

**GOVERNORS STATE UNIVERSITY
BOARD OF TRUSTEES**

Minutes of the October 13, 2017 Meeting

Patrick Ormsby, Chair

CALL TO ORDER AND ROLL CALL

The Governors State University Board of Trustees meeting for Friday, October 13, 2017 was called to order by Chair Patrick Ormsby at 9:15 am. Roll call was taken and Trustees Bruce Friefeld, Anibal Taboas, Carney Barr, Cornelius Griggs, Masah Renwick, and Linda Coleman were present. Trustee Lorraine Tyson was absent. Chair Ormsby introduced Faculty Senate representatives in attendance: Barbara Winicki, Sayoni Bose, Susan Ji, Alice Keane, Lara Stache, and Jelena Radovic-Fanta.

Also in attendance: Elaine P. Maimon, President; Deborah E. Bordelon, Provost and Vice President for Academic Affairs; W. Paul Bylaska, Interim Vice President for Administration and Finance; David Golland, Faculty Senate President; Sheryl Jones-Harper, Civil Service Senate President; Justin Smith, Student Senate President; Sondra Estep, UPI 4100 Chapter President; Will Davis, Vice President for Development and CEO of the GSU Foundation; 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, Dean, College of Arts and Sciences; Shannon Dermer, Interim Dean, College of Education; Jun Zhao, Dean, College of Business; Beth Cada, Dean, College of Health and Human Services; Lydia Morrow-Ruetten, Dean, University Library; Colleen Sexton, Associate Provost; Ann Vendrely, Associate Provost; Villalyn Baluga, Associate Vice President for Finance; Sandra Zurawski, Director of Budget and Financial Planning; James McGee, Director of Public Safety; Charles Pustz, Associate Vice President for ITS; Jim Zumerchik, Interim Associate Vice President for Facilities Development Management; Tracy Sullivan, Assistant Vice President of Procurement; Sandra Alvarado, Director of Human Resources; Randi Schneider, Associate Vice President of Enrollment Management; Betsy Joseph, Director, Auxiliary Services and University Housing; Angela Denk, Communications Specialist; Ned Laff, Director of the *Center for the Junior Year*; Professors Sasha Cervantes, Alli Cipra, Crystal Harris, and David Rhea; Kristoffer Evangelista, Internal Auditor; and Mark Bennett, Legal Counsel, Laner Muchin Ltd.

CHAIR'S REPORT

Chair Ormsby made the following remarks: Good morning everyone and welcome to the new academic year. We are off to a great start. I would like to begin by welcoming Dr. Paul Bylaska, Interim Vice President for Administration and Finance. Thank you for jumping right in. Later

this morning we will appoint Dr. Bylaska as the Interim Treasurer of this Board. We also welcome a familiar face to a different role, Dr. David Golland, who was recently elected as the Faculty Senate President. Congratulations Dr. Golland. Mark Bennett of the Laner Muchin law firm joins us today as temporary counsel to the Board for this meeting. You will notice the absence of Alexis Kennedy, who notified us in June she would pursue a job in a location she always wanted to live. She continues to work for GSU off-site and will do so until the position is filled. The General Counsel position has been posted. We are pleased that Mark, who has served the University for many years as outside counsel, is here to assist us.

Before I talk about our agenda today I want to make a few comments about the Board of Trustees meeting and Annual Retreat which was held here at GSU on August 18. At that meeting we had an outside consultant, Dr. Jamie Ferrare, who assisted the Board in reviewing and understanding the roles and responsibilities of being a trustee. We also reviewed the significant progress that has been made at GSU in various areas over the last ten years so the Trustees would have a historical context in evaluating future plans and strategies. The Board also reviewed the performance of President Elaine Maimon for Academic Year 2016-2017 against the goals which were approved by the Board, and considered an extension of her contract. I am pleased to reiterate that the contract extension was unanimously approved by the Board of Trustees and I have a short statement to read about that:

The Board of Trustees has extended its contract with Dr. Elaine P. Maimon, President of Governors State University for two years, ending in June 2020. The Board is pleased that President Maimon will continue her executive leadership of the University as GSU looks at its significant development over the past decade, its future growth, and the celebration of its 50th anniversary.

Dr. Maimon came to Governors State University in 2007, and her years at GSU have been a time of transformation for the University with the growth of student enrollment, development of academic programs, and a faculty of the highest caliber. The University has expanded its undergraduate programs to include freshmen and sophomores, created unique undergraduate programs for freshmen and community college transfer students, strengthened our masters and doctoral programs, and established GSU as a residential campus and a nationally recognized leader in the education of a diverse student body.

Dr. Maimon has also led GSU very successfully during the budget crisis in Illinois, which had a severe impact on many institutions, including the public universities. It has been a turbulent time, but our University has been well managed and under Dr. Maimon's leadership, continued to focus on the integrity of our academic programs and the interests of our students. Dr. Maimon continues to enjoy the full support of the Board of Trustees. The Board is very pleased that Dr. Maimon will continue to lead the University through a time of renewed growth. The Trustees are confident that she will continue to carry the University forward in the achievement of the goals

of our strategic plan, Vision 2020, and the development of a strategic plan for the five years beyond.

