

Chicago State University
Board of Trustees Meeting
Full Board Meeting Minutes
Academic Library – Auditorium, Room 415
Friday, March 3, 2017
8:39 a.m. – 3:17 p.m.

Board Members Present

Trustee Marshall Hatch, Sr., Chairman
Trustee Horace Smith, Vice Chairman
Trustee Kambium Buckner, Secretary
Trustee Nicholas A. Gowen
Trustee Tiffany R. Harper
Trustee Paul G. Vallas
Trustee Paris Griffin, Student Representative

Board Members Not Present

Trustee Nikki Zollar

Others Present

Mr. Cecil Lucy, Interim President
Dr. Angela Henderson, Provost & Sr. Vice President
Mr. Richard Boykins, Esq., Barnes & Thornburg (Federal Lobbyist)
Dr. Paula Carney, Associate Provost Graduate Studies
Ms. Sheila Collins, Dean of Students
Mr. Tracy Dildy, Interim Athletic Director
Ms. Monique Horton, Interim Director of Facilities
Ms. Nicole Janes, Esq., Barnes & Thornburg (Federal Lobbyist)
Mr. Larry Owens, Interim Vice President of Administration and Finance
Dr. Leslie Roundtree, Dean College of Health Sciences

1. Call to Order

Chairman Hatch called the meeting to order.

2. Roll Call

A quorum was verified and roll call was taken.

3. Verification of Meeting Notice

The meeting notice was posted as mandated by the Illinois Open Meetings Act.

4. President's Report

Interim President Lucy greeted the trustees, students, campus community, faculty, administrators and support staff. He reflexed on a quote by Grantland Rice, "It's not whether you win or lose, it's how you play the game." He stated that in executive session the Board would be updated on a preliminary assessment as to whether we should pursue football, club sports, cheerleading and marching band programs. Mr. Lucy stated it is now March Madness and the Western Athletic Conference will be next week.

Mr. Lucy spoke about the landmark legislation Brown vs. Board of Education and stated we still have issues with making sure that our educational institutions have the appropriate resources to insure our student's success. He asked how we shift the paradigm and change the manner in which, we as a historical teachers college perhaps deal with a system that has failed our students.

Mr. Lucy stated as a university we have reduced our reliance on the timing of receiving funding from the State and we will continue to operate without interruption.

Mr. Lucy reported on the opportunity to participate along with the HBCU's (Historically Black Colleges and Universities) to meet with President Trump, Vice-President Pence, his senior administrators, and others to talk about support from the federal government for not only HBCU's, but also PBI's (Predominantly Black Institutions). Chicago State is the only PBI in the State of Illinois that is a four-year university. He stated President Trump signed an executive order making the HBCU initiative the responsibility of the White House. Mr. Lucy explained the importance of this executive order and the effect it will have on the university.

He reported on the various organizations that CSU partners with including, The CSU Community Caucus Advisory Council, The National Association of Black Veterans (NABVETS) and the UPS/CRCP program.

He stated there have been meeting with the new board members in the spirit of moving the university forward in a positive way and we are going to quickly start the initiative to work on our next strategic plan. Mr. Lucy introduced a new hirer, Mr. David Day, Interim Vice President of Development.

5. Reports

a. Academic and Student Affairs

1. Information Items

Chairman Hatch chaired the committee.

a. Academic Affairs Update

Dr. Angela Henderson, Provost and Senior Vice President presented the report.

Dr. Henderson reported on the visit by the Higher Learning Commission (HLC) in January and explained the HLC accreditation process. She stated CSU had a visit in 2012 and was awarded a ten-year accreditation, however four years after accreditation there is an assurance visit and this applies to all universities. She

stated there were approximately 70 people who were on the steering committee to prepare for the visits. She asked them to stand for acknowledgment of their exceptional work. Dr. Tonya Hall and Dr. Azungwe co-chaired the steering committee. Kwembe. Dr. Henderson stated an assurance visit engages the entire university. She stated the HLC is located in Chicago are very aware of what is happening in Chicago. Dr. Henderson reported that CSU received a notice on the final criteria Resources and Planning Institutional Effectiveness. At the time, Illinois did not have a state budget and the university had to make some adjustments and change our model, which we have done.

Dr. Henderson reported on faculty and student highlights, the milestones in the area of awards and publications, peer review presentations, performances and exhibits, including two international presentations done by pharmacy students. She stated four new grants and three existing grants (that got additional years) were awarded and four grant proposals were submitted.

Dr. Henderson reported there are four new partnerships (including NABVETS), two articulations under developed, and various faculty members who have received awards and recognitions.

Dr. Henderson stated in academic affairs everything that we do stems from our current strategic plan and we focused on advancement, development and operational efficiency.

Dr. Henderson stated in honor of just finishing Black History Month, we had almost 28 days of a fantastic celebration lead by our students and Black History Month Committee including; The Heritage Ball, Former Illinois Senator Emil Jones Talk with Students and Trinity United Church's Discussion of the Movie *Fences*. She thanked Trustee Harper for attending The Heritage Ball.

Dr. Henderson asked the NABVETS spokespersons to speak about their partnership with CSU, which is under the leadership of Interim Associate Vice President Dr. Latrice Eggleston Williams.

Commander Phil Willis, Commander NABVET introduced Vice Commander Captain Ron Carter and Chief of Staff Commander Robert Davis and thanked Interim President Lucy and his staff for their tremendous support. Commander Willis, a graduate of CSU, stated the goal is to upgrade and develop different partnerships with the community and CSU to enhancing our veteran programs and services for homeless veterans and veterans that are in need. Commander Willis stated a plan is being developed for veterans that are in need of adequate housing.

Commander Robert Davis stated he is a 34-year veteran (Vietnam, Desert Storm, Iraq and Afghanistan) and retired from the military in November 2007. He has been on a mission to be an advocate for veterans, community and youth. Commander Davis stated in 2014, he chartered American Legion Post 800 in Chicago and received a grant from the federal government named *The Supportive Services for Veteran Families*. Commander Davis stated the goal of the grant was to find

homeless veterans or those at risk of being homeless and to financially support and connect them with the resources they need in order to maintain and sustain their life. Commander Davis reported on the meeting with Interim President Lucy and Dr. Williams regarding a comprehensive plan to achieve this goal. Commander Davis reported on plans to hold an event at CSU the first weekend in August with an expectation of 2000 to 3000 veterans attending. He stated this is an enrollment opportunity for Chicago State.

