow-Ruetten, Dean, University Library; Ann Vendrely, Associate Provost; Randi Schneider, Associate Vice President of Enrollment Management; Joyce Coleman, Associate Vice President for Human Resources and Diversity; James McGee, Director of Public Safety; Villalyn Baluga, Interim Associate Vice President for Finance; Tracy Sullivan, Assistant Vice President for Procurement; Betsy Joseph, Director, Auxiliary Services and University Housing; and Sandra Zurawski, Director of Budget and Financial Planning. Special Guests included former Trustees Jack Beaupre, Eileen Durkin, Brian D. Mitchell, and Lorine Samuels, and Dr. Mort Maimon. *Please see document footnotes for a complete list of attendees.

Friefeld requested a motion to approve Resolution 17—14: Honoring the Service of Trustee Jack Beaupre. Tyson made a motion. Griggs seconded. Trustee Tyson read the Resolution:

Whereas, Jack Beaupre served with distinction on the Board of Trustees from 2000 to 2017, enthusiastically supporting the mission of Governors State University.

Whereas, he served as a Trustee for those three terms with unlimited dedication and unquestioned integrity.

Whereas, he has served as Chair, Vice Chair, and Secretary of the Board of Trustees as a trusted leader.

Whereas, he also served as Chair of the Budget and Finance Committee, leading the University through the Great Recession.

Whereas, he guided Governors State University in its transformation from an upper division university, with classes offered primarily in the evening to returning adult students, to a full service university, offering classes 24/7 to an age-diverse student body, many of whom now live in on-campus student housing.

Whereas, he championed and advocated for, and oversaw the renovations of GSU's E and F science and health wings.

Whereas, he demanded fiscal responsibility, long-range planning, ethical consideration, and student centeredness in each new University endeavor.

Whereas, he served through an unimagined statewide budget crisis, making difficult decisions with the students always foremost in his mind.

Whereas, his fellow Trustees depended on his reasoned, calm, thoughtful, and well-articulated opinions and approaches.

Now, Therefore Be It Resolved, That the Board of Trustees gratefully extends its appreciation to Trustee Jack Beaupre for his profound commitment and service to Governors State University.

Friefeld requested a motion to approve Resolution 17—15: Honoring the Service of Trustee Eileen Durkin. Ormsby made a motion. Tyson seconded. Trustee Ormsby read the Resolution:

Whereas, Eileen Durkin served with distinction on the Board of Trustees from 2011 to 2017, enthusiastically supporting the mission of Governors State University.

Whereas, she served as Vice Chair from 2011 to 2017.

Whereas, she served her terms as Vice Chair through an unimagined statewide budget crisis, leading the University as it made difficult decisions pertinent to faculty, staff, and students.

Whereas, she helped guide Governors State University through its Transformation; the planning and building of its first student residence facility, Prairie Place; the design and implementation of a four-year General Education curriculum; the renovation of the E and F science and health wings; and the welcoming of the first freshman class to the University.

Whereas, she clearly understood the complexity of the environment GSU has had to operate under, showing deep empathy and determination to take the action required for the long-term health of the University and well-being of the student population.

Whereas, she consistently showed dedication to GSU students, an understanding of the issues related to employment, tenure, and fiscal responsibility, and a quiet resolve to lead the University using educated, well-reasoned, and thoughtful decisions.

Now, Therefore Be It Resolved, That the Board of Trustees gratefully extends its appreciation to Trustee Eileen Durkin for her profound commitment and service to Governors State University.

Friefeld requested a motion to approve Resolution 17—16: Honoring the Service of Trustee Brian D. Mitchell. Tyson made a motion. Ormsby seconded. Trustee Friefeld read the Resolution:

Whereas, Brian Mitchell served with distinction on the Board of Trustees from 2011 to 2017, enthusiastically supporting the mission of Governors State University.

Whereas, he served three consecutive terms as Chair of the Board of Trustees.

Whereas, he led the Board as it guided Governors State University through its Transformation; the planning and building of its first student residence facility, Prairie Place; the design and

implementation of a four-year General Education curriculum; and the welcoming of the first freshman class to the University.

Whereas, he served as the liaison to the Civil Service Merit Board, keeping the welfare of GSU employees as a high priority.

Whereas, he served as Chair through an unimagined statewide budget crisis, leading the University as it made difficult decisions pertinent to faculty, staff, and students.

Whereas, he demanded reasoned and responsible actions, made only after research and financial modeling.

Whereas, he understood the difficulties GSU students face, as many of them live in the community he serves and the region he supports as the Village of Matteson Administrator.

Now, Therefore Be It Resolved, That the Board of Trustees gratefully extends its appreciation to Trustee Brian Mitchell for his profound commitment and service to Governors State University.

Friefeld recognized former Trustee and Board Chair, Lorine Samuels, stating she did a wonderful job as both Chair and Trustee. Ormsby expressed that it has been an honor to work with Trustees Beaupre, Durkin and Mitchell, and he wished them the best in their future endeavors. Tyson shared her pleasure serving with these fine Trustees, and thanked them for all that she learned from them. Pitts stated she was going to miss them, and greatly appreciates all they have done. She added that she learned so much from the former Trustees and she looks forward to bringing those lessons into the community. Friefeld echoed all the comments. Having worked with Jack, Brian and Eileen, what they brought to the Board was invaluable and their contributions will live on. He added that much of the growth, transformation and quality at GSU occurred under their leadership, for which he is very grateful. On behalf of the entire University, Maimon expressed a very warm thank you to Beaupre, Durkin, and Mitchell, stating how fortunate the University has been to work with them. Maimon was pleased to add that all three will continue to serve the University in various capacities on other boards. The motions were approved by unanimous voice vote.

