

**GOVERNORS STATE UNIVERSITY  
ANNUAL BOARD RETREAT**

**August 17, 2018  
La Banque Hotel  
Homewood, IL**

**Patrick Ormsby, Chair**

**CALL TO ORDER AND ROLL CALL**

Board Chair Patrick Ormsby called the Governors State University Board of Trustees Annual Board Retreat to order on Friday, August 17, 2018 at 9:02 am. Roll call was taken and Trustees Bruce N. Friefeld, Masah SamForay, and Student Trustee Linda Coleman were in attendance. Trustees Lorraine Tyson, Anibal Taboas, Carney A. Barr, and Cornelius Griggs were absent. A quorum was not present.

Also in attendance: Elaine P. Maimon, President; Beth Cada, Interim Provost and Vice President for Academic Affairs; David Golland, Faculty Senate President; Lester Van Moody III, Student Senate President; Will Davis, Vice President for Institutional Advancement and CEO of the GSU Foundation; Sarah Luke, General Counsel; Aurélio Valente, Vice President for Student Affairs and Enrollment Management; Keisha Cowen, Associate Vice President for Marketing and Communications; Maureen Kelly, Director of Governmental and Community Relations; Penny Perdue, Chief of Administrative Operations and Liaison to the Board; Villalyn Baluga, Associate Vice President for Finance; Sandra Zurawski, Director of Budget and Financial Planning; Tracy Sullivan, Assistant Vice President for Procurement and Business Services; Andrae Marak, Dean, College of Arts and Sciences, and Graduate Studies; Stephen Wagner, Professor, College of Business; Joseph Kearns, ITS Specialist; and Kristoffer Evangelista, Internal Auditor.

After welcoming everyone Chair Ormsby turned the floor over to President Maimon, who made the following remarks: I want to begin by thanking the Board of Trustees and acknowledging the importance of an independent Board for regional public universities. Although there is ongoing discussion of other formats, I strongly feel this is the best format to help us accomplish our goals.

Ormsby interjected to ask about the impetus for looking at a different structure. Maimon responded it is due to the budget impasse, the chaos that ensued, and the view by some that other options should be explored. She cited the *Chicago Tribune* as having written three editorials suggesting the way to make Illinois' universities better is to have a super Board of Regents that oversees all the regionals. Ormsby stressed the importance of being aware of these discussions when talking to state representatives. Maimon opined that some of the talk has abated a bit; however, the fact that it's in the atmosphere at all requires awareness by the Board and the Administration.

Maimon continued with her remarks: We will begin the retreat with a Study Session conducted by Sarah Luke, followed by a report on a new approach developed to establish university policies brought about through the cooperative leadership of Vice President Bylaska and Faculty Senate President Golland. We will then discuss the challenges posed to enrollment growth by the overall Illinois context, and then deliberate on GSU's plans to meet those challenges. Andrae Marak, Dean of the College of Arts and Sciences and Graduate Studies will update the Board on the work of the Enrollment Growth Task Force. In mid-March I established this group to bring a new sense of urgency to enrollment growth at GSU. It was clear that status quo approaches would not be enough, so today we will discuss the new approaches we are poised to undertake to strategically increase enrollment. We are now in the process of integrating the Task Force's recommendations into normal university governance procedures.

Applying the Task Force's recommendations is possible because of prudent financial management during the years of uncertainty and state under-funding. Our year-end budget report shows \$4M in reserves, in addition to \$433K available because of our highly conservative budget projection on appropriations. We will then update you on financing for GSU's serious deferred maintenance issues. Board support for borrowing to address significant repairs allows us to invest in other areas—like enrollment management.

All of the proceeding discussions pertain to strategic planning and strategic budgeting, but the next segment of the agenda looks specifically at achieving our goals from *Vision 2020* as we plan together for *Strategy 2025*, with academic quality always at the forefront. As we plan for the future, we will highlight a few areas of particular interest to the Board—the University Health Center, increases in athletic programming to enhance student life, a deep exploration of Greek Life, and increasing our commitment to diversity hiring in procurement.

## **STUDY SESSION**

Facilitated by General Counsel Luke. Ormsby asked that the materials distributed by Luke be forwarded to the Trustees not in attendance.