Vice Commander Captain Ron Carter reported on a possible partnership with another organization founded by Tim Hardaway (the great NBA All-Star) and family. Vice Commander Carter, a former Los Angeles Laker, stated there are more young people from Chicago than any other city in the world in the NBA and the talent in this city is unbelievable. He stated we want to attract students to come to CSU to get a great education and participate in division one sports under the leadership of Interim Director Dildy. He noted Mr. Dildy recruited his son to Chicago, who got a master's degree in education before joining the Utah Jazz. Vice Commander Carter stated we are excited about bringing both our military and professional relationships to Chicago State.

Dr. Roundtree stated the College of Health Sciences in collaboration with the College of Pharmacy and the American Heart Association has taken on a healthy campus initiative, called Check, Change and Control. She stated all the disciplines in the college of health science and the college of pharmacy is working together as a team to educate our campus community on blood pressure management. Chicago State is the first university to undertake such an activity. She reported Interim President Lucy and the operations team has agreed to join our initiative. Dr. Roundtree invited the board members to join this initiative.

Dr. Henderson stated Dr. Eggleston Williams is out with a family emergency and Dean Shelia Collins and Dr. Paula Carney will give the enrollment management report.

b. Enrollment Management Update.

Dean Sheila Collins gave an overview of the enrollment process. She reported on the initiatives to boost enrollment for the fall 2017 year. Enrollment goals are to increase first time freshman enrollment by 100%, transfer enrollment by 100%, and graduate and professional enrollment by 20%. She stated this year, because of the budget impasse and declaring financial exigency there were some difficulties during recruitment. Dean Collins reported we are on track to surpass the 86 freshmen and 210 transfer numbers we had last year and enrollment will increase. She stated the enrollment goal would be aggressive.

Dr. Paula Carney stated due to two principle changes enrollment has dropped. First, the college of pharmacy made a decision to lower the number admitted to their class. Secondly, we had an extremely large number of international students in our computer science program last fall. This year changes in visa awarding in India resulted in fewer of our admitted being able to gain visa. Dr. Carney stated we

changed our strategy to look for transfer students instead of new admits. She stated we will be going later this month and doing some on the spot admissions for two schools that are closing on the west coast where there are a large number of international students. Dr. Carney stated this is an example of the tactics we are using to make our graduate recruitment goals.

Dean Collins stated target enrollment groups we want to increase this year are veterans, international students, online degree seekers, traditional high school students and parents. In addition, engaging our male prospects through TEMBO (Teaching and Educating Men of Black Origin) and we have been heavily utilizing our student ambassadors.

Dean Collins reported various schools have given us feedback stating our university tours were boring and we do not do a good job of following up with students. Therefore, we developed the ambassador program to address these concerns. She stated this year we have engaged more than 5,000 perspective students, seen 2600 applicants, visited over 100 schools, and had 50 family tours on campus. Dean Collins gave an overview of the email templates and the communications plan on the student affairs side.

Dean Collins reported on the fall to spring retention rate, 91% of students from the fall to this spring are retained. The goal for the fall is to retain at least 60% of our first time full time freshman. Dean Collins reported on way to decrease the attrition rate of students in academic distress, including educating students about financial literacy and expanding our student services. Dean Collins reported on the intentional advising structure and academic graduation plans for students.

Trustee Harper offered thanks for the report and stated it appears we have a very reactive approach to recruiting students. Trustee Harper asked for an explanation as to why in the fall we were not doing more of the enrollment related activities in recruitment with a standard schedule for high school seniors and why were the interactions so low at that time.

Dean Collins stated December and January are low periods for most schools because of the holiday season, therefore you are not going to see many tours or fairs. Spring season is the robust season for tours and fairs. From the student affairs report you would not see many things in September, however it would pick up as we started helping out with the enrollment process.

Trustee Harper stated people take the SAT and ACT in the fall, therefore in December it might be a time where they are actually looking. Dean Collins stated we are closed for a period. However, things are happening. Admissions did some things, some of the colleges did some things, and we did some things. However, yes to your point, we want to do more and we are increasing what we are doing.

Trustee Harper asked about the social media plan to recruit students and the strategy across all platforms, which she has not seen in the materials. She stated to

reach millennial and get them enrolled at CSU we have to have a strong robust social media campaign. Emails will not do it.

Provost Henderson stated in our area in student affairs we do have Instagram, Facebook, Snapchat, and Twitter accounts we use to reach out to students; and you can follow us.

Trustee Harper stated it is not very active or robust, with very few posts. For example, there are no ancillary groups posting messages. We will not get millennial without having a social media plan and strategy. It is just not possible.

Dr. Carney stated we sent a Request for Proposal (RFP) to the State for a Customer Relationship Management System, which is central to organize into a proactive strategic strategy.

Dean Collins stated that at this point everything we do is manual and labor driven. Yes, we would like to be able to tweet every minute and send out a post every other hour, but that is not always possible and if you look at what we are doing, we have improved.

Trustee Gowen asked why the follow-up is reactive. There needs to be a longer strategic plan for attracting students and engaging parents. Trustee Gowen stated going out of state to look for new students, is commendable, however when there is only one residence hall on campus and it is not at capacity, the focus should be the Chicagoland area. He asked what exactly are we doing in a strategic way to attract Chicagoland students, particularly students who are not from the southside of Chicago or the south suburbs, who already may be aware of Chicago State.

Dean Collins stated, we strategically pick the Chicago high schools we collaborate with and bring to campus. We looked at schools on the southside of Chicago because this is where CSU is located. Dean Collins named various events where potential students are invited to campus. She stated there are things that are happening that are very much proactive and aggressive.

Trustee Gowen asked of the 5000 contacts how many of those students have accepted.