Beaupre thanked everyone in attendance, stating it has been his pleasure to serve on this Board. He recalled receiving a call from then Governor George Ryan more than 17 years ago as to whether he would be willing to serve on the Governors State University Board of Trustees, having recalled that Beaupre had served on the Higher Education Committee in the House. He commented he thought it was a grand opportunity to give something back and he agreed to do it. Subsequently he, however, was the one who reaped the benefits by working with such wonderful people. Beaupre expressed his appreciation of both administrations he has worked with, and expressed he truly does want to be a part of this University the rest of his days. Beaupre concluded by stating how appreciative he is of the connections he has had with everyone, and that he is the one who has received the gifts of this relationship.

Durkin first thanked former Governor Pat Quinn, who appointed her to the GSU Board of Trustees. She welcomed the new trustees, commenting that she hopes they will come to learn the importance of the student trustees. She added that they will also come to appreciate (Alexis)

Kennedy, who will correct them on everything. Durkin stated it is really about the students, and that all these people are here today because of how much they care about the students and their desire to make the right decisions to ensure their success. She thanked the faculty, students, and staff for their hard work. Durkin concluded by stating she grew up in West Virginia and attended a university much like GSU, and she will continue to work with the GSU Foundation to make this the best university in the state.

Mitchell stated that first and foremost he wants to thank everyone who has been supportive of him during his time at GSU. It was an honor to represent GSU on the Civil Service Merit Board, a very important representation of GSU's staff. He expressed his feeling that the GSU community is here for one reason—to provide quality, affordable education for the students. Mitchell congratulated the new Trustees, and thanked the others for their leadership, guidance, and knowledge. He concluded his comments by stating he will continue to work with the University to help it continue to move forward.

COMMITTEE ON TRUSTEESHIP, GOVERNANCE AND NOMINATIONS

Friefeld stated the Chair will accept a motion to suspend the meeting of the Board briefly for a meeting of the Committee on Trusteeship, Governance and Nominations. Tyson made a motion. Ormsby seconded. The motion was approved by unanimous voice vote.

The Committee on Trusteeship, Governance and Nominations was called to order at 9:16 am by Friefeld. Roll call was taken and Trustees Friefeld, Ormsby, and Taboas were in attendance. Friefeld welcomed Faculty Senate representative to the Committee Jelena Radovic-Fanta. Faculty representative Lara Stache was absent.

Friefeld entertained a motion to approve the minutes of the December 5, 2014 meeting of the Committee on Trusteeship, Governance and Nominations. Tyson made a motion. Ormsby seconded. The motion was approved by unanimous voice vote.

Friefeld stated that when the Full Board meeting reconvenes it will hold its annual election of officers and consider three resolutions naming the members of the Board's committees and appointments to external committees. As Chair of the Governance Committee he asked that all Trustees submit their nominations for the Board officers and for service on the Board's committees. The nominations are as follows:

Chair:	Patrick Ormsby
Vice Chair:	Lorraine Tyson
Secretary:	Bruce Friefeld

Friefeld asked if there were any additional nominations, and there were none. He noted that during the election a Trustee may write in a selection on their ballot.

Friefeld entertained a motion to approve the following resolutions:

Resolution 17—17: Appointment of Board Committees

Resolution 17—18: Appointment of a Representative to the GSU Foundation Board

Resolution 17—19: Appointment of a Representative to the Civil Service Merit Board

There were no proposed revisions or comments. Tyson made a motion. Ormsby seconded. The motion was approved by unanimous voice vote.

PUBLIC COMMENT

Charles Dieringer, community member

Mr. Dieringer made the following remarks: I am a Vietnam veteran, and as you know I come to this Board regularly. I'm concerned about how this board is being conducted. We can only comment for three minutes. At the Water Reclamation Board meeting citizens can comment for as long as they like. I think you're going to get better support if you open up this process. They [Water Reclamation Board] are much better, their materials are online, and they are transparent. I think you would get more results by looking at how you operate.

Friefeld entertained a motion to adjourn the meeting of the Committee on Trusteeship, Governance and Nominations. Ormsby made a motion. Griggs seconded. The motion was approved by unanimous voice vote. The Board returned to Open Session of the Full Board meeting.

Friefeld announced the Board, by statute and its bylaws, holds an annual election of officers. Nominations for officers have been forwarded to the Board by the Committee on Trusteeship, Governance, and Nominations. The nominees for the Board offices are:

Chair:	Patrick Ormsby
Vice Chair:	Lorraine Tyson
Secretary:	Bruce Friefeld

Ballots were distributed, confidential voting took place, and Kennedy tallied the results, announcing that the nominated slate was elected by unanimous vote.

CHAIR'S REPORT

Patrick Ormsby

Chair Ormsby made the following remarks: Good morning. Thank you for the trust you have placed in me by electing me Chair. It goes without saying that this is an unusual Board meeting. We began by saying thank you and goodbye to three trusted, dedicated colleagues—Jack, Brian, and Eileen. I'm sure I speak for the entire Board when I say we appreciate their service to the Board and the University.

Change happens, as you all know. We are happy to officially welcome three new trustees today. Carney Barr may be familiar to many of you. He and I have had the pleasure of serving on the Foundation Board for years. He has served on that Board for 40 years, having worked with all five presidents in GSU's history. He has worked for Rich Township for over 35 years, serving as finance manager, finance advisor, and also as a Rich Township Trustee. I am pleased to have a long-time champion of GSU on our Board. Carney—welcome, and I am looking forward to continuing our work together in this new venue. While our two other new Trustees, Cornelius Griggs and Masah Renwick, may be new to GSU, they are certainly experienced in supporting higher education and the values of GSU. Masah is an attorney, practicing family law at her own firm, The Renwick Firm, located in Homewood. Her parents made it very clear to their children that attending college was not an option – it was expected. Masah is committed to paying it forward and has a special commitment to the south suburbs. Masah, welcome to the Board, we are glad you are bringing your passion for justice and community service with you. Cornelius is the Co-Founder and President of Griggs, Mitchell, and Alma Construction Group, based in Chicago. Cornelius, too, works to pay it forward. A former TRIO student while in high school and college, he—and I am quoting here-- “understands the importance of providing access to educational opportunities for inner city youth.” I have no doubt that he will bring that same dedication to GSU. Welcome to the Governors State University Board.