Use of the Board portal, XCEO Board Portal PLUS®, was briefly discussed. Davis reported the portal can be set up to send weekly updates to the Board on various topics. Friefeld stated he felt the portal has been under-utilized and asked for an update on how it can be used more effectively. Coleman asked that the onboarding process for Trustees be improved upon, which Luke stated she was working on. Maimon suggested a hard copy of the Board Bylaws, Policies, and Regulations be distributed for review.

## **REPORT ON NEW AND REVISED POLICIES**

Maimon introduced Golland, Co-Chair of the Administrative Policy Committee (APC), who provided some background information on the founding of the Committee, which is co-chaired by VP Paul Bylaska. He then went on to explain how proposed policies are vetted by the APC

before they are sent to President Maimon for final approval. Maimon added that interim policies can be approved by the President to address urgent matters. Luke acknowledged that she is involved in addressing all Title IX related policies. Maimon commented the APC is an example of the institutional maturity GSU is attaining going into its 50<sup>th</sup> year. Ormsby questioned how the Board policies are addressed, which Friefeld answered by the Board's Governance Committee in conjunction with the General Counsel. Ormsby asked that those be reviewed in the near future.

## **THE EVOLUTION OF ILLINOIS HIGHER EDUCATION AND HOW GSU IS ADAPTING**

Valente presented a Power Point and a discussion ensued. Coleman suggested recruiting students who have housing insecurities in order to give them the opportunity to attend college and live in Prairie Place.

## **REPORT FROM ENROLLMENT MANAGEMENT TASK FORCE**

Marak presented a Power Point and a discussion ensued.

## **YEAR-END REPORT/BUDGET OVERVIEW**

Zurawski presented the data and fielded questions. Ormsby asked her opinion, as Budget Director, of the actual final figures for FY18. Zurawski responded that the outlook is positive and although these figures are still estimates, the financial team feels confident that the University will close FY18 with a surplus of approximately \$4M. In addition, GSU received \$433K more in state appropriations than anticipated. In terms of expenses, she pointed out the need to continue to fund the Board required reserve, and that there is a 0.7% salary increase effective July 1, 2018. However the overall picture is good.

## **UPDATE ON DEFERRED MAINTENANCE BOND FINANCING**

Maimon noted that a memo issued earlier in the week reported that the University received a more favorable interest rate than anticipated, which is fortunate. Ormsby inquired about the timing of the bond sale. Baluga responded the sale is almost complete, with closing expected on August 30, 2018.

## **VISION 2020 / STRATEGY 2025**

Maimon introduced Cada, who provided an overview of *Vision 2020* and the work going on leading into *Strategy 2025*. A brief discussion ensued.

### **1. Academic Quality**

Cada referred to the report in the Board Book. A brief discussion ensued.

### **2. Update on University Health Center**

Valente provided a Power Point presentation. He reported that the topic will be brought before the Board again at the October meeting with the need to extend/renew the contract with *Advocate at Work*. Valente highlighted the clinic's Nurse Practitioner, Cassandra Brooks, who is a GSU graduate and is doing a fantastic job in her role. Currently the

clinic is not equipped to bill insurance, such as for faculty and staff; however, steps are in place to provide that in the future, as well as a workforce health initiative. Cada added that *Advocate* has worked very collaboratively with the University and it is the intent to continue the relationship with a contract extension. She echoed Valente's statement regarding expanding services aimed at a healthy work life balance initiative and prevention activities.

### **3. Update on Soccer Program**

Maimon introduced the topic, stating soccer has already been approved as a sport at GSU. Dr. Valente's report will provide a timeline and plan for implementation. Valente reported that GSU currently has 74 student athletes who bring in nearly \$600K in tuition and fees, an amount that well surpasses the cost to run the athletics program. Upon study, it was determined that soccer is the next natural sport to launch given various demographics. A men's and women's soccer team will bring 44 new student athletes to campus for an estimated \$330K in additional tuition and fee revenue. He pointed out that soccer is very popular in local high schools and community colleges, and therefore GSU should have no trouble attracting students wishing to continue their soccer career.

### **4. Greek Life**

Maimon introduced Valente, who referred to a report in the Board Book. An Exploration Committee is being formed which will tap internal and external resources. Golland requested faculty representation on the committee, and Valente agreed that strong representation from students, staff and faculty was essential. SamForay briefly recounted her personal experience with Greek Life, stating it would be a huge addition to campus, improving morale and attracting students. Coleman agreed. Ormsby expressed his appreciation for the process and is happy to see it proceeding.