Dean Collins stated it is still early in the acceptance period for most schools, but we have students who have already committed to their orientation date in February. She stated approximately ten students have accepted, however the national commitment date is May 1st.

Trustee Gowen asked are we lowering our standards to bring in bodies or are we trying to keep our standards high. This fall in the enrollment management piece are we working to ensure we are bringing in a high caliber student who can focus on their academics and in the six-year department of education period will graduate.

Dean Collins stated students have to meet our admission criteria. We are looking for quality students who can graduate from Chicago State University in hopefully four years, but yes, the metric is at six.

Trustee Gowen asked from your perspective, in your department, what is preventing us from bringing in top-notch students and it cannot just be the budget.

Dean Collins stated we still have work to do regarding our image, which is the biggest barrier and we need help from the trustees in that regard.

Paula Carney stated the online campus that we are launching would extend our reach beyond the Southside of Chicago.

Interim President Lucy stated we definitely recognize that social media is an opportunity and we are completing the process of bringing on a consultant within the next week or two.

Trustee Harper stated there are free platforms where you can schedule social media posts for up to a year. You can schedule your post on every platform and it goes out on your schedule. Trustee Harper asked for the plan to put positive things about CSU out there. Mr. Lucy stated the social media consultant would handle this area.

Chairman Hatch stated we might want to have a marketing strategy and a counter narrative that goes out constantly. We tend to sit in here and congratulate each other for a lot of the good news, but how do we get that information out in the public square. For example, the Honda Challenge, we came in second last year among the HBCU's and PBI's in the country. That means Howard, Fisk, Morehouse, Spelman etc., we might be the only people that know that happened. Chairman Hatch stated there is a plethora of institutions called college prep high schools of varying quality and these could be targets for recruitment.

b. Finance and Audit

1. Information Items

Chairman Hatch chaired the committee.

a. Administration and Finance Update

Mr. Larry Owens, Interim Vice President of Administration and Finance presented the report.

Mr. Larry Owens gave an overview of the University's cash position. He reported we received at the end of December the entire \$12.6 million allocated as bridge funding for this fiscal year from the State. Mr. Owens stated we monitor cash flow daily and a weekly report is produced that shows how we are managing our cash.

Mr. Owens reported on the external audit for FY2016. He stated external auditors have completed their work at the university, however we are waiting for work

related to the foundation before the audit is released, which is expected to complete in the next two weeks.

Mr. Owens stated comparing December 2016 to December 2015, we have an increase of assets (approximately \$3 million) and revenue (\$4.7 million) mainly due to cash received ahead of time from the prior year. We have reduced our expenditures from year to year at the rate of approximately \$7.5 million. We made a concerted effort to reduce our expenses in all categories due to the reduction in enrollment.

Mr. Owens provided the board with a 90-day cash projection. He reported on the net cash in the bank and the unrestricted cash balance. He stated we are projecting approximately \$5.3 million of collections to come in within the next 90 days. The projected expenditures amount to \$18.2 million dollars of which the majority would be related to payroll services of \$11.6 million. That gives us a projected cash balance for the next 90 days of \$9.97 million dollars. Mr. Owens stated we maintain a positive cash flow balance as we project out to the fiscal year end and just beyond the fiscal year end.

Trustee Harper asked for the name of the auditor, types of audits being performed and have we ever preformed a forensic audit and if so when was the last year it was done. Larry Owens stated the auditor is Ortiz and Company and they perform the financial and compliance audits. Mr. Owens stated he has only been here for 9 months, thus he is not aware of a forensic audit. Mr. Mike Mayo, Chief External Auditor stated the focus of the State or attorney general has been on an audit of the financial statements, a state compliance audit and a federal audit under the federal regulations as they relate to grants. Mr. Mayo stated as to his knowledge there has not been a forensic audit. Mr. Mayo has been here three years.

1. **Action Items**
 - a. **International Student OPT Fee**

Dr. Carney presented the resolution

Trustee Gowen asked for the number of international students and when is the fee collected. Dr. Carney stated there are between 250 and 300 international students studying on campus. We are proposing collection of the fee at the start of the 24-month STEM period.

Trustee Gowen asked if the students will have already graduated and how do we ensue we actually receive the fee. Dr. Carney stated, yes they will have already graduated and they do not start their initial 12 month OPT period until they have received their degrees and we would bill them for the fee and do not extend their visa if the fee is not paid.

Trustee Gowen asked if is it possible to institute this fee earlier, because if they already have their degree what are the odds that they will ever pay it. Dr. Carney stated in order to do STEM extension they need a copy of their diploma so the

practical aspect of this is most students graduate with an outstanding balance and they pay the balance over the course of their OPT period, because they are working and earning money.

Trustee Gowen asked if the majority of international students who are studying on a visa are graduating with debt to CSU. If there is debt, how is the degree obtain and awarded. Dr. Carney stated the majority of international students graduate with debt to CSU, however they cannot show their degree until they pay off their balance. The degree is awarded in our system, however they cannot get an official transcript and they cannot get there diploma until they pay off their balance.

Trustee Gowen asked how many of our international students have not paid their outstanding debt and is this standard practice at other universities. Dr. Carney stated they do pay it. Our bad debt from international students 12 months out would project to be zero. This is standard at other universities.

Trustee Smith moved to approve the International Student OPT Fee Resolution. Trustee Buckner seconded the motion. The motion passed as follows.

Ayes 7

Nays 0

b. Temporary Boiler Exception Report

Larry Owens presented the temporary boiler exception report. He stated the procurement of services related to the emergency to provide temporary rental boilers in support of providing heat and hot water to all campus buildings at 9501 S. King Drive. The cost was to exceed \$250,000 and our estimated cost as of this date was 1.2 million dollars. Since immediate action was required, a reasonable effort was made by the president to consult with the board, and there was insufficient time to attain approval by the board.

Chairman Hatch stated we did not get the report in writing. We will need the written report for discussion in executive session. Mr. Owens stated he would get the Board a copy of the report.

Trustee Harper asked what happened to the old boiler and was it under warranty.

