Pursuant to provisions of the Public Community College Act, as amended, of the State of Illinois, County of Cook, the regular meeting of the Board of Trustees of Community College District No. 508 was held on Thursday, November 1, 2012 at 9:00 a.m., District Office, 226 W. Jackson Boulevard, Room 300, Chicago, Illinois 60606.

**ATTENDEES**

**TRUSTEES**

Paula Wolff, Chair  
Ellen Alberding, Vice Chairperson  
Larry R. Rogers, Sr., Secretary  
Marisela Lawson  
Everett Rand  
Pastor Charles Jenkins (absent)  
Susan Santiago  
Zakeia Hampton, Student Trustee (absent)

**ASSISTANT BOARD SECRETARY**  
Regina Hawkins

**CHANCELLOR**  
Cheryl L. Hyman

**GENERAL COUNSEL**  
James Reilly

**PROVOST/CHIEF ACADEMIC OFFICER**  
Kojo Quartey

**INSPECTOR GENERAL**  
John Gasiorowski

**OFFICERS OF THE DISTRICT**

Jim Frankenbach, Chief Operating Officer  
Craig Lynch, Chief of Staff and Enterprise Services  
Melanie Shaker, Vice Chancellor Finance  
Chief Financial Officer  
Diane Minor, Vice Chancellor, Administrative Services/Procurement  
Eugene Nichols, Associate Vice Chancellor, Human Resources  
Joyce Carson, Vice Chancellor, Business Enterprise  
Joseph DeLopez, Vice Chancellor, Safety and Security  
Laurent Pernot, Vice Chancellor, Institutional Advancement  
Arshele Stevens, Vice Chancellor, Office of Information Technology  
Willa Iglitzen Lang, Vice Chancellor, Workforce and Economic Development  
Scott Martyn, Executive Director of the Center for Operational Excellence

**COLLEGE PRESIDENTS**

President Jose Aybar, Daley College  
President, Donald Laackman, Harold Washington College  
President Anthony Munroe, Malcolm X College  
President Jim Palos, Wright College  
President Reagan Romali, Truman College  
President Craig Follins, Olive-Harvey College  
President, Joyce Ester, Kennedy-King College

**FACULTY COUNCIL PRESIDENT**  
Christine Aguila – Truman College
I. **CALL TO ORDER REGULAR BOARD MEETING**

Chair Wolff called to order the November 1, 2012 regular Board Meeting at 9:02 a.m. and asked that everyone rise for the pledge of allegiance.

II. **ROLL CALL**

The Assistant Board Secretary called roll:

Chair Paula Wolff Present
Chair Wolff acknowledged that in accordance with the Illinois Public Community College Act and the Illinois Open Meetings Act, there was a quorum.

III. REMARKS FROM CHAIR WOLFF

Chair Paula Wolff stated that things are moving along well in terms of the priorities that the Chancellor has set. She stated a recent Crain’s article analyzed the work of the City Colleges of Chicago, including activities of the presidents, staff and students. She stated that the work of Reinvention is an important element of economic development for the City, and she acknowledged, on behalf of all of the trustees, everybody’s hard work and effort. She mentioned that they had a great event at Daley College, announcing new College to Careers programs. She thanked President Aybar for his. She believes the Mayor has a very tangible sense of Daley College, and the importance of the work that the administration and the presidents have done. She stated that the Mayor had the opportunity to talk to a number of students, and seemed to understand the hard work of the colleges to support College to Careers.

IV. PUBLIC PARTICIPATION

There was one request to address the Board:
Professor Sheldon Liebman, Chair of the Humanities Department at Wright College

Professor Liebman presented to the Board a petition asking the Board to acknowledge the dedication, experience, training, and intelligence of the faculty and staff of the City Colleges of Chicago. Professor Liebman stated that the faculty and staff of City Colleges are asking the Board to include them in the decision-making process, from which they have been systematically excluded from for the last two years.

Professor Liebman stated that centralization has occurred with little input from the faculty and staff. He stated that the decision-making process has slowed to a crawl. He stated that curriculum has been developed without much input from the faculty. He also stated that in many instances the process gave the administration exactly what it wanted – but not necessarily what the faculty, staff, and students needed.
Professor Liebman stated that personnel decisions have been made without the input of faculty and staff. He mentioned that City Colleges of Chicago Presidents were fired soon after the new administration arrived. He also mentioned that the colleges lost 220 low-level workers who were important to the day-to-day operations at each college. He stated that while the District added hundreds of highly paid employees, almost all of them were brought in from outside, many without much experience in community college work, and none of them directly involved in the education of students.