We will hear from our three Senate presidents, and after an Executive Session we will hear from President Maimon. We understand that today's meeting has a difficult agenda. There is no getting around that. We will consider resolutions for a significant tuition rate increase and for program eliminations. None of us wants to consider these options. Cuts are painful. We understand. But it is our obligation to protect the long-term health of the University while we continue to serve as many students as possible with high quality programs. We will consider a resolution on the collective bargaining agreement with SEIU Local 73 and will hear a report on water quality testing. As the new Board Chair, I would like to thank everyone involved in the difficult considerations and deliberations that have been taking place across campus, and that will continue as we move forward. And we will move forward. Thank you.

Ormsby introduced the remainder of the Faculty Senate Representatives, David Golland, Sayoni Bose, Ravi Nigam, Xinghua Gao, Susan Ji, and Alice Keane.

REPORTS

Dr. Barbara Winicki, President, Faculty Senate

Dr. Winicki made the following remarks: Thank you for this opportunity to report to you on the activities of the Faculty Senate since December, as well as the Senate's concerns regarding the proposed program eliminations. First I would like to provide updates on three recent activities of the Faculty Senate. The Faculty Senate has established a Task Force on Scheduling; I believe you have received copies of the resolution establishing this task force. The charge of the Task Force on Scheduling is: *To discuss the start and end times of regular weekly face-to-face classes held on the GSU main campus. They shall consider space allocation, student and faculty scheduling, curricular needs, parking, and pedestrian flow inside and outside the campus buildings.* Faculty members of the task force include Co-Chairs David Golland and Andrius Tamulis; Ben Almassi, Alicia Battle, Jayne Goode, Ujvala Rajadhyaksha, David Rhea, Ellen Silver-Horrell, Nicole Warmington-Granston, Olu Ijose, and Maristela Zell. Other members of the task force are Colleen Sexton, Christopher Huang, James McGee, and Lester Van Moody. The second item is regarding Policy 39 on Student Evaluations of Instruction (SEIs). In February, the Faculty Senate approved a revision of this policy to change the obsolete language and reflect the current administration of SEIs. As I reported to you in December, the Task Force on SEIs, which is a joint initiation of the UPI and the Faculty Senate, is working on developing new items and procedures for SEIs. The third item concerns the General Education Council. At its January meeting, the Faculty Senate amended the resolution that established the General Education Council in order to clarify that its charge includes: "Guidance and oversight of SmartStart, Mastering College, and any successor programs."

With regard to concerns, naturally there is one concern that overshadows all others. The Faculty Senate is deeply concerned about the program elimination process, particularly the administration's rush to make major decisions and its failure to consider the real, long-term effects of these decisions for the institution, the region, and the State. Three specific aspects of the administration's recommendations are especially worrisome to the Faculty Senate. First, the abandonment of graduate degrees for teachers and of undergraduate programs for prospective high school English, math, and science teachers. Second, heavy focus on service professions: teachers, social workers, and public safety, and finally the proposed reorganization of the College of Arts and Sciences would result in one division with 50 faculty members, which is double the size of any other division. In closing, I will simply ask you to take seriously the University's obligations to the residents and taxpayers of the State, and that you employ your right to change the resolution regarding program eliminations that the administration has placed in the Board Book. Thank you again for the opportunity to speak to you today.

Sheryl Jones-Harper, President, Civil Service Senate

Ms. Jones-Harper made the following remarks: On behalf of the Civil Service Senate and its employees I would like to bid a fond farewell to Trustees Beaupre, Durkin, and Mitchell, and

welcome new Trustees Barr, Renwick, and Griggs. The Civil Service Senate is concerned about the elimination of positions, transparency, and zero-based budgeting. There also appears to be too many supervisors for the number of staff in our area. Are supervisors going to be considered for layoffs? How much notice will employees receive before being laid-off? The Civil Service Senate is working with Human Resources about our concerns regarding the possibility of job elimination. They are assisting with professional development workshops. The Senate is also in communication with the UPI and SUUA, as well as communicating interdepartmentally. Our goal is to create some synergy. With a reduced workforce on campus people are being asked to take on additional job duties, and the Civil Service Senate wonders if there is going to be any compensation for these additional duties. This is something we feel needs to be considered. Finally, please note that we are willing to work collaboratively with the Administration to bring an excellent education to our students in light of the current fiscal challenges.

Justin Smith, President, Student Senate

Mr. Smith made the following remarks: I would like to say farewell but not goodbye to the Trustees who are moving on. I observe a lot, and I thank you for your leadership. I would also like to welcome the new Board members to the GSU family. It's great to have you.

Since the last meeting the Student Senate has been working very hard. I would like to thank Yolanda Pitts for her leadership as Student Trustee. It is great to have such competent representation. The Senate's Budget and Finance Committee has been actively working with each student club on their budgets. Budget packets have been distributed, budget request forms will be collected, and budget hearings will take place soon. The Senate has also been working with the *Center for the Junior Year*, and on March 20 will co-sponsor a program featuring former Senator Debbie Halverson on how to actively lobby. Members of the Senate have also been meeting regularly with Administrators regarding the quality of campus water, tuition and fee propositions, policy 21, and the new sound policy. Our members are dedicated to giving students the absolute truth.