Monique Horton, Assistant Director of Facilities stated the boilers were the original boilers from 1971. There was one boiler installed in 2005. She stated all of the boilers in the physical plant failed and we the only option left was to provide the temporary boilers that are referred to in the exception report.

c. Facilities

1. Information Item

Trustee Smith chaired the committee.

a. Facilities Update

Ms. Monique Horton, Assistant Director of Facilities presented the report.

Ms. Horton reported on Physical Facilities, Planning & Management (PFPM) activities and its status since the last report. She stated despite staff and budget reduction, we have performed routine maintenance and attended to critical needs during the winter season.

Ms. Horton reported on various emergencies that occurred including the following:

- Underground Pipe Break/Steam Hole - January 2017 this project completed exceeding the expectation of a spring 2017 concrete pour. PFPM took advantage to schedule contracted work during the window of unseasonable weather. The temporary fencing has been removed.
- Hot Water Issue RH & SUB – Due to the underground pipe break, the dorm and student union building needed the support of two temporary boilers. These have been removed at both buildings with permanent piping in place.
- Jacoby Dickens Center (JDC) Water Pump – Failure of heating water pump occurred in January 2017. The new pump for instructional pool water heating was installed early February 2017 allowing the instructional pool to be in service.
- Campus Heating Plant Generators # 2 and #3 - December 2016, during the Christmas break the heating plant experienced the failure of the only two heating generators, which provide heat and hot water to all campus buildings. Campus remained opened due to the management of emergency contracted services to provide and install two temporary large boilers and surface piping to the exterior of the heating plant.

Ms. Horton reported the State of IL suspended all construction contracts under their control in June 2015. These projects remain suspended. At this time, the stopgap funding provided under the State Senate Bill, the CDB Utility Tunnel was released. A project kick off meeting was held in September 2016. However, the CDB is still renegotiating all vendor and consultant contracts and payment issues prior to the start of work. CDB anticipates a spring 2017 construction start.

Ms. Horton reported the estimated deferred maintenance number would increase. The continued deterioration of antiquated systems beyond their life expectancy coupled with the lack of funding for annual maintenance and inflation causes this number to increase. We are challenged in this area and will be requesting over \$59 million for deferred maintenance for the current year.

Ms Horton reported on various green efforts including the installation of new hand dryers. We will be installing hand dryers in all buildings so that we can eliminate the need for paper towels, which typically cost approximately \$30,000 in a budget

period. Ms. Horton stated overtime cost has been reduced by approximately 5 percent.

Trustee Buckner asked what can be done to trim the deferred maintenance number down or to defer maintenance. Ms. Horton stated we are using our internal operating funds in order to try to decrease that number and to schedule projects, which would typically be funded under capitol projects from the state.

Trustee Buckner asked is this normal wear and tear value engineering and what is the cost for deferred maintenance. Ms. Horton stated most times capital projects elevate a lot of the deferred maintenance and with some of the lower funding capital projects, we see the trend of the deferred maintenance funding rising and then we have to meet that need with operational dollars.

Trustee Harper asked if the threats in the report are they prioritized. Ms. Horton stated one of the top threats we have based on the report is the system failure. For example, there was a greater threat for the electrical system about four years ago, when we began to experience the loss of power in buildings. That threat was met when the legislators passed the electrical upgrade project which then under the CDB helped to elevate that threat.

Trustee Vallas asked about the State's policy or posture for reimbursing the university for emergency repairs that simply cannot wait for the State to approve from the CBD level. Ms. Horton stated at this there has been little response.

Trustee Vallas stated that eventually there would be a budget and funds released, however sometime capital planning involves you finding ways to fund projects initially by ensuring those projects are aligned with the state capital requirements for reimbursement purposes. Trustee Vallas stated there is a need for a comprehensive forensic audit of the university and on the capital side that type of comprehensive assessment of not only the conditions of the building, but an examination of efficiencies that can be secured through energy conservation, etc. He stated we have to take control of our own destiny, because all it takes is a lack of investment in something as critical as a boiler to have repercussions throughout the university. Trustee Vallas stated we are trying to change and improve the image of the university, however when you do not have internet connections, when you cannot access your records online, when you have buildings that are dilapidated, these have an impact on the image of the university.

Trustee Gowen stated one of the weaknesses on the SWAT is overdependence and reliance on Springfield for maintenance projects. He asked what has been done strategically to look for additional partnerships for grant opportunity. Ms. Horton stated one of the things that should be done is anytime there is a capitol project proposed there should be operating and maintenance funds set aside in addition to the capital funds.

Trustee Griffin stated as a student one of our biggest concerns is the maintenance and upkeep of the buildings. Is there a plan to improve the maintenance and upkeep of these buildings outside of future terms, as in now? To clean our classrooms now, to update our buildings now, do you have any plans to take care of that?

Ms. Horton stated the staff for cleaning is 18 people and there are 16 buildings. This has to go hand and hand with other priorities within the university, however the team that is working, must be given some credit, however there is a need for improvement, which is an accountability question. Ms. Horton explained the new automated work order system, which will make it easier to report issues.

Trustee Griffin asked for clarification, are you saying we as student should put in work orders to have our buildings cleaned?

Ms. Horton stated, no you do not have to put in a work order for anything routine. Extension 2140 is the line that is manned and staffed for any requests.

Chairman Hatch asked is it correct that we have some issues of accountability and that a greater accountability might increase the efficient use of the staff and if this is true, where is the breakdown of accountability. Ms. Horton stated that is correct, the facilities department strives every day to be better, however we do have things that need improvement in partnership with the other departments that are at the university. Chairman Hatch asked to be informed regarding the improvements in accountability of the current staff. Ms. Horton stated we will report as this occurs.

d. Legislative & Human Resources

1. Information Item

Chairman Hatch chaired the committee.

a. Legislative Update

Interim President Lucy introduced Mr. Richard Boykins and Nicole Janes (Barnes and Thornburg, LLP – federal relations).