Today we will consider the approval of the fiscal year 2018 operating budget and the FY19 budget we will propose to the Illinois Board of Higher Education, along with our capital request. Please remember that while the state has a budget, all the universities sustained a 10% reduction for the current fiscal year. The budget we are considering today reflects that decrease as well as revenue projections reflecting our decreased enrollment. We will hear more details about enrollment and housing later in the meeting. We still have challenges, but we are moving forward and there are reasons to be optimistic.

Dr. Maimon will talk about one of those reasons in her President's Report. She, and others on campus, have been working with the Lumina Foundation. Lumina is an independent, private foundation with an endowment of nearly \$1.2 billion. Their only focus is to increase the number of Americans with an education that continues past high school. They believe that "all Americans deserve access to a high-quality, affordable postsecondary education." As Dr. Maimon will report, she and two of our students were presenters at a recent Lumina meeting. I had the chance to briefly meet with them and I have no doubt that they did us proud. Our partnership with Lumina, in addition to possible funding opportunities, shines a national spotlight on the good work being done at GSU.

I was happy to see the Report on Signature Programs on today's agenda. The Board requested this "brag sheet" so that we can better share the excellent opportunities available at GSU with our colleagues, family, neighbors, and friends. We are all responsible for the promotion of our programs. I am also looking forward to the presentation on the *Center for the Junior Year*. This Center is unique and helps students find learning experiences and internships that allow them to explore their possibilities. Trustee Barr will give us a report on the Civil Service Merit Board and we will take up a resolution to consolidate divisions in the College of Arts and Sciences, and also transfer tenure for those affected faculty members. Thank you.

PUBLIC COMMENT

Sondra Estep, UPI Local 4100 President

Dr. Estep made the following remarks: Good morning and welcome. I want to sincerely thank our Board members for their selfless service to GSU. We all have the same goal of helping our students be outrageously successful. We look forward to another year of joining you in achieving that goal.

Let me list how this school year has started for us. Today we will be filing a ULP over delayed pay because the Administration has chosen not to adhere to the agreement that we bargained for this summer. We truly tried to avoid this but we were met with a stone wall for the past three weeks. Policy 1 is the policy about reorganization of the University that I brought to your attention last May because it was not being adhered to. [Handout provided] I have two points to

make about Policy 1. First, thank you for sending it up for revision since it is true that much has changed since 1978 when it was developed. However, Provost Bordelon's revision, in the handout, clearly shows a disregard for shared governance. All parts that include greater faculty involvement have been stricken. The second thing is that we applaud the Administration for admitting they did not follow Policy 1; however, their added comment that they did follow the collective bargaining agreement is just disingenuous spin. The Collective Bargaining Agreement has no language about the process of reorganizing. It merely has language that addresses things like a faculty member who is transferred to another College can take their tenure with them. We take exception to the notion that the Administration wants you to believe that a process for reorganization was followed when it was not. In addition, after divisions were moved from one College to another or moved within, today you are now being asked to pass what already has happened.

After many meetings, again the Administration refuses to acknowledge the very clear language that was negotiated regarding the workload of our professional advisors. We have been met with another stone wall and another grievance will be filed. A grievance about writing intensive courses will also be filed next week since after weeks of discussion the Administration unilaterally is refusing to grant anyone the appropriate compensation, as written in the contract. And here it is October 13 and our Lecturers have no contract. They were sent two contracts this year that had incorrect salaries, with neither their raise nor their merit pay included. But Human Resources pressured them to sign by September 15 even though they were incorrect. We were assured by HR that they would complete an audit by September 29 of all the Lecturer's contracts, but here we are today with still no correct contracts in their hands. It has been a stressful start of the school year for our members but I do have one bright note to end on. We have been assured that the new Sick Leave Bank will be up and running this semester. UPI statewide will be devoting their time and resources to lobbying and taking whatever steps are necessary. Thank you.

There was no Executive Session.

BUDGET AND FINANCE

Information Items:

Ormsby called on Bylaska to report on the *Report on Purchases \$50,000-\$99,999 for the period April 25, 2017 through October 1, 2017* and the *Budget to Actual Report as of September 30, 2017*. Bylaska briefly reviewed the purchases. With regard to the *Budget to Actual Report*, he reiterated that these are unaudited figures; however, the University has at this point spent 21% of its annual budget, on target with last year which was 22% at this time. Income is being projected conservatively, and the University should expect a balanced budget by year end.

Action Items:

Resolution 18—04: Approval of FY18 Operating Budget

Ormsby requested a motion for adoption and inclusion of Resolution 18-04 on the Consent Agenda. Friefeld made a motion. Griggs seconded. Bylaska reported the figures before the Board are in line with what the Administration presented at the Board Retreat. He explained the budget has been thoroughly reviewed and is based on conservative enrollment projections. Bylaska added that the reserve budget of \$2.5M is also on track. Barr asked why the operating reserve fund is not funded. Bylaska replied that it is funded, explaining that monies are set aside at the beginning of the year and, hopefully, not touched or allocated to any departments throughout the year. Barr stated he believed it should be part of the projected actual. Ormsby added that as written the annual budget is essentially projecting a \$2.5M surplus. Taboas concurred with Barr, stating the reserve fund should be kept more visible and that the University should demonstrate it is actually managing it rather than waiting until the end of the year. He added that the optics need to be better, and the Board needs to see month to month if the reserve goals are being met. Barr thanked the Board for building reserves in the past, which basically saved the University during the State budget impasse. Bylaska agreed to provide a projection of reserve funds in the Budget to Actual report going forward. The motion was approved by unanimous voice vote.