The Student Senate is hosting a Town Hall on March 20 on the topic of "Tuition-Free Illinois." I recently went to Northern Illinois University and met with student senators as well as Representative Will Guzzardi, who introduced his legislation on free tuition. Although Representative Guzzardi is not in our district, we invited him to GSU to discuss his ideas and legislation at the Town Hall. *The Young Invincibles* are also working with the Senate on several issues, including welcoming Senator Robin Kelly to campus last fall in addition to student senate representatives from Chicago State University and Northeastern Illinois University to discuss the ongoing state budget impasse. This spring part two of this initiative will take place when the Senate sponsors the *Illinois United Student Senate Forum* on April 12, from 11:00-1:00 in Sherman Hall. We invited numerous state representatives and senators, including Mike Madigan and Governor Bruce Rauner. They, of course, are two of the key people we want to engage with.

Although Representative Madigan's office said he is busy that day, Governor Rauner's office said he may be available. This forum is not just about GSU—we represent students and universities across the State and student representatives from public and private institutions across the State have been invited. The rationale behind this is we don't have funding, and that is unacceptable. It is planned as a round table, with Democrats and Republicans discussing the issue at hand. This event is meant to be conversational, informational, and educational.

PUBLIC COMMENT

Sondra Estep, President, GSU UPI Local 4100

Dr. Estep made the following remarks: Good morning. First, let me welcome our new Board members and thank you for joining the GSU team. The work of all our Board members is truly appreciated by the faculty and academic support professionals. I'm here today to ask you not to approve the program eliminations in your packet. You will not be doing the right thing at the right time for the right reasons. When the plan was unveiled by the Provost on February 17, we asked for the financial impact of these eliminations. Simply, a cost/benefit analysis. We were told that a financial analysis had not been conducted. So, these decisions before you were all made without even knowing the financial impact. The Provost told us that the program elimination decisions were reached after meeting with the Deans or Chairs. I have spoken with some of these administrators and they claim they never had the opportunity to sit and speak with the Provost. If the Provost had spoken to all her college and division administrators she might have discovered that one degree she is eliminating will actually result in about a \$200K loss in revenue. You will notice the eliminations report is divided into two sections: eliminations and reorganization. These two issues should not be conflated and placed into one document. Reorganization is very different from eliminations and should be a separate study—maybe one that has some transparency. This brings me to the duties and protocols of the Academic Program Elimination Review Committee (APERC). The contract clearly outlines a process and procedures governing the Committee. I can report to you that the Provost simply did not follow the process and procedures and, instead, tried to bully this Committee. The Union acknowledges that you have the right to make program elimination decisions. But administration must follow the agreed-to process. Last spring, the proper protocols were followed; this time they just bulldozed over that process. Last, as a professor for the College of Education, the resolution before you will result in only three degrees in the division of education. You will be abandoning the 140 school districts in south and west Cook, Will, Grundy, and Kendal Counties, and even part of the CPS. We will become the Division of Education that has abandoned our local surrounding school districts. And the kicker is, there may be no cost savings to GSU. In my opinion this is shameful. I'm asking, no I am begging you, to not pass this resolution. They have not given you the respect you deserve by providing a cost/benefit analysis. Please, do not be a rubber stamp for recommendations that were poorly developed and the lack of financial data to support the recommendation.

Diana Galante, College of Arts and Sciences

Dr. Galante made the following remarks: I want to present you with data and a solution for supporting the undergraduate programs for high school teachers in science, math and English. These programs can be housed in the College of Arts and Sciences, but the field experiences should remain in the College of Education. Over the last three years graduates in the math education program have had a 100% employment rate in Rich and Bloom Townships, Crete-Monee, Homewood-Flossmoor, Andrew, Stagg, Momence, Kankakee and the Chicago Public Schools. Enrollment in the Bachelor of Math program is up over 70% from August 2015 with six new students already admitted for Fall 2017. Enrollment is up, but it will drop if this program is eliminated. The program also draws many students from programs other than mathematics, with 54% with a minority in math, similar to English and science. With the elimination of these programs there will be no STEM teaching programs at GSU. I hope you will reconsider and keep our high school teacher programs in the CAS and use the cost-cutting suggestions that I have made.

Angela Thompson, College of Arts and Sciences

Dr. Thompson made the following remarks: Is the Board of Trustees aware of the impact the elimination of undergraduate high school teacher programs will have on the rest of the campus? In 2013 we started specifically to support the freshman coming in. Ten supplemental instructors (SI) came through GSU, seven of ten being undergraduate math students working on their teacher licenses. Trustee Pitts was an SI. Five of the students I worked with as SI's have co-wrote proposals and worked with the IRB. Written comments on the SEI's are overwhelmingly positive. Without undergraduates to support the entire student body in the Academic Resource Center it will not be able to operate. Our secondary math students are our best tutors. Please consider the impact eliminating the undergraduate teacher instruction degrees will have on the entire University.

Philip Boudreau, College of Education

Dr. Boudreau made the following remarks: I retired a couple of years ago and now am back as an adjunct. I want to talk about opportunity. The Southland communities need access to opportunity. It's part of the mission of the University. I came to GSU in 1994 when it was still an upper division institution offering many graduate degrees, especially in the College of Education. Working educators and minority students needed an opportunity to earn a higher degree, and the three most popular programs were math, science, and special education. In contrast, one of the programs proposed to be retained, secondary English, results in ten secondary English teacher applications for every job opening. My program, Master's in Special Education, currently enrolls six current teachers in one class alone. Therefore, we are doing a disservice if we do not provide these opportunities to the community. You have a big responsibility. It's not as much about us as it is the students.

Jeannine Klomes, College of Education

Dr. Klomes made the following remarks: I have compassion for the community, I'm dedicated to GSU, and I would like us all to be dedicated to our students. I have supervised thousands of students throughout the community in the Master's of Education programs. These students and graduates admire this University and we are abandoning them. We will have three degrees left in the College of Education if you pass this resolution today. I see the South Suburbs turning their backs on us just like we are doing to them. Is there a lull in graduate education degrees? Yes, but that is a nationwide trend. There will be a need in the coming years. We need to be here for them. Please reconsider passing the resolution on program elimination.