Mr. Boykins presented on behalf of Barnes and Thornburg, LLP their federal lobbying efforts for CSU over the last year. Mr. Boykins began with a fable describing whether he was a builder with patience and care or a wrecker who stalks the town content with the task of tearing down. Mr. Boykins stated everybody in the room is a builder and we are trying to build the image of Chicago State University.

Mr. Boykins reported on various CSU related meetings and events, including a meeting in December 2016 with Interim President Lucy and Provost Angela Henderson to discuss CSU's 2017 priorities. He stated based upon that discussion we began setting up meetings in Washington, D.C.

Mr. Boykins reported on two separate trips to Washington, D.C. with CSU staff to enhance Chicago State University's relationships with key members of the Illinois Delegation. Below is the list of members.

- The Honorable Bobby Rush
- The Honorable Danny K. Davis
- The Honorable Robin Kelly
- The Honorable Mark Kirk (prior to November, 2016 election)
- The Office of Senator Dick Durbin
- The Office of Senator Tammy Duckworth

Mr. Boykin stated that during the meetings with members of the Illinois delegation there was a commitment to work with CSU and assist in any way possible. He stated all offices were supportive and interested in helping CSU build an "Urban Center for Peace", which would help combat the issues of violence in our neighborhoods. Mr. Boykins will get delegation information in terms of the cost details so that they can consider it as they formulate the federal budget.

Mr. Boykins reported on the meeting last fall with Ray Willis, Director of U.S. Department of Housing and Urban Development, who discussed potential funding opportunities with CSU. Mr. Boykins stated that Mr. Willis came to campus to speak about aquaponics and the importance of urban agriculture.

Mr. Boykins interfaced with the U.S. State Department on behalf of CSU students who were having problems obtaining their student visas.

Mr. Boykins continues to monitor grant opportunities for CSU. He reported on meetings with several agencies (Department of Transportation, Department of Education, and Department of Agriculture) in Washington, D.C. and Dr. David Kanis and Dr. Leroy Jones to discuss upcoming grant opportunities.

Mr. Boykins stated there have been many discussions within the Trump Administration about funding a major, \$1 trillion infrastructure bill. While the details and specifics of the bill are still unknown, the plan could offer many opportunities for CSU participation.

Mr. Boykins reported on future goals for CSU including:

- Increase Title III dollars for PBI and HBCUs
- Expand Grant Funding
 - o Energy Grants (Key Member, Rep. Bobby Rush)
 - o Transportation Grants
 - o Public Health Grants
- Expand the definition of Urban Agriculture
- Continue to build champions for CSU
- Help promote another "CSU Day" in conjunction with the Office of Danny K. Davis

Trustee Buckner asked are there any opportunities with the US Department of Education to look at the way we are classified and to try to change that classification. Mr. Boykins stated, absolutely there are and we are going to work with Interim President Lucy and NAFEO to get that done.

Trustee Harper asked about the departments listed in the report as potential grant opportunities and have we ever received grants from these departments. Dr. Kanis stated that for the department of education we have a large number of grants each year. Our total federal grant portfolio is about \$6 to \$7 million per year. He stated that for the department of transportation, currently, there are two small grants about \$100,000 a year.

Trustee Harper asked if we have lost any grants from any of these departments in the recent past. Dr. Kanis stated we have lost some because the grant programs have ended. He stated typically our grant success rate of 50% is much higher than that most other institutions. He noted we have many NIH grants including a 12.5 million five-year grant with Dr. Roundtree right now.

Trustee Harper asked why time was spent meeting with transportation and agriculture agencies if the gains have not been as great. Dr. Kanis stated in the department of transportation we were not familiar with their current funding guidelines, therefore an hour was spent at the department of transportation asking them what are we eligible for and it turns out very little. Regarding the department of agriculture, we had the deputy secretary of agriculture on our campus a year ago and we are trying to change their mission statement so they can give money to institutions like CSU. Interim President Lucy stated that the department of transportation is actually one of the largest agencies and through the department of transportation you have the federal aviation administration one of the initiatives we have been trying to explore are aviation related opportunities that would lead to jobs for students, such as air traffic control, airline pilot, and air craft maintenance. In addition, we are so close to Gary Chicago airport we have the ability to create curriculum so that is a strategic initiative that allows us to follow up on to create additional grant and contract opportunities for Chicago State University.

Trustee Gowen asked about the strategy to move forward and take advantage of what this new administration, in particularly the department of education has to offer. He asked Mr. Boykins or someone in the administration if we are talking about how we can secure funds to bring to this campus to support the department of education's mission.

Mr. Boykins stated our goal is to bring as many resources from Washington DC, back to Chicago State University. For example, veterans are a big issue and we talked about veterans housing with Senator Duckworth. Mr. Boykin stated we are going to get the meeting with the Secretary of Education Betsy DeVos because you have an entire law firm that actually has very close ties with the republican administration.

Trustee Gowen stated it is necessary that we are talking to our delegation, however Senator Duckworth has zero power, and she is a junior senator in a democratic party

that is in the minority. We are talking about what Betsy DeVos, what Donald Trump, and what Mike Pence and Barnes & Thornburg can help bring back to Chicago State. Trustee Gowen asked what we could do collectively to present Secretary DeVos with a strategy that states what we need, why we need it, and how we can help you Trump Administration push your agenda. Whether you support the agenda or not we want their dollars. How can we get department of education dollars on this campus in a specific way.

Interim President Lucy stated one of the things we have always talked about is having a Chicago State University Laboratory School. That could be K-12. That would be an initiative that we could have the department of education support. That would be a major game changer for this campus. That is one example.

Trustee Gowen stated as long as we have great representation in Washington, D.C. we should be able to get some of those dollars, but we are going to have to have a plan. Like a specific plan that says, this is our K-12 Lab School or this is our ability to have a charter school. What are we doing from your perspective as well as Dr. Henderson's perspective and other folks on campus to come together with a strategic plan?

Provost Henderson stated last year we actually had a plan for a charter school and we were in discussion with our lobbyist to help move that plan forward. Thurgood Marshall sponsored the delegation in Washington that went to see President Trump. She stated the discussion was delayed last year when we went into financial exigency. Dr. Henderson stated a meeting with Omarosa Manigault and Attorney Leslie Bakersfield is being planned.