Resolution 18—05: Approval of FY19 Budget Request to the Illinois Board of Higher Education (IBHE)

Ormsby requested a motion for adoption and inclusion of Resolution 18-05 on the Consent Agenda. Barr made a motion. Renwick seconded. Bylaska reported that this is a mandate made by IBHE at this time each year and reflects projected assumptions going into FY19. Enrollment estimates are conservative at a 3% decrease. The University is asking for appropriations at the FY15 level, considered GSU's base, to cover deferred maintenance needs. Bylaska stated this is a fair request and represents good stewardship of the University's finances. Golland pointed out a transposition of numbers in the chart, which Bylaska agreed to amend. The motion was approved by unanimous voice vote.

Resolution 18—06: Approval of FY19 Capital Appropriations Request to IBHE

Ormsby requested a motion for adoption and inclusion of Resolution 18-06 on the Consent Agenda. Coleman made a motion. Friefeld seconded. Bylaska explained the University's priority in this request is funding to cover deferred maintenance projects. These have been moved to the top of the capital appropriations list, followed by the ongoing requests for an Innovation Center and a stand-alone Library. This change reflects the urgency with which deferred maintenance needs to be addressed, much of which reflects problems with GSU's infrastructure including water pipes, roofs, and the cafeteria. Bylaska explained that as for the external issues, the parking lots and settlement ponds, here in Illinois there is great land for farming but it is terrible for parking lots and other outdoor structures. These items are becoming urgent as well. Barr asked what the total deferred maintenance request was and Bylaska replied that it came to \$41.2M. Ormsby asked when Illinois last had a capital budget. Maimon responded it was back in 2009, when the University was finally able to receive the funds for the E/F wing renovation. She went on to say that since then there has been no capital budget and therefore the University has adopted the strategy that if there isn't going to be a capital budget then the urgent deferred maintenance items need to be looked at possibly as part of the operating budget. Representative

Anthony DeLuca introduced a bill in the General Assembly to address GSU's most urgent issue, the University's water pipe system. Ormsby asked if none of these are approved, is there a Plan B to address the most critical issues? Bylaska responded that Plan B was presented to the Trustees at an earlier meeting this year, a plan to accumulate reserves to address these issues. An estimated \$400K per year is earmarked to be set aside, beside any surplus accumulated, to address deferred maintenance. Ormsby stated the Board had previously asked for an analysis of reserves and what was not used during the financial crisis, and asked that this please be put together to determine what the University can afford to do. Taboas questioned whether the University can borrow money to address deferred maintenance. Maimon explained the University borrowed funds in 2008 and 2009 to address many deferred maintenance and safety issues, loans which the University continues to make payments on. However she has asked VP Bylaska to assess the current borrowing environment and explore all options. Maimon added that as soon as the budget was passed the regional publics were given a slight uptick in their credit ratings by *Moody's* and *Standard and Poor's*. At the December meeting further information will be provided on the water pipes and the borrowing environment. Bylaska added that the borrowing atmosphere is not great at this time; however, the Series 2009 Certificates of Participation will be paid off in 2019. Ormsby stated the Board looks forward to the financial analysis and further deferred maintenance recommendations at the December meeting. The motion was approved by unanimous voice vote.

Resolution 18—08: Award of Contracts for Search Firms

Ormsby requested a motion for adoption and inclusion of Resolution 18-08 on the Consent Agenda. Friefeld made a motion. Coleman seconded. Bylaska reported this resolution seeks to contract with two search firms in a not-to-exceed amount of \$350K over a five-year period, to be utilized on an as-needed basis. He explained that three critical positions currently need to be filled, Vice President for Administration and Finance, General Counsel, and Associate Vice President for Human Resources and Diversity. Although every effort is being made to attract a strong pool through traditional methods, there may be a need to utilize the services of a search firm and the University needs to be prepared. Ormsby asked if a committee evaluated the RFPs. Bylaska assured the Board that one had, and that they worked with the Procurement Office who assisted in the process in alignment with the State of Illinois Procurement Code. The motion was approved by unanimous voice vote.

18—07: Approval to Renew a Purchase Contract for Certificates of Participation Series 2008

Ormsby requested a motion to exclude Resolution 18-07 from the Consent Agenda, and to vote on it separately during the Full Board meeting. Renwick made a motion. Friefeld seconded. Bylaska pointed out the supporting documentation of GSU's long term debt service schedule provided to the Trustees. The 2008 Certificates of Participation were set up as a 20-year bond, with a clause that specifies the University must indicate its desire to continue them through 2028 rather than pay them off by January 1, 2018. He noted the payment schedule accelerates in the next ten years, which was done intentionally to coincide with the completion of payments for the 2009 certificate series in 2019. There were no questions. The motion was approved by unanimous voice vote to exclude Resolution 18-07 from the Consent Agenda.

ACADEMIC AFFAIRS

Committee Chair Taboas called on Provost Bordelon to present the Academic Affairs reports.