Lisa Chang, College of Education

Dr. Chang made the following remarks: I am a mathematics education professor and GSU is the first and last university I have served. I appreciate GSU for the opportunity to teach mathematics. I'm very passionate about training competent, dedicated mathematics teachers, especially teachers serving underrepresented school districts. Many students, like me, are non-traditional students. Many students have math anxiety, and to be able to help them overcome this and be able to teach math to other students is my mission. It gives me a sense of purpose. I had a student who had to work 30 hours a week as a waitress while enrolled at GSU. She could barely keep her eyes open in class sometimes, but she didn't give up, and I didn't give up on her. At one point she didn't have the money or the ability to borrow the money for a summer course prior to student teaching in the fall. I knew she was dedicated so I wrote her a check for her summer course. She insisted it was a loan and that she would pay me back, but I told her that if she becomes a great math teacher that is all she owes me. A teacher's impact is exponential. If you multiply 30 years of teaching, how many lives can you impact? Please reconsider today's proposed actions. Thank you.

Mary Carrington, College of Arts and Sciences

Dr. Carrington made the following remarks: I am the Chair of APERC and also a professor of biology. APERC consists of seven faculty members and is authorized through the GSU UPI Agreement. The Committee's responsibilities include "to provide recommendations to the Provost concerning academic programs being considered for elimination that would result in the layoff of an employee." When APERC was convened in October 2016 it was given a job with an unrealistic and inappropriately large scope and short time frame—examine all programs for consideration of elimination or suspension, including concentrations and certificates. APERC was given three months, October through February, to complete this work. The rubric provided was one used at other institutions. It would have been appropriate to consider all programs if the University was under financial exigency, which it was not. Program reorganization would have been more appropriate. This committee was given only three months to complete its task and the lack of transparency raises concerns. It should be noted that most of the recommendations in this

proposed action come from the Provost's Office and not from APERC, and therefore we ask you to reconsider.

Charles Dieringer, community member

Mr. Dieringer made the following remarks: I think if we made this project more transparent we might generate some better ideas. My background includes six years working on my EdD on the public school system of Cook County compared to others. This was before FOIA and I couldn't get information from schools so I went to Senator Proxmire in Washington. He put my work in the Congressional Record. It energized me and motivated me to become an activist. We need more public impact here. I will leave it at that.

Rashidah Muhammad, College of Arts and Sciences

Dr. Muhammad made the following remarks: I served on APERC. We did review academic profiles, interviewed colleagues and program coordinators, and had many meetings and lots of emails. I want our report to receive the same kind of consideration that the Administration's report receives. Please don't ignore our report. We put in the work and we deserve that respect.

Barbara Winicki, College of Education

Dr. Winicki made the following remarks: Good morning. My name is Barbara Winicki and I am an Associate Professor in the Division of Education. Previously I reported to you as the President of the Faculty Senate. Right now, I will speak as a teacher, a 50-year resident of the southwest suburbs, and as an Illinois taxpayer. I sincerely request that the members of the Board of Trustees uphold Governors State University's mission, values, and commitment to the local community and the State of Illinois. GSU is not a business seeking to make a profit. Our role as an institution is to serve the region and that includes helping to ensure high quality education for children and young adults through teacher education programs. We have an obligation to prepare excellent teachers and to provide the advanced degree programs for in-service teachers that will help them become better teachers. GSU proclaims its commitment to education, including K-12 education, and service to the region in its mission and strategic plan. One of the core values stated in *Vision 2020* is: "Promote Quality of Life, which encompasses civic, personal, professional, and cultural growth." *Vision 2020's* goal of Social, Ethical, and Environmental Responsibility includes: "Affirm the University's public responsibility to play an essential role in building civic relevance and vitality by serving as a stimulus to educational, cultural, environmental, community, and economic development in the greater Chicagoland area and beyond." Members of the Board of Trustees, I believe all such statements are worthless if the University abandons the needs of school teachers who want and need graduate degrees to advance in their professional knowledge and skills, as well as their salaries. I've been told by GSU administrators that teachers no longer want graduate degrees. That is not true. What is true is that retaining non-degree programs at the graduate level will not suffice. What is true is that if

this University eliminates graduate degrees for teachers, as the administration recommends, teachers will rightfully hear GSU saying, “No Teachers Need Apply.” Thank you for your time.

Thomas Bierdz, College of Education

Dr. Bierdz made the following remarks: I am a senior lecturer and have been in the multicategorical special education program for the past 13 years. I want to say something that is going to help. I believe the Administration’s will is good and its intention is good. Nature and nurture. There is a high level of will, and that is where the Administration is coming from. Only from the will can you violate the rules, break contracts. They are doing these things for a good reason. I will refer to a book written by a man in prison from 1924-1926. He had a will, he had a good will, and was a good man in many ways. He loved his parents and his country, and he wanted to be an artist. He wrote that when he was poor he gave his crumbs to the mice in his apartment. However, his mind became corrupt and he became very narrow in his will. This is the danger that I see here. I am not saying the Administration is evil, but I don’t want GSU to become *that* administration. [Bierdz made a drawing of a swastika] stating art is a powerful statement, with a warning that good motives can go astray when they are not checked. You have an idea on the table before you. Stop and check the facts. You can always vote again in the future.

David Golland, College of Arts and Sciences

Dr. Golland made the following remarks: I’m offended by the use of a Nazi symbol, whatever your opinions are about these issues. I had family members in the camps and that is not appropriate.

Ravi Nigam, College of Health and Human Services

Dr. Nigam made the following remarks: I have been in on the discussion of program elimination. We have to look at this issue from both sides, not as faculty vs. administration. The Administration has their own purpose. How would you feel if somebody came and told you your proposals were bad? Most of the programs up for elimination do not have enough enrollment except for Special Ed. How do you justify the funding of a program where there is low enrollment? It is my responsibility to look at both sides. Why are there so many concentrations in the certificate programs? With such enrollments how are we going to fund those programs?