Trustee Gowen stated we could go higher than Omarosa Manigault based on our very close relationships with the Trump Administration through our lobbyist.

Provost Henderson stated okay and we will do that.

Trustee Vallas stated there are programs like new market tax credits that Chicago State and the entire area would be eligible for particularly if it is for a community related project. He noted that historic tax credits could pay for 40% of the project. He stated we should be looking at head start money.

Trustee Vallas spoke about the diminishing number of teachers in this country and the minority pool is diminishing even further. Some states 6-7% of a diminished college of education student body are African American so this creates a great shortage. He noted that Secretary DeVos is a supporter of non-traditional approaches towards many things including education. Trustee Vallas stated that through online technology we need the ability to provide those educational services to students not just at Chicago State University, but also in other universities where you attract the best and brightest. That would be a way for us to increase the pool of African American and Latino teachers while at the same time increasing our enrollment.

Trustee Vallas stated CSU could become the center for Troops to Teachers.

e. Student Trustee Report

Trustee Griffin reported on various student activities, issues, and concerns.

- HLC Visit
Students were able to speak out about their concerns.
- Black History Month Celebration
We had our black history month celebration. Our opening and closing ceremonies were phenomenal.
The renaming ceremony for the Ronald “Kwesi” Harris Rotunda, which was something that was a big impact for the students.
- Heritage Ball
Students come together and celebrated black history month together. Trustee Harper attended and that was the first time some of the students met her so they were excited about that.
- Student Ambassadors
Student ambassadors are the face of the university, they are the ones conducting the tours and visiting the high schools.
- Women’s History Month
This month is woman’s history month. The closing ceremony will include CSU Women Rock (March 31), which recognizes women on campus.
- Follow up to the “They Speak” Event
The initial event happened during black history month. We are hosting the follow up during woman’s history month from the woman’s perspective. The funds will go to sending the young men of TEMBO to Africa just as the first event did.

Trustee Griffin stated that students have been able to meet with the new board of trustee members and have been able to voice their concerns regarding the following: Programs; Pre-law, MBA and STEM, Partnerships, Scholarships, Internships, Technology on campus, Management and training programs with local companies, facility maintenance and upkeep, and student support services.

Trustee Griffin stated the students look forward to continuing to meet with the board of trustee members and taking them on tours around the campus.

f. Athletics Report

Interim Athletic Director and Basketball Coach reported on various highlights from the athletics program. He stated one of our top priorities remains to be self-sufficient within three to five year. Mr. Dildy stated we are being aggressive at telling our story and increasing our brand for the athletic department, because when you allow someone else to brand you, which has happened over the last few weeks inaccurate information is put out there for everyone to see.

- We have had a basketball player become a WAC player of the week.
- We have a basketball player in the final four who has an opportunity in Phoenix to represent CSU and to represent athletes in the slam-dunk contest.
- The baseball team has a 3-4 record right now, however we opened with two victories over Northern Illinois University, which is a great accomplishment.
- We have a woman sprinter who is the first WAC champion for indoor track and field and a woman also make all conference second team.
- We are graduating our students at 68% and we can get to 100%. We also have an athletic department that is well over a 3.0 grade point average and for the third year in a row over a 930 APR, which is a requirement by the NCAA. We have had no NCAA restrictions or NCAA disqualifications and that is a good sign and proves that we are going in the right direction.
- He stated we have a partnership/sponsorship with SUBWAY, BJ Market and the South Loop Hotel.

Mr. Dildy talked about expanding football, club sports, cheerleading and having a marching band. He stated this is the time to make these expansions.

Trustee Gowen stated that he fully supports collegiate athletics, however expressed the following concerns:

- The viability and the necessity of having a football team of it.
- The cost for bringing on football.
- The Title IX issues that cannot be ignored.
- The potential insurance cost dealing with concussions and long term dealing with injuries.
- The additional cost for staff, facilities and travel.
- The negative publicity that this would bring to this campus; when in the same meeting we are talking about having to spend \$1.2 million dollars to replace a 40 year old boiler and \$60 million dollars in deferred maintenance.

Trustee Gowen stated it does not seem to be a good use of dollars to engage in football.

Mr. Dildy stated the non-scholarship division I football has been explored. The cost for equipment, travel and insurance we can cover, but the income we are taking about is 100 paying students. The Pioneer League that has this model. Mr. Dildy introduced members of the exploratory committee in the audience. The committee is comprised of businessmen, former coaches, faculty and staff. He stated that surveys are being conducted to gauge interest in the program.

Trustee Vallas stated he shares the same reservations and has shared this with Mr. Dildy. He stated Mr. Dildy is thinking through the process in a very thoughtful and responsible way.

Chairman Hatch asked Mr. Dildy to give our regards to the women's basketball team and thank them for their spirit of perseverance in a difficult season.

g. Civil Service Council

Ms. Bobbie Stewart, Civil Service Council President and a 30-year employee, stated this year was very challenging for all the civil service employees. We lost our family with the layoffs. Ms. Stewart welcomed the board members and stated civil service member are looking forward to working with the board at this exceptional university.

Ms. Stewart gave an overview of how someone becomes a civil service employee. She stated the goals for civil service employee council is to represent the civil service employees to university administration and to advise the administration in the formation and implementation of policies and procedures relating to civil service employees. Ms. Stewart invited the Board to be a part of that discussion. She stated the goal for the last year has been to build up the employees. Our morale has increased and we will continue on this path to make the employees motivated. Ms. Stewart stated one of the most important goals that allow the civil service to achieve any success is communication. She reported on various events, including Cancer Awareness and Halloween dress up. Interim President Lucy hosted an all staff meeting titled "We Care". Ms. Stewart asked the civil service employees to stand. She announced the member of the civil service council. The members are:

Bobbie Stewart, President
Alicia Terry, Vice President
Traci Berry, Treasurer
LaTania Milner, EAC
James McGuire, Member
Michael Smith, Member

6. Recess into Executive Session Pursuant to the Illinois Open Meetings Act.

Trustee Harper moved to recess into Executive Session. Trustee Smith seconded the motion. The motion passed as follows:

Ayes: 7
Nays: 0

7. Reconvene into Open Session

The Board took action in executive session that requires action in open session.