Information Items:

Program Accreditation Status Report

Bordelon reported that three programs are scheduled for a review this academic year. The Bachelor of Science in Chemistry program will undergo a review by the American Chemical Society in spring 2018, although there will not be a visit. The Master's in Public Administration program is up for reaccreditation in spring 2018, and the Master's in Health Administration is also scheduled for a reaccreditation visit in spring 2018. Those programs are actively working to prepare for their evaluations. Bordelon went on to explain that the University's reaccreditation visit is scheduled for 2019-2020 and that preparations are already underway by the steering committee. Taboas commented that this academic year seems a little lighter than previous, but that the Provost's Office obviously is taking this time to get ahead of the curve. Bordelon responded that Academic Affairs is being very proactive in its planning. Taboas encouraged Bordelon to continue in that mode.

Report on Fall Census Figures and Fall Housing Figures

Bordelon called on Aurelio Valente, Dean of Students, to present, who provided a Power Point presentation. Valente addressed enrollment trends at the Illinois public universities, transfer admissions, freshmen admissions, graduate admissions, international enrollment, challenges, opportunities, and the implementation of a strategic enrollment plan. Ormsby asked Valente to elaborate on the decrease in international enrollment. He replied that the majority of GSU's international population comes from India, where GSU has only one recruitment firm. Efforts to expand the number of recruitment firms are in the works. Bordelon added that some parents have expressed concern about their children's safety given the current political climate. Some potential students are having more difficulty obtaining a visa. She pointed out that the University is working with its current students to assess their fears and concerns, and has produced some videos with them to present to prospective students. Griggs asked if those tactics are being utilized for domestic recruitment as well, which she confirmed they are.

Coleman asked what strategies are being used to increase the recruitment of full time transfer students. Valente outlined the 15-To-Finish initiative, which encourages students to take 15 credit hours per semester so they are eligible to graduate in four years, DDP recruitment, and the expansion of the athletics program. Associate Vice President Schneider added that with the foresight of the President's Cabinet and the realignment of University resources, Enrollment Management now has additional recruiting support. She explained that transfer students are showing they want a more high touch experience so more time is being devoted at GSU's feeder schools. Valente also pointed out that the increase in male students of color is a positive sign. Referring to the projected increase in freshmen enrollment of 10% by fall 2018, Griggs asked what strategies are being utilized to improve the campus experience to increase enrollment.

Valente acknowledged this is an ongoing challenge. Currently Student Affairs is focusing on waivers and scholarships to attract students, improving student engagement, and exploring adding men's and women's soccer. As noted, the number of recruiters has increased from three to five. He reiterated there are many pieces of the puzzle, including mid-year transfers. Last year there were 16 freshmen transfers in January, and this year it is estimated GSU could see 30-50.

Barr commented that many other universities seem to be focusing on attracting adult students given that the high school graduate population is decreasing. Valente confirmed that is true, and therefore GSU is focusing much of their efforts on community college campuses. Academic Affairs is also working to increase the number of online programs. GSU currently has many online course offerings, but few online programs. Coleman stated she would like to see more online graduate programs. Valente commented that many colleagues agree with that thought; however, numerous polls of students indicate a blended or hybrid format is most desirable. Bordelon explained efforts are underway to look at ways existing programs can become hybrid programs, and whether it is possible to have a face-to-face track as well as an online track of the same academic program. ITS has been working with Academic Affairs on this initiative. Maimon commented that what is being expressed here is reflective of the national picture. Graduate students are better able to manage an online program, while undergraduates need a more high-touch education. GSU is addressing these trends.

Coleman returned the discussion to the student experience on campus and asked what strategic measures are addressing these concerns. Valente responded that for the past four years requests by students for amenities in Student Life have been hampered by a lack of funding. Efforts continue to give students the most robust experience, absolutely looking at feedback from students. Valente acknowledged that student engagement is a huge piece of retention. Maimon responded that given the Board's inquiries with regard to student engagement, a report on ongoing initiatives will be given at the December Board meeting. She pointed out the example of the current noise policy that is unmanageable for student involvement and a lively campus atmosphere. Several administrators are currently involved in the process of figuring out how to use the spaces we have in a balanced way so the central area of campus is livelier and creates a greater sense of belonging. Maimon stated Chair Ormsby made it very clear this is a high priority of the Board and that the Administration takes this reasonable request seriously. The University will continue to gather input from students and at the next meeting will present many more concrete proposals.

Report on Draft of Signature Programs

Bordelon reported this is a process that is being worked on by the Deans, Faculty Senate, and the Division Chairs to highlight signature programs that can attract more students. Once finalized this information will be used on the GSU website, in publications, and in marketing materials. Bordelon gave a brief explanation of the programs highlighted. Bordelon stated the document remains in Draft form at this time in order to obtain feedback across the University. Barr suggested highlighting a program on Entrepreneurship. Bordelon responded that the College of Business does have a concentration in entrepreneurship. Ormsby commented that it's important

to brand the University and this is a good step forward. Griggs, Barr, and Coleman expressed their support for the initiative as well.

Presentation on the *Center for the Junior Year*

Bordelon introduced Dr. Ned Laff, Director of the *Center for the Junior Year (CJY)* and Monique Ocanas, student and peer mentor. She spoke on her experience working with the *CJY*. Coleman thanked Laff and Ocanas for their presentation, commenting that she and Monique are both products of the Dual Degree Program, were lab partners at their community college, and were the first peer success coaches hired by the *CJY*. Coleman added that Student Senate President Justin Smith also has worked in the *CJY*. Currently a member of the Student Senate is doing an internship in Washington DC through the *CJY*, working directly with a Senator, and he communicates with the Student Senate on a daily basis. Taboas asked if sophomores receive an invitation to the *CJY*. Laff described the Center as a hub that reaches down to first and second year students; however, the Center is open to all students to help them learn the five components of an undergraduate education. Maimon added that plans are in place to reach out to community college students to make a systemic connection that will lead to them transferring to GSU. She explained this is a unique opportunity to create change and make a national impact. The goals of the *CJY* are very ambitious, but the University is very committed to continuing its work after the grant money has run out.