Sasha Cervantes, College of Education

Dr. Cervantes made the following remarks: I’m very emotional right now, a combination of being Jewish and my love of teaching. I love providing students opportunities. I didn’t attend a college anything like GSU, but I am first generation. That was very significant to my identity and my journey through academia because I didn’t have the proper support and resources. Therefore, it was important to me to teach at an institution like GSU, with the diverse student population that we have, and the great transformation the University was going through. I understand the

business aspect of running a university, but we should remember what our identity and mission are. So when you look at the suggestions for program elimination, and look at enrollment, there are a number of programs based on numbers. That is a very poor picture of the cost-benefit analysis of a program, concentration, certificate, or degree program. Even some low enrollment programs still make a profit for GSU. I wanted to give a concrete example: in the Psych and Counseling Department we have a very clinically focused division with most students, approximately 40, studying for a clinical master's. In the theoretical tract there are only about six students; however, it's still a significant program that doesn't require additional faculty resources. The only additional resource necessary is in guiding them in writing their theses. The money brought in far outweighs the cost to the University in overseeing their theses. It's about offering opportunities to students. It's up to us to offer students all the options.

Alise Zieman, community member

Ms. Zieman made the following remarks: I feel compelled as the child of two professors at this University to speak. My mother was a nursing instructor. I'm very touched by everyone that spoke. Please don't end these programs before I can even enroll.

Stephen Wagner, College of Business

Dr. Wagner made the following remarks: I think there are some points that need to be emphasized, in particular in terms of why we are here, our mission, which I think was eloquently pursued by Trustee Mitchell all these years. We are here for the benefit of the students. While we can look at numbers like enrollment and make quick decisions that they aren't relevant, have you been given evidence that there are cost savings to eliminating these programs? If not, or if the cost savings are minimal, there is no need to eliminate these programs. It is your duty, and our first priority, to support our students and provide them and the community with what they need.

EXECUTIVE SESSION

Ormsby entertained a motion to go into Executive Session. Pitts made a motion to go into Executive Session pursuant to section 2(c)1, 2(c)2, and 2(c)11 of the Illinois Open Meetings Act to discuss personnel, collective bargaining, and litigation matters. Griggs seconded. Roll call was taken and Ormsby, Tyson, Friefeld, Taboas, Renwick, Griggs, Barr, and Pitts were present. Executive Session commenced at 10:49 am. President Maimon, Provost Bordelon, Vice President Thomas, and General Counsel Kennedy remained in Executive Session.

The Executive Session concluded at 1:40 pm with a motion by Barr and a second by Tyson. Roll call was taken and all members were present. Ormsby announced that the Board of Trustees met in Executive Session to discuss personnel and employment, collective bargaining, and litigation matters. No final action was taken. Open session resumed at 1:46 pm.

PRESIDENT'S REPORT

Dr. Elaine P. Maimon

President Maimon made the following remarks: We thank our outgoing Trustees, Jack Beaupre, Brian Mitchell, and Eileen Durkin, and welcome and thank our new Trustees, Carney Barr, Cornelius Griggs, and Masah Renwick. We also thank Trustees Bruce Friefeld, Lorraine Tyson, Anibal Taboas, and Yolanda Pitts for hanging in there with us, and we thank Trustee Pat Ormsby for accepting a second term on the Board and the Chairmanship.

Governing public universities in Illinois during these times takes dedication, firm principles, and courage, characteristics our Trustees have displayed consistently. We are faced with elemental problems—issues that will determine GSU's fate—and by extension—the future of public universities in Illinois and in the U.S. This meeting addresses these problems head-on.

First, let's talk about something truly elemental—water. Let me be very clear, the water at GSU is safe to drink. The water, which is supplied by Aqua Illinois through a contract with University Park, may not always be pretty or tasty, but it's safe. We invest in and undertake constant testing of the water both by our staff and by independent contractors. In today's Board Book we present a full report on the regular and extra testing procedures we have implemented at the Board's direction to monitor water safety and supply. As all homeowners know, there will be occasional glitches like the one Aqua Illinois experienced last month with water pressure.

Our big, expensive water challenge is not about our drinking water; it's about the threat of campus floods. Most of our underground water pipe system is almost 50 years old and must be replaced to prevent another flood—or many floods like the one that closed campus for a day in November 2015. But the threat of floods is not our only problem. GSU has other serious deferred maintenance issues, including roofs and kitchen equipment, which could affect our fundamental operations and the health and safety of us all. We cannot forget that we have no resources to respond to a facility failure. Our budgets have been slashed; our reserves are gone; and the S&P and Moody's downgrade means that we cannot borrow funds. We are currently lobbying in Springfield for a separate bill to fix our pipes. Representative Anthony DeLuca has sponsored HB2586 to provide \$5.7M of our \$6.7M need. I'm pleased to report that last week the bill was voted out of the Rules Committee and has proceed to the House Higher Education Appropriations Committee. It still, however, has a long arduous journey. Whatever happens, we appreciate Representative DeLuca's leadership and understanding of our situation.

We are also pointing out, on behalf of all public universities, that operational stopgaps are not enough. At the very least we and the other public universities need the addition of deferred maintenance stopgaps. After all, it's the State's obligation to keep state property in good repair. At this point we continue to operate within an atmosphere of deep uncertainty about financial

support from the State. Will we receive anything more in stopgaps for FY17? Will the State reimburse us for covering students' MAP grants for fall and spring? Will there be a grand bargain leading to a real budget for FY18? We don't know. The Governor's February 15 budget address outlines a possible higher education budget for next year, FY18. Under this plan public universities would see appropriations reflecting a 15% cut from the FY15 budget. The universities will have an opportunity to earn back 5% of that cut based on the Performance Based Funding criteria that are currently on record. Any cut to the FY15 budget makes life more difficult. There is no agreement in Springfield on the Governor's budget, and if there is a compromise, a grand bargain, will it be better for us or could it be worse? We don't know.