Professor Liebman stated that at Wright College they had the tradition of hiring from within. He stated that no one became a President without having been a Vice President, and that no one became a Vice President without having been a Dean. He stated that the advantages of this policy are, (1) nobody has to be trained on the job, (2) senior administrators can be counted on to make informed decisions, and (3) institutional memory is preserved.

Professor Liebman stated that a request was made to the Vice President of Wright College to retire early at the end of the calendar year. He stated that the faculty’s objection is that she has been the go-to person for advice, support, and guidance in the twelve years she served as an administrator. He requested that the Board prevent her premature departure because it will deprive Wright College of a colleague whose contributions to the successful operation of the college is invaluable and whose unanticipated absence will undoubtedly become problematic. He stated that decisions that affect the day-to-day operations of the individual colleges should be made in consultation with the people that are most affected by them. He stated that the administration could not make well-informed organizational, curricular, and personnel decisions without the input of faculty and staff. He also stated that governance must be shared because the right decision can only be made when the decision makers have all the information they need.

Professor Liebman stated that the faculty and staff have a lot of information that can help improve the City Colleges of Chicago educational programs. He stated that the faculty and staff are not in a position to demand anything, but are simply asking to be included in the governance of City Colleges, so that collectively City Colleges can improve their programs and genuinely increase the chances for success of the students. Finally, he stated that the faculty and staff believe that the administration needs their help, and that they are willing to give the administration the help that is needed.

Chair Wolff responded that it’s very important that people who care about the students and the operations of City Colleges feel free to come and talk to the Board and discuss policy issues that affect City Colleges of Chicago. She stated that one of the most important tasks of the Board is to work with the Chancellor, on big policy issues, and to evaluate her and her team’s work on implementation. She stated that they are all working for the same thing, which is student success. She stated that they have to figure
out the best way to channel all of their intense feelings about students’ success in the same direction. Chair Wolff also mentioned that it would be inappropriate to comment on any specific personnel matter.

President Donald Laackman thanked Professor Liebman for his long service to City Colleges. Addressing the issue of shared governance, he stated that when he was recruited he faced a panel of 15 staff, faculty, and students from Harold Washington College and the City Colleges of Chicago, who weighed in on his appointment and who made recommendation to Chancellor Hyman regarding his appointment. He stated that he does believe that from the beginning, faculty, staff, and students have been involved in this Reinvention effort in selecting personnel. President Laackman also stated that in the selection process of a new Vice President at Harold Washington College, he formed a committee of faculty, staff, students, and union members. He mentioned that personnel decisions are always challenging, but he believes the administration members have conducted themselves with an eye towards transparency, shared governance, and inclusion. He stated to Professor Liebman that he appreciate his comments, however, he believes that many things that he’s asking for have already been put in place, and are a regular part of operations.

V. **FACULTY COUNCIL REPORT**

Professor Christine Aguila, Faculty Council President, Truman College, presented the Faculty Council report by providing a brief update on the College to Careers program and Student Services; the full report can be viewed at: [http://apps.ccc.edu/brpublic/2012/November/31653.pdf](http://apps.ccc.edu/brpublic/2012/November/31653.pdf)

Professor Aguila began her remarks by extending prayers and condolences to those who were affected by Hurricane Sandy, as well as to those victims of the shooting in the Uptown neighborhood, near Truman College.

Professor Aguila stated that initial dialogue with Vice Chancellor Willa Lang and Executive Director Ileo Lott is positive, and that all parties expect dialogue to continue. She stated that both Vice Chancellor Lang and Executive Director Lott assured, in the previous executive council meeting, that the College to Careers programs is not meant to reshape the entire City Colleges of Chicago educational mission, but it will reshape the occupational programs and become strongly academic in nature, so that they can align with four year programs.

Professor Aguila also stated that she met with Associate Vice Chancellor Preston Harden, Associate Vice Chancellor Eduardo Garza, and Associate Vice Chancellor Michael Mutz to discuss ways FC4 and Student Services can work together to achieve student success. She suggested that the advisors and faculty should meet and begin to
discuss ways for collaboration, and that advisors be assigned to specific academic
departments, so there is a constant line of communication to exchange accurate
information about programs, placement, and student behavior. Professor Aguila stated
that the Foundation of Excellence members suggested creating a first year student web page, and she presented Harvard University first year student web page as a model:

http://www.fdo.fas.harvard.edu/icb/icb.do

Professor Aguila discussed several topics surrounding the following:

- Academic rigor in the classroom
- Encouraging students to create an education plan with advisors
- The challenges of communication within City Colleges of Chicago between faculty
  and administration.
- FC4 had some concerns (Professor Aguila stated that she didn’t want to comment on
  them until after the next FC4 meeting).