Update on the Revision of Policy 1 – Academic Reorganization

Bordelon explained that at the May 12, 2017 Board meeting the Trustees received a document from the Faculty Senate Policy Monitoring Committee stating there was a proposed violation of *Policy 1: Academic Reorganization* in response to the proposal to the Board for reorganizing the College of Education if the state budget impasse continued beyond FY17. Bordelon shared with the Board that the University was following contractual obligations, Article 23, University Reorganization, in the GSU-UPI 2016-2019 Collective Bargaining Agreement. She acknowledged the Policy had not been updated since 1978. Bordelon stated she submitted a revision to *Policy 1* via email to the Faculty Senate Institutional Policies Committee on Wednesday, September 27 and resent them on Wednesday, October 4 for consideration by the full committee starting on October 12. The documents submitted are in the Board Book. She emphasized this is an ongoing project. There were no questions.

Action Items:

Resolution 18—09: Approval of a Merger of Divisions in the College of Arts and Sciences

Taboas requested a motion for adoption and inclusion of Resolution 18-09 on the Consent Agenda. Griggs made a motion. Coleman seconded. Bordelon explained that discussions regarding reorganizing the divisions in CAS have been ongoing since the summer of 2016 in an effort to improve efficiency and cohesiveness. Dean Marak, along with Division Chair Lori Montalbano, met with faculty members individually as well as in groups to obtain their input. Bordelon stated the College is asking that this merger be retroactive to July 1, 2017 in order to align with the fiscal year calendar. Taboas asked Bennett if there were any legal considerations

with respect to the retroactive request, which he responded there were not. The motion was approved by unanimous voice vote.

Resolution 18—10: Authorization to Confer Emeritus Status

Taboas requested a motion for adoption and inclusion of Resolution 18-10 on the Consent Agenda. Friefeld made a motion. Barr seconded. Bordelon stated it is with great pleasure to bring before the Board the nomination of Dr. Linda Buyer for professor emeritus status. Dr. Buyer served GSU for over 22 years as a professor of psychology, a division chair, interim Dean, and as the Director of Institutional Research. Before retiring Dr. Buyer converted many of her courses to an online format. Bordelon went on to report that Dr. Buyer is noted to be a very strong scholar who served her students very well. The motion was approved by unanimous voice vote.

A break was taken at 11:15 am. Open Session resumed at 11:33 am.

HUMAN RESOURCES

Human Resources Committee Chair Renwick called on Trustee Barr to report on the Civil Service Merit Board

Information Items:

Report on the Civil Service Merit Board

Barr reported the Merit Board has met four times in the last six months. The Merit Board has a new Board Chair, Lyneir Cole from Western Illinois University, whom Barr reports has done a good job so far. An ongoing conflict for the Merit Board has been loose language in the Statutes and Rules regarding the definition of Principle Administrative Employees [called Administrative Professional or AP employees at GSU], who are exempt from Civil Service classification. The Office of the Executive Inspector General (OEIG) has asked for a response from the Merit Board, which was drafted and discussed. Barr reported the next meeting of the Merit Board is on December 5, 2017.

Action Items:

Resolution 18—11: Approval of Personal Day for Non-Negotiated Employees

Renwick requested a motion for adoption and inclusion of Resolution 18-11 on the Consent Agenda. Coleman made a motion. Friefeld seconded. Bylaska explained this is a routine item that comes before the Board each fall to allow non-negotiated employees the same benefit as negotiated employees. The motion was approved by unanimous voice vote.

Resolution 18—12: Approval to Transfer Tenure in the College of Arts and Sciences

Renwick requested a motion for adoption and inclusion of Resolution 18-12 on the Consent Agenda. Friefeld made a motion. Coleman seconded. Bordelon stated this resolution requests the approval to transfer tenure in the College of Arts and Sciences to align faculty with the

reorganized divisions in CAS as previously discussed and approved. The motion was approved by unanimous voice vote.

FULL BOARD

President's Report – Dr. Elaine P. Maimon

President Maimon made the following remarks: Thank you and good morning. I agree with Chair Ormsby that the new academic year is off to a great start. We are delighted to welcome Dr. Paul Bylaska, who brings to GSU vast experience in higher education administration and a fresh set of eyes to help us with our resurgence. He will be with us while we conduct a national search for a long-term Vice President for Administration and Finance. I also want to congratulate Dr. David Golland as the new Faculty Senate President. Shared governance is very important to us and we are always pleased to work with the University's senates. Today we are also welcoming attorney Mark Bennett as our General Counsel.