But let me say that we are rooting for compromise. Compromise is the basis of democracy in the U.S., and we need a compromise leading to needed revenue for Illinois to fulfill its obligations. We also know that in any compromise there is always something for everyone to hate. So be it. We applaud Senators Cullerton and Radogno for working toward a compromise that would allow for a real budget for Illinois. I have to say Justin (Smith's) report cheered me up. The activities the Student Senate is planning are something we're proud of. We hope our students will continue to plan similar activities as part of active citizenship and for the benefit of the University.

Whatever Springfield does in the future, GSU must deal with the damage done by two years of completely inadequate stopgap funding—a 70% cut in appropriated funds for FY16 and a 50% cut in FY17. To give our new Trustees a sense of what we are dealing with—GSU was in a strong position with the construction of Prairie Place, the admission of freshmen and growing enrollment, competitive athletics, and branching out into new markets. We increased the full time commitment of community college transfer students through the DDP, and we substantially increased the international student population. All of these measures resulted in positive effects on our enrollment and, therefore, on tuition dollars. We did budget reallocations to make it possible to do much more with much less, what Cambridge University's Navi Radjou calls "frugal innovation." Unfortunately, the State budget stalemate continues and we are now forced to find ways to focus and reduce our inventory to fewer programs. We must cut and consolidate so that even in this impoverished State environment we can strengthen remaining programs and develop a few new majors specifically tailored to twenty-first century needs. Those plans require rethinking and restructuring. Even before 2015, because of inadequate State appropriations, GSU became more dependent on tuition each year and that trend has accelerated.

Today we are proposing a tuition increase of 15% for new students and continuing graduate students. We will also propose the elimination or consolidation of 22 programs consisting of seven degrees, 13 concentrations, and two certificates. These would be in addition to the 13 programs eliminated in August, bringing the total for this fiscal year to 35. It is a difficult task to analyze the quality, demand, revenues, and potential for each program. Our recommendations are guided by a research-based rubric for setting academic program priorities. The Administration

and APERC were asked to use this rubric in their evaluations. The faculty report is included in your Board Book along with my recommendations. Students in eliminated programs will finish their degree through a teach-out arrangement and will not be disadvantaged. For faculty and staff, we will fulfill obligations outlined in union contracts and University rules.

GSU cannot survive by being stagnant or simply cutting. We intend to move forward through the Academic Master Planning process to establish new programs that have high potential, as evidenced through national research. The circumstances of the last two years have created a structural deficit. As we make conservative assumptions, we strive toward a \$2.5M reduction of base operating expenses in the next three years. I have asked the Provost to consult with UPI on continuing the work of APERC and finding ways for additional steps we can take. We have to see this as an ongoing process because we're not even coming close to what we need to do. We will continue to monitor our financial health which will be influenced by the level of political and civic support of public higher education in Illinois. Will circumstances become more supportive, or less? As Joe Madden says, we will try "to control the controllable." And we must also plan for and provide forceful leadership and management for the rest. What we are recommending today are bottom-line changes to maintain high quality while we address the accumulated effects of the last two years. These actions are necessary to help our University's survival during this time of crisis, a crisis of undetermined length imposed by the unprecedented decline in State support. But it is even more important that we continue to plan for the recovery and resurgence of our University to ensure that it comes out of this crisis stronger and even more relevant than it was going into it. I want to thank all assembled here for dealing as constructively as possible with adversity, for making painful choices, and for always putting students first.

ACTION AND INFORMATION ITEMS

Resolution 17—20: Approval of Tuition Rates for AY17-18

Resolution 17—21: Approval of Mandatory Student Fees for AY17-18

Ormsby entertained a motion to approve both Resolution 17-20 and 17-21. Friefeld made a motion. Barr seconded. Thomas explained how each spring the Board of Trustees sets rates for tuition and fees for the next academic year. Emphasizing how extremely difficult the past two years have been because of the State budget impasse, it is being recommended that tuition be increased in order to seek additional revenue to maintain operations. Thomas noted that tuition has been increased only twice in the past five years. Various models were researched and brought before PBAC for discussion. It is the unanimous recommendation of PBAC that undergraduate tuition be increased 15% for new students and continuing graduate students. The additional revenue will help close the FY18 anticipated budget shortfall and establish new merit-based and need-based scholarships. In addition, the Administration is proposing a 15% increase in tuition for the College of Business graduate programs to address the costs associated with the

new accreditation by the Association to Advance Collegiate Schools of Business (AACSB). Thomas went on to explain that no increase in fees is being recommended, but rather a realignment to meet the needs of various areas related to student success.

Tyson commented that it is with a heavy heart she will be voting to approve the tuition increase. As a product of a public university, she stated, she hopes and prays that there will be an agreement between the Governor and the General Assembly soon. She thanked Thomas and the members of PBAC for researching various models and making recommendations that were streamlined. Ormsby stated the combined actions of increasing tuition and eliminating programs are being taken to ensure the continuous health of the University and it is not appropriate to take one without the other. He called for a roll call vote to approve Resolutions 17-20 and 17-21. Pitts, Renwick, Griggs, Barr, Taboas, Tyson, Friefeld, and Ormsby voted aye. There were no nays. The motion passed by unanimous vote.