1. Action Items

a. Election of 2017 Board Officer - Secretary

Mr. Patrick Cage, Esq., CSU General Counsel facilitated the 2017 election of the Secretary of the Board.

Mr. Cage asked Chairman Hatch to call for any nominations for Secretary of the Board. Chairman Hatch asked if there are any nominations for Secretary of the Board.

Trustee Gowen nominates Trustee Paul Vallas and Trustee Buckner seconded the motion.

Mr. Cage stated the office of the Secretary has been properly moved and having been seconded are there any other discussions on the nomination to come before this board.

Chairman Hatch stated no further discussions. Mr. Cage requests roll call to close nominations. Chairman Hatch asks if there are any other nominees. Hearing none closes the nomination and calls for the roll.

The roll call passes as follows:

Ayes: 6

Nays: 0

Mr. Cage requests roll call for election of Paul Vallas as Secretary of the Board of Trustees

The roll call passes as follows:

Ayes: 5

Abstain: 1 (Paul Vallas)

Nays: 0

Mr. Cage stated the Secretary is duly elected. Chairman Hatch congratulated Trustee Vallas.

b. Approval of Previous Minutes – December 9, 2016

Trustee Hatch moved to approve the Previous Minutes – December 9, 2016. Trustee Griffin seconded the motion. The motion passed as follows.

Ayes 2

Nays 0

New trustee members cannot vote.

Chairman Hatch requests the announcement of the committee assignments approved in the executive session.

Academic and Student Affairs Committee
Chair, Trustee Kambium Buckner

Finance and Audit Committee
Chair, Trustee Tiffany Harper

Facilities Committee
Chair, Trustee Horace Smith

Legislative and Human Resources Committee
Chair, Trustee Nicholas Gowen

Civil Service Merit Board
Member, Trustee Kambium Buckner

CSU Foundation
Member, Trustee Tiffany Harper

c. Temporary Boiler Exception Report

Trustee Gowen moved to approve the Temporary Boiler Exception Report. Trustee Harper seconded the motion. The motion passed as follows:

Ayes 6

Nays 0

Chairman Hatch stated this is a special action that comes out of executive session. We are going to initiate a comprehensive and transparent review of the condition of the university. This includes finances, operations, organizations, programs, and facilities and it will include a forensic audit. The results of this comprehensive review will be made public and will lay the foundation for a long-term strategic plan. We will hear a motion in that order.

d. A comprehensive and transparent review of the condition of the university. This includes finances, operations, organizations, programs, and facilities and it will include a forensic audit. The results of this comprehensive review will be made public and will lay the foundation for a long-term strategic plan. Chairman Hatch calls for a motion. Trustee Harper motions and Trustee Gowen seconds. The motion passes as follows:

Ayes 6

Nays 0

8. Other
Public Comments

Dr. Patricia Steinhaus asked the members of the CSU coalition to please stand. Dr. Steinhaus is from the College of Education and represents the faculty component of the CSU Coalition, which is comprised of community members, alumni, faculty and students who are striving towards partnership in sustaining public education. She stated the faculty have developed concerns around three major areas including concerns that even if the budget issues are resolved these challenges will continue unless there is a change in past administrative practices. The three areas of concern are administrative practices, faculty governance, and student concerns. She noted the following concerns:

- Administrative concerns include, costs of lawsuits brought against CSU and their unnecessary drain on the institutions budget.

- Elimination of programs, which have little budget impact, but do lead to enrollment decline.
- Failing to schedule and cancelling courses that are needed for students to graduate.
- Inaccuracies in institutional data regarding program cost, enrollment, and graduation.
- Faculty governance issues including curriculum decisions made by administrative mandate rather than through the established process.
- Lack of enrollment data, input from faculty and chairs and faculty reductions leaving some programs with only one faculty member.
- Student concerns include university restructuring and reduction, which resulted in a 61.9% reduction in the faculty and staff serving students as opposed to a 13% reduction in administration. This happened over the summer. Reduction of tutoring services, abandonment of the CSU based childcare project and reduction of advisors from 35 to four.

Dr. Lois Gueno, recipient of the 2016 CSU Golden Alumni Award, inducted into the CSU Academic of Distinguished Alumni, and chair of the CSU Alumni Engagement Committee of the CSU Community Caucus Advisory Council and the CSU Leadership Coalition Team. Dr. Gueno spoke on behalf of CSU alumni. She expressed the following concerns regarding recent rumors of CSU possibly closing and of the 35,000 to 40,000 alumni only 600 plus are engaged financial.

She stated the goal of the alumni engagement committee is to help build a partnership between the board of trustees, administration and alumni. Dr. Gueno highlighted the following six concerns:

- There is no adequate financial base building plan to support the university. The financial structure of any university is better fortified by the support of its alumni.
- The alumni office is inactive and or understaffed.
- There is no ongoing and adequate consistent communication with alumni over an extended period of time.
- The expertise of our alumni is not adequately utilized to support the university.
- Alumni report that notification of campus events are not received in a timely manner.
- there is no acknowledgement of alumni at CSU events.

Dr. Debra Jefferson a retiree from CSU and the executive director of the Chicagoland Regional College Program. This is a unique work-study, college business partnership that has been in existence since 2003. We have Chicago State as our fiscal agent and one of our charter partners along with Moraine Valley Community College. We have served over 3800 students since we have been in existence. The mission is to provide a debt free college education. Dr. Jefferson stated the students work out at the United Parcel Service (UPS) Hodgkin facility, which is the largest land based facility in the world for UPS and 90% of its management comes from being a part-time package handler. Dr. Jefferson gave an overview of the benefits, as well as a weekly paycheck to students who participate in the program. Some of the benefits are an additional \$400 stipend and if they are a veteran they get \$600 a month, benefits after a year for their family, and after 60 days in the program they can move up to initial management as a part time supervisor. This gives the student an inroad to a corporate environment, employment a steady way of getting income and or paying for their college. Dr. Jefferson state that they are hiring.