I am pleased to report we have a state budget for this fiscal year. We appreciate the courage of the Illinois senators and representatives who voted on July 4 and July 6 to approve a budget that included a necessary tax increase. Even so, appropriations to Illinois' public universities is still at austerity levels, cutting 10% from the rescinded FY15 budget. It does not provide us with the resources we deserve; however, having a budget at any level addresses the instability that dominated the previous two years. We have experienced damage to our reputation and to our physical infrastructure. Let's be realistic—this damage is going to take us years to repair. But at least now we can plan. On deferred maintenance, Paul is leading the effort to develop strategies and priorities to address our infrastructure issues. At the December meeting we will propose how we can get started on some of these repairs during this fiscal year. We are continuing and strengthening our political efforts. Together, our highest priority is to make clear to elected officials that the state suffers when public universities are treated as collateral damage. It's essential for the state to have a budget for each fiscal year. Anything else should be unthinkable.

As you know from Dean Valente's presentation, our enrollment remained steady during the budget impasse. This year we finally felt the cumulative effects of the bombardment in the media about closures, sad stories, and everything dominating the state narrative. Our overall FTE enrollment is down 8.6% and SCH is down 7.8%, but undergraduate enrollment is down only 2.9%, so the numbers aren't as bad as they could be. The biggest hit was in international students, down over 50%, mostly in master's programs. Although we are doing everything in our power to address that decline, we fear that federal policies and international perceptions, over which we have no control, will have a long-term negative impact. The decline in domestic master's students has actually been a long-term trend. We are addressing this decline by studying successful masters programs and how they tailored and delivered. As noted in the Budget and Finance Committee, the assumptions that we made in the FY18 budget presented to you in August turned out to be actual. We built the budget on conservative enrollment assumptions, allowing us to move forward in 2018 without additional cuts, while holding to the Trustees' directive to continue building a rainy day reserve.

Now for some good news: The Health Center, which you approved this summer, is up and running. By September 26 the Center had recorded 56 visits. Our students are most appreciative. Chair Ormsby alerted you to the special commitment demonstrated by the Lumina Foundation to our work at GSU. As he pointed out, Lumina is an independent, private foundation with a \$1.2 billion endowment, and its sole purpose is to increase the number of Americans with a post-secondary education. GSU is currently engaged in three Lumina projects, one being the *Completion College Consortium*. GSU is only one of four universities that Lumina intends to market nationally in states from where we have never had a student to motivate on-line, undergraduate degree completion. These students will be returning adult students who are specifically seeking to complete their degrees. We were selected because of our traditional service to these students. The other universities in the consortium are Charter Oaks State College, Granite State College, and Thomas Edison College. A second Lumina connection is their project on quality, equity, and accountability. Lumina sees GSU as a key player in the work for reform in federal, state, and accreditation policies to better advance quality and equity. I was invited to Indianapolis this week for a convening, and brought two of our students. In the audience were about 90 people: university presidents, heads of accreditation agencies, national policy makers, and representatives of independent foundations. Wednesday evening they asked me to engage in a conversation with our students, Nekia Driver, one of our first freshmen, and Antoine Hawkins, a returning adult DDP student from Prairie State College, about equity and quality and their experiences in that regard. They did a great job in demonstrating GSU's leadership by braiding together quality and equity for transfer students and for four-year undergraduates. They were stars. The Vice President of Lumina stood up and said she learned from the GSU presentation that mentoring is the most important aspect of student success. It was an amazing opportunity, and our students did us proud. We've also been invited to another Lumina convening after Thanksgiving: Next-Generation Work-Based Learning Approaches. They are interested in how we connect career preparation and liberal education. They are also impressed by our four-year plan for career preparation for students in all majors, as you heard a bit about today during the presentation on the *Center for the Junior Year*.

I want to conclude with a thank you to all assembled here. Thank you for your dedication and hard work during two unprecedented years. Together, we prevailed by making tough decisions, honoring our core values, adhering to our strategic plan, and always putting students first.

Dr. David Golland, Faculty Senate President

Dr. Golland made the following remarks: Chairman Ormsby, honorable trustees, President Maimon, Provost Bordelon, Interim Vice President Bylaska, Mr. Bennett, Ms. Jones-Harper, Mr. Smith, and esteemed colleagues, it is my pleasure to deliver my first address to this body as Governors State University's sixteenth Faculty Senate president. I am an Associate Professor of History and the Coordinator of Humanities here at GSU. I hold a PhD from the City University of New York and an MA from the University of Virginia. My first book uncovered the origins of affirmative action in the building construction trades. My recently-completed biography of presidential advisor Arthur Fletcher, who integrated the Baltimore Colts and coined the phrase "a

mind is a terrible thing to waste,” chronicles the decline of civil rights advocacy in the modern Republican Party. I am humbled and honored by my election to a post that is often viewed as the pinnacle of a scholarly career. It is my earnest desire to live up to the example set by my predecessors.

I would like to take a moment to tell you a little bit about the fine scholars and teachers assembled at the table before you. I have asked Joan to send you their CVs and I hope you will think of them as valuable resources in your committee discussions. Representing faculty on the Academic Affairs Committee are Dr. Barbara Winicki and Dr. Giesela Grumbach. Barbara Winicki is a teacher of teachers and a teacher of teachers to be. She currently teaches an undergraduate course in foundations of education and graduate courses on issues in education, reading remediation, and research methods. Her research interests include literacy in at-risk student populations and instructional methods for reading and writing of informational texts. Dr. Winicki also serves as Vice President of the Senate. Giesela Grumbach’s research agenda focuses on social work practice with vulnerable families. She is interested in how translational research may be used to enhance the health and wellbeing of vulnerable families and youth.