Ormsby entertained a motion to approve ***Resolution 17—23: Approval of Program Elimination Recommendations***. Tyson made a motion. Friefeld seconded. Ormsby explained that the Board undertook a thorough discussion on the subject in Executive Session, emphasizing it is the Board's responsibility to maintain GSU's quality and enduring presence in the community. He pointed out his special interest in what the University can contribute to the area as one of the largest employers in the south suburbs and a vital piece of the economic health of the community. Ormsby stressed his commitment to keeping the University open, vibrant, and successful. What the public universities are facing in the State of Illinois is overwhelming, and therefore it is with grave seriousness that these resolutions are before the Board today. He added there's a lot more work to do in order to maintain GSU's fiscal health and sustainability. Tyson relayed that a very healthy discussion took place during the Executive Session, in addition to the thoughtful comments from the audience. She stressed she is voting to approve this resolution reluctantly, but added that the University can expect more cuts, because in order to get the financial situation under control a closer look at everything needs to be taken.

Renwick commented that as a new Trustee she was particularly interested in what the faculty, staff, and audience members had to say because any action taken will have an effect on their livelihood. Given that, she reluctantly echoed the sentiments of her colleagues, stating that this is likely just a first step with more difficult steps yet to come. Renwick urged some concrete buy-in and research to determine what needs to be done because she does not feel comfortable making these decisions without input from faculty and staff. Barr stated bluntly that the University is going broke and unless these hard actions are taken now, down the road, there could be severe personnel cuts. He urged everyone to take a tough look at things. Taboas urged the Administration and Faculty to essentially not be tied to labor tools used in the past, but to really consider options that haven't been possible. Whether it be to throw away all the rubrics and start

fresh or early buyouts, the GSU community is in this together. He added that he looked forward to more participation campus-wide going forth.

Griggs commented that although he is new to GSU, he is not new to the Chicago Southland, having graduated from Chicago State University and IIT, is an adjunct instructor in the City Colleges of Chicago, and also owns a business in the community. He stated that he understands where the faculty and students are coming from, but urged them to look at the hard financials of each business unit or program within the University. Some programs just don't make sense financially. Griggs recommended facing these challenges realistically and making tough decisions to ensure the health and longevity of the University. Friefeld observed that it was easier to collaborate when the GSU community was trying to grow the University. He advised remembering that the current problems were not caused by the Administration, faculty, students, etc. and that everyone is in this together. During this crisis, if the GSU community doesn't work collaboratively then more difficult decisions may come to light. Pitts expressed how hard these decisions are to make, especially since she was a student in one of the programs being recommended for elimination. However, with a heavy heart she will approve the resolution for the betterment and sustainability of the University as a whole.

Ormsby stated more frequent meetings, particularly of the Board of Trustees Committees, will take place going forth. These will continue to be open to the public so everyone has an opportunity to present and discuss various strategies that will help the University move forward. He added that hopefully this will provide more transparency. The dates and times will be posted soon.

Ormsby called for a roll call vote to approve Resolution 17-23. Pitts, Renwick, Griggs, Barr, Taboas, Tyson, Friefeld, and Ormsby voted aye. There were no nays. The motion passed by unanimous vote.

Resolution 17—22: Approval of Collective Bargaining Agreement with Service Employee International Union – SEIU Local 73

Ormsby entertained a motion to approve Resolution 17-22. Tyson made a motion. Friefeld seconded. There were no questions. The motion was approved by unanimous voice vote.

Trustee Tyson left the meeting at 2:22 pm.

INFORMATION items

Report on Water Quality Testing

Ormsby recounted that Maimon touched on this subject in her report, emphasizing that recent testing of the water was again performed and the water is safe. Additionally, water filters are going to be installed to improve the taste of the water. There were no questions.

Report on Purchases \$50,000-\$99,999 for the period of November 21, 2016 through February 9, 2017

Ormsby stated the report is in the Board Book. There were no questions.

Budget to Actual as of January 31, 2017

Thomas provided a brief recap of the report in the Board Book. Currently the University is projecting a deficit of \$2.7M which will be funded out of shrinking reserves.

Report on Spring 2017 Census Figures

Bordelon reported that student headcount and FTE were down by 4.4% compared to spring 2016, while student credit hours were down 3.7%. International enrollment is down 24.9%. In addition, full-time graduate student enrollment dropped 15% and doctoral student enrollment dropped 18.4%. On a positive note, undergraduate FTE and credit hours remain stable, and full-time undergraduate headcount increased 2.1%. There were no questions.

Report on Spring 2017 Housing Figures

Bordelon reported occupancy in *Prairie Place* for spring 2017 is at 89.9%. There were no questions.

Program Accreditation Status Summary

Bordelon reported there were no accreditation visits scheduled for spring 2017.

TRUSTEE COMMENTS

Ormsby expressed his appreciation for the input from all factors, which is being taken very seriously.

Ormsby entertained a motion to adjourn. Griggs made a motion. Friefeld seconded. The motion was approved by unanimous voice vote. The meeting of the Governors State University Full Board adjourned at 2:28 pm.

Respectfully submitted,

Joan Johns Maloney

**GOVERNORS STATE UNIVERSITY
BOARD OF TRUSTEES**

**ADDITIONAL ATTENDANCE
March 3, 2017**

David Rhea, Faculty
William Kresse, Faculty
Beth Parin, Faculty
Elizabeth Essex, Faculty
Christopher White, Faculty
Laura White, Faculty
Lydia Falconnier, Faculty
John Simon, Faculty
Ellen Silver-Horrell, Faculty
Crystal Harris, Faculty
Lori Montalbano, Administration
Bryce Johnsen, Staff
Michele Sobasco, Staff
Karen Caesar-Smith, Staff
Sandra Zurawski, Staff
Eileen Kelly, Staff
Andrea Middleton, Staff
Charles Nolley, Administration
Jennifer Morehead, Staff
Erin Markase, Staff
Monica Holden, Staff
Mychael Vanarsdale, Student
Anthony Olszewski, Student
Jim Schoenecker, Student
Lester Van Moody, Student

**Please note this list may not be comprehensive. Any omissions are the responsibility of the Recording Secretary.