Michael LaFargue a CSU alumni and member of CSU Alumni Engagement Committee of the CSU Community Caucus Advisory Council and the CSU Leadership Coalition Team. He spoke on behalf of Mr. Earl Williams, the chair of the student engagement committee. Mr. LaFargue stated the committee represents the concerns of the community as it pertains to meeting the needs of CSU students. A partnership with the board and the administration is our goal. The student engagement committee has prepared a statement of our concerns:

CSU's student body is characterized by 6 unique characteristics. Students who commute, work during the day and must take night classes.

- Library hours and services need to be expanded to accommodate the working student.
- The number of advising staff is insufficient to meet the number of students that they serve.
- Maintenance of campus housing has been problematic, which has been evidenced most recently by the need to close down the cafeteria leaving students to get their meals from food trucks and students having to use the physical education buildings to shower.
- CSU is the only state university without a campus based child care
- There has been a reduction in the availability of tutorial services for many of our very capable students.
- There has been a failure to schedule courses that students need to complete their degree. This jeopardizes their reenrollment, retention and graduation.

Dr. Philip Beverly, (Department of Criminal Justice Political Science and Philosophy) welcomed the new trustees and thanked them in advance for the work that they will do, because there is lots of work to be done. He noted that the faculty is not a part of the agenda, however the faculty stands ready to assist you in your transition in the board in any way that we can. He stated faculty with our long serving civil service is the corporate memory of the institution. Trustees come and go, administrators come and go, but faculty seems to be the enduring part of the institution and so please rely on our corporate memory. Dr. Beverly state he has been at CSU since 1991, therefore have picked up a little information about how universities work. He understood that the Board had received the faculty correspondence and he is available to meet. Dr. Beverly offered the following suggestions for the board members during their tenure.

- Familiarizes yourself with the joint statement from AAUP, ACE, and AGB.
- Continue asking the hard questions.
- Please practice self-care and do not be overwhelmed by all the stuff that needs to be done. Know that you have lives and professions.
- Do not reward failure.
- Stop the insanity, Einstein said insanity is doing the same thing over and over and expecting a different result and so if we continue the failed administrative practices that most of us in here are familiar with we will keep getting what we got and that is not good.
- Manage the tension between the Board's responsibility of flying at the 35,000 feet level and the big picture macro stuff and the involvement at ground level.

Dr. Beverly stated the advising process is badly broken and enrollment has been 13 consecutive semesters of decline. He stated it was striking the cost saving point made about not having paper towels in the bathroom, it is penny-wise and pound-foolish, another sort of failed

administrative practice. Dr. Beverly stated the hiring of the president is crucial and must be a wise choice.

Dr. Carmen Palmer, Co-chair of the Chicago State University Coalition and the chair of the CSU Community Caucus Advisory Council (CSU CAC). She stated the goal is partnership building with the board of trustees and the administration. The CSU CAC created a written statement of thirteen concerns and issues from the community they are as follows.

- Trust was a concern that needs to be revisited
- Transparency (the Board is already moving in that direction)
- Communication
- Exclusion from institutional governance.
- CSU instability
- Financial state of exigency has since been addressed
- Accreditation is also in the process of being addressed
- Student services and enrollment needs
- Failure to utilize faculty expertise
- Poorly functioning alumni and gift department
- Addressing negative media
- The CSU reimaged video
- CSU as a more collaborative community partner

Dr. Palmer asked the board to consider changing the time for public comment on the agenda.

Mr. Frank Horton is a graduate from the CSU class of '64 and President of Chicago State Educators. He noted various honors he has received including, Outstanding Educator, Phi Delta Kappa's Outstanding Alumni, and one give to him by a past board of trustees' member for 35 years of service at Chicago Public Schools.

Mr. Horton stated Paul Vallas was the CEO when he retired from CPS. He stated the goals and fundraising activities of the organization Chicago State Educators. Mr. Horton noted their yearly fundraiser at Dusable museum (All proceeds go to CPS students who attend CSU.). Mr. Horton asked Paul Vallas to read the fourth page of a handout. He stated the fundraiser this year will be on March 25 and Teresa Griffin will provide entertainment. Tickets are fifty dollars.

Mr. Horton asked the Board to support this event.

End of Public Comment.

Mr. Cage presented the resolution. The resolution names Dr. Jamilah Jor'dan as chairperson of the commission.

e. Adult Employment Commission Act – Chairperson Designee Resolution.

Trustee Buckner moved to approve the Adult Employment Commission Act – Chairperson Designee Resolution. Trustee Gowen seconded the motion. The motion passed as follows.

Ayes 6

Nays 0

Chairman Hatch thanked everyone for coming and welcomed the new trustee members to the Board.

Additional public comment.

Carolyn Phillips, a building service worker and Local 73 Union Representative expressed the following concerns:

- We went from 100% to 50%, the first shift 25% and the second shift 25% of staff. We are being shift around as if we were cattle, going from one building to another. We understand it is not as clean as it should be, but we do not have the staff to clean properly. There should be at least two building services workers to a building for safety reasons.
- Sub foremen were demoted, as was our pay, we are now building service workers.
- Ms. Phillips expressed a concern about the work shift change to 11 a.m. to 7 p.m., which she stated is a bad shift. It causes problem with the workers sleep patterns. The work shifts used to be 4-12, 3-11, and 2-10.
- There is only one person that has the key to all the equipment. There is only one person with the key to all the supplies. Normally, you would have all the supplies accessible, but in this case you have to give advanced notice for supplies and equipment and if that person is not available, we cannot do the work. It would be better if all equipment and supplies were in each building.
- New quality commercial equipment is need. Every time equipment is fixed, it breaks right back down.
- We need better supplies, we are dealing with huge amounts of germs and other things.

Ms. Phillips thanked the Board for letting her speak.

9. Adjournment

Trustee Harper moved to adjourn the meeting. Trustee Buckner seconded the motion. The motion passed as follows:

Ayes: 6

Nays: 0

The meeting adjourned at 3:17 p.m.