Representing faculty on the Finance and Budget Committee are Dr. Sayoni Bose and Dr. Ravi Nigam. Sayoni Bose's research is on the messy politics of land acquisition in West Bengal, in eastern India. She focuses on state-led acquisitions of land for creating industrial zones. She brings in an interdisciplinary lens to understand how neoliberal capital, state and social difference of class, caste and gender shape land politics. Her teaching interests are centered around understanding non-western geographic dynamics. Ravi Nigam is an associate professor of communication disorders. He holds a PhD from Purdue University, has received research grants from the U.S. Department of Education, has presented his research at national and international conferences, and has numerous publications in peer-reviewed journals.

Representing faculty on the Human Resources Committee are Dr. Susan Ji and Dr. Alice Keane. Susan Ji’s research is in investments and behavioral finance; she has about 400 citations on *Google Scholar* and is ranked in the top 1.1% on the Social Science Research Network based on total downloads and citations. She teaches corporate finance, international finance, and financial institutions and markets at the undergraduate and graduate levels, face-to-face as well as online. Dr. Ji has received teaching excellence and other awards. Alice Keane is an assistant professor of accounting in GSU’s College of Business. Her areas of expertise include tax law and business law. She teaches and publishes in the areas of tax, business law, and employee benefits.

Finally, representing faculty on the Governance Committee are Dr. Lara Stache and Dr. Jelena Radovic-Fanta. Lara Stache is a critical feminist scholar with research in the areas of communication, popular culture, gender, and rhetorical criticism. An Assistant Professor in Communication, she is also the Program Coordinator for the Gender and Sexuality Studies

program at GSU, and teaches courses with a focus on advertising, public relations, gender, and public discourse. Jelena Radovic-Fanta is an Assistant Professor in the Anthropology & Sociology program and an affiliate faculty in the Gender & Sexuality Studies Program. She conducts research on labor and gender with seasonal female grape pickers in Chilean agribusiness and teaches courses on anthropology, globalization, gender, and inequality. This has resulted in two published articles, the latest in the *Journal of Latin American & Caribbean Anthropology*.

Faculty Senate continues to engage in everyday work on academic matters of critical importance to any institution of higher learning. The University Curriculum Committee, chaired by Associate Professor Beth Parin of the College of Arts and Sciences, considers applications for new and revised courses and is currently working on new evaluative criteria for hybrid and online courses. The Academic Program Review Committee, chaired by Assistant Professor Serena Wadhwa of the College of Health and Human Services, reviews new programs and regularly evaluates existing programs, and has been streamlining the process for annual program review. The Institutional Policies Committee, chaired by Associate Professor Kim Boland-Prom of the College of Health and Human Services, evaluates and recommends new and revised policies. They are currently discussing proposed changes to the policy governing academic reorganization and recently approved a policy regarding the use of aerial drones on campus. The General Education Council, chaired by Professor Maristela Zell of the College of Health and Human Services, considers all matters related to the General Education curriculum, including the freshman and sophomore cohorts, the Junior Seminar, and the senior capstone. The Policy Monitoring Committee, chaired by Dr. Mary Lanigan of the College of Arts and Sciences, investigates allegations of policy violations, and is currently working on reforming and updating their charge.

Before I conclude, I would like to invite you to attend an upcoming meeting of the Faculty Senate. We meet at 1pm on the third Thursday of every month during the fall and spring semesters, and we would welcome a visit from any Trustee. I thank you and I look forward to a productive academic year here at GSU.

Sheryl Jones-Harper, Civil Service Senate President

Ms. Jones-Harper made the following remarks: I want to welcome everyone back to the fall academic session. As you know the Civil Service Senate supports and participates in numerous activities. On October 19 and 20 the annual convening of the Civil Service Council of Councils will take place at Northern Illinois University and I will be attending to represent GSU. On October 26 we will be hosting a forum with SUAA at which time the Executive Director will speak. As you know SUAA is funded by employee contributions, state contributions, and investment income. Upcoming Civil Service events include the Taffy Apple sale on October 30 and 31, a pie and cake auction on November 21, and Civil Service Day on December 6. The

Senate continues to work with Marketing and Communications on more effective marketing of our activities.

Concerns of the Civil Service Senate include the transition from anticipated to delayed payroll starting January 1, 2018. Several options have been offered to employees, but the fact that our election choice is irrevocable and our paychecks will be reduced during the “payback” period concerns many. Employees have been told this is being done so everyone is on the same pay schedule, after which we can go to electronic timesheets, but we have not been told when that will be. The Civil Service Senate is also concerned about the lack of advancement opportunities within Civil Service classifications, thus avoiding the need to become an AP (Administrative Professional) classification. We feel we are treated as service employees, not professionals. There is also a lack of professional development opportunities, a lack of training of supervisors, and little consistency in the timing of employee performance evaluations from department to department. It appears to many that sometimes advancements are made based on favoritism rather than competency, and there is work overload without additional compensation. While we understand the focus of GSU is on students and faculty, Civil Service employees are an integral part of campus, oftentimes the face of GSU, and we deserve respect as well.