### **5. GSU's Progress in Meeting Procurement Diversity Goals**

Maimon introduced Sullivan, saying Sullivan is known statewide for her abundance of experience in State of Illinois procurement, which has enabled the University to meet and exceed its procurement goals. Referring to the report in the Board Book, Sullivan provided a background on how these goals are attained. She explained that the University must report to the Business Enterprise Program (BEP), and that there is a Procurement Diversity Committee in the Illinois Legislature. Sullivan reported that getting vendors certified under the Illinois Procurement Code is a difficult process, and is a deterrent for small firms in particular to apply. GSU works with many vendors to help them get certified and stay certified, and in October 2018 a diversity fair was held on campus that included the Veteran's Assistance Center. IPHEC, the Illinois Public Higher Education Cooperative, bids collaboratively across the state and encourages diversity as well. Sullivan explained that while many vendors are certified by the City of Chicago and/or Cook County that does not translate to the State of Illinois, which is problematic. Currently she is working with Maureen Kelly, Director of Government and Community Relations, in reaching out to legislators to help open more opportunities to diverse

vendors. Kelly commented Sullivan has been working to educate legislators about the roadblocks the State presents to diverse vendors in an effort to bring about change, and they are starting to get that thanks to Tracy's efforts. Sullivan responded to several questions about the certification process, the guidelines in meeting minority status, and growth caps. Ormsby thanked her for her efforts and for making good progress on meeting the University's goals.

## **REVIEW OF MEETING DATES FOR 2019**

A list of proposed 2019 dates was provided to the Board in the Board Book for review. It was agreed that for the remainder of 2018, the Committee Meetings for October 5, 2018 and November 30, 2018 would be moved to the dates of the Full Board Meetings on October 12, 2018 and December 7, 2018.

## **PUBLIC COMMENT**

### **Stephen Wagner, Professor, College of Business**

Good afternoon. My name is Stephen Wagner and I'm a Professor of Management in GSU's College of Business. I'm also the Acting President of the University Professionals of Illinois chapter at GSU – while our elected president, Sandi Estep, is on sabbatical.

Recently, the United States Supreme Court ruled that public sector unions cannot charge 'Fair Share' dues to bargaining unit members who have decided to not be members of the union. However, these unions still retain the duty (and expense) of representing these non-dues paying members. Some have speculated that this is the beginning of the end of public sector unions and we certainly aren't taking this development lightly. With this in mind, we have been reaching out to our members and asking them to recommit to our union and as a result, we now have greater than 90% of the bargaining unit at GSU signed on as committed members to our union. Thus, we believe the state of our union is strong.

I'm not just a leader in our union. I also teach classes in human resources and labor relations. I've conducted and published research on unions. Thus, the operation of unions is something that interests me in both a practical and academic sense. I'd like to share with you an interesting phenomenon that has been verified repeatedly in research on unions – it's called Dual Commitment. Basically, it's the observation that workers in unions tend to be committed to both the organization for which they work and to the union within which they are a member. Workers want their employer to be successful and they also value the opportunity to have a voice in the organization to ensure that employees are treated fairly and the organization is on the right course.

I've had this idea of Dual Commitment in mind recently because I am leading the contract negotiating team for our union. We recently had training with the administration's negotiating team and a federal bargaining mediator. We refreshed ourselves on the processes of interest-based bargaining – a process that seeks to pursue solutions collaboratively and creatively instead of the traditional competitive processes that often characterize contract negotiations. While it

may be unlikely that we'll be able to address all of the contract issues through this process, I think that both sides will genuinely attempt to work together and identify good solutions collaboratively and that this will ultimately benefit the GSU community.

My colleagues and I in the union are proud to be at GSU and we want to see our university thrive. In particular, witnessing the success of our students is the most gratifying fringe benefit of our job. The fact that we have established a union that provides us with a voice to influence the direction of this institution makes us optimistic about the long-term prospects of our beloved university. Thank you for listening to me.

Ormsby thanked all those involved in preparing for the meeting, and adjourned at 1:37 pm.

Respectfully submitted,

Joan Johns Maloney