Barr asked Jones-Harper what the SURS funding ratio is at this point. Jones-Harper stated she did not have that information on hand but would get that for the Board. Barr then asked if professional development is offered or encouraged on campus. Jones-Harper responded that there are some opportunities; however, because most offices are so short staffed there is no leave time to take part in these activities. Bordelon commented that the University is in the process of developing a leadership academy that will be available to staff and faculty across campus. The plan is to implement this by January 2018. Ormsby stated the Board is supportive of all employees and that the contributions of everyone toward the service of students is greatly appreciated. Jones-Harper added that Civil Service employees would also like better communication from Human Resources about open positions.

Justin Smith, Student Senate President

Mr. Smith made the following remarks: Good afternoon. Thank you for the opportunity to report today. The Student Senate has been very busy increasing their participation in community service projects, including working with Restoration Ministries and working with students from Crete-Monee High School on diversity and inclusion initiatives. The Senate sponsored a social media workshop for the community as well to explore specializations, which included the opportunity to partner with actual Facebook executives. The Senate’s Academic Affairs Committee, chaired by Kendall Wright, has been charged with working with the Provost on a revision of Policy 21, Honors Policy. The Senate has proposed three different versions and is finally making progress on getting it updated. The Committee studying it includes students, faculty, and staff.

Student Life is in the midst of its election season and we are soliciting more students to get involved. Our efforts are paying off, including the development of a succession plan to ensure

the Student Senate remains strong and fully staffed in the years ahead. Numerous activities are being planned by the Student Senate including an IBHE meeting in March 2018 and a Town Hall on October 16. Friends and Family Weekend was a success, and the open mic session and DJ really spiced things up a bit. The Senate is also working to sponsor more political events including a continuum of the Illinois United Student Senate Forum, and of course continues its efforts with the *Rock the Vote* campaign.

A growing concern is the delayed posting of grades by faculty until the last week or so of the class, which does not allow students to calculate their progress. We believe periodic updating of grades should be done automatically. Another concern is the attractiveness of our campus and the activities that are available to students. In the past year a noise policy and party guidelines were created without student input and the senate has come to a mutual agreement that they are unreasonable. Students should be on committees when policies are made that affect students. The Student Senate is currently working with the Administration to improve shared governance. I recently had a conversation with President Maimon about some research I did on NIRSA, the National Intramural and Recreational Sports Association which focuses on recreational programs for college students. In one study they surveyed over 32,500 students, and 68% of them responded that campus recreation facilities affect their decision about attending a school, while 72% said recreation facilities affect their retention rates. We want to be in the conversation on how we can make student life better. We are ready for a culture change and striving to be better than yesterday.

In conclusion, I challenged my Senate to do an optional fast, not related to religion, but to help increase our focus and discipline. The Student Senate continues to be dedicated to helping GSU grow. Thank you.

Action Items:

Approval of Minutes - Annual Board Retreat August 18, 2017

Ormsby requested a motion to approve the Minutes. Griggs made a motion. Taboas seconded. The motion was approved by unanimous voice vote.

Approval of Consent Agenda

Ormsby requested a motion to approve the Consent Agenda with the requested exclusion of Resolution 18-07:

Resolution 18—04: Approval of FY18 Operating Budget

Resolution 18—05: Approval of FY19 Budget Request to the Illinois Board of Higher Education

Resolution 18—06: Approval of FY19 Capital Appropriations Request to the Illinois Board of Higher Education

Resolution 18—08: Approval of Contracts for Search Firms

Resolution 18—09: Approval of a Merger of Divisions in the College of Arts and Sciences

Resolution 18—10: Authorization to Confer Emeritus Status

Resolution 18—11: Approval of Personal Day for Non-Negotiated Employees

Resolution 18—12: Approval to Transfer Tenure in the College of Arts and Sciences

Barr made a motion. Coleman seconded. The motion was approved by unanimous voice vote.

Resolution 18—07: Approval to Renew a Purchase Contract for Certificates of Participation Series 2008

Ormsby requested a motion to approve Resolution 18-07. Friefeld made a motion. Griggs seconded. The motion was approved by unanimous voice vote.

Resolution 18—13: Appointment of a Treasurer to the Board of Trustees

Ormsby requested a motion to approve Resolution 18-13. Friefeld made a motion. Barr seconded. There was no discussion. The motion was approved by unanimous voice vote.

Resolution 18—14: Appointment of a Representative to the HJR 2 Underrepresented Groups in Academia Task Force

Ormsby requested a motion to approve Resolution 18-14. Renwick made a motion. Friefeld seconded. Maimon gave a brief explanation, and applauded Will Davis for his appointment to this task force. Taboas commented that he endorses wholeheartedly the concept of finding an alternative to the traditional university role with more ethnic diversity, and asked for a report or presentation from the Administration on efforts being made at GSU. Maimon agreed to report on this subject at an upcoming Board meeting. The motion was approved by unanimous voice vote.

TRUSTEE COMMENTS

Barr reminded his fellow trustees that July 1 is a new fiscal year for the University and the GSU Foundation, and encouraged all to participate. He emphasized the importance of having the maximum participation among the Trustees. Ormsby seconded Barr's statement, and thanked everyone for their participation, time, and effort toward ensuring a successful academic year. Griggs asked that moving forward the University engage with minority vendors to perform the necessary repairs needed on campus.

Ormsby requested a motion to adjourn. Coleman made a motion. Griggs seconded. The motion was approved by unanimous voice vote and the meeting of the Governors State University Board of Trustees adjourned at 12:43 pm.

Respectfully submitted,

Joan Johns Maloney