VI. CHANCELLOR’S UPDATES

Chancellor Cheryl Hyman stated that another important step in the Reinvention of City
Colleges of Chicago was made last week to ensure programs are truly relevant to the
demands of employers and four-year universities. She mentioned that she and the Mayor
announced three new College to Careers programs. Chancellor Hyman stated that the
Information Technology programs will be enhanced across the district with a hub at
Wilbur Wright College. She stated that they will continue to strengthen their Advanced
Manufacturing at Richard J. Daley College, and develop their culinary and Hospitality
program at Kennedy-King College, with help from industry-leading partners like
Google, Hyatt, and Solo Cup. She stated that more than 80,000 job openings are
predicted in these three fields in Cook County alone over the next decade, and they will
help to ensure Chicagoans have the skills to seize the opportunities. She stated that these
areas join Healthcare at Malcolm X College, Transportation, Distribution and Logistics
at Olive-Harvey College, and Business, Professional Services, and Entrepreneurship at
Harold Washington College. Chancellor Hyman stated that six colleges now have a C2C
focus. She also stated that Truman College, although it currently has no College to
Careers program, has a host of strong transfer and occupational programs, which they
will continue to fully support.

Chancellor Hyman mentioned an editorial by Crain’s Chicago Business, which noted
that City Colleges of Chicago Reinvention effort is “on the right path”. She stated that
the Crain’s editor wrote, “City Colleges of Chicago is headed in the right direction” and
that, “City Colleges of Chicago must succeed”, tying the City Colleges of Chicago’s fate
to the city’s economic success. She stated that Crain’s Chicago Business also noted that
CCC success is critical to ensuring generations of Chicagoans will still have the opportunity to reach the middle class and beyond. Chancellor Hyman stated that she made it very clear in talking to Crain’s Chicago Business that City Colleges of Chicago is equally committed to making improvements in their baccalaureate/transfer programs, and that they have drastically increased the number of advisers and tutors, created transfer centers at each college, and have developed new articulation agreements for qualified City Colleges of Chicago students at universities like the Illinois Institute of Technology, University of Illinois at Chicago, and DePaul University.

Chancellor Hyman stated that they must also recognize and reaffirm the value of occupational education. She stated that occupational training is an investment that pays dividends for all of society. She stated that occupational education today is not what it may have been decades ago. She mentioned that through College to Careers, they are breaking down the artificial and antiquated separation between transfer and occupational programs by ensuring each training certificate can be parlayed into an associate’s degree and eventually connects to a bachelor’s degree. She also mentioned that they don’t think that occupational programs should be separate from liberal arts; although, employers are unanimous in saying that critical thinking and communication skills are just as needed as lab or computer skills. She stated that City Colleges of Chicago must think outside of the box and work together to transform City Colleges for the 21st century.

Chancellor Hyman stated that the City Colleges of Chicago vision is unapologetically jobs-driven, but they understand some careers require a certificate while other careers demand a two-year associate’s degree, or a bachelor’s degree and beyond. She also stated that they are fortunate to have a Mayor with a vision for an education system that works for all of Chicago. She ended her remarks by stating that in today’s dynamic economy, people will need to continue to learn and to grow throughout their lives, and together, City Colleges of Chicago is building an institution that meets this challenge to ensure student success as well as the success of the city.

VII. DISTRICT UPDATES

There was one power point presentation presented to the Board:

1) Promoting Campus Safety – Joseph De Lopez, Vice Chancellor, Office of Safety and Security

PROMOTING CAMPUS SAFETY
http://apps.ccc.edu/brpublic/2012/November/31654.pdf

Chancellor Hyman stated that there is concern about the safety of the students, leadership, and faculty at the campuses. She stated that this is an issue that City Colleges
has struggled with, and it’s not due to anything that CCC has created, but just some of the unfortunate events that occur around the campuses. She stated that it is very hard for faculty, students, and administrators to be productive if they do not feel safe. She stated that City Colleges of Chicago has invested in safety, and will continue to do so.

Vice Chancellor De Lopez began his presentation by elaborating on the safety of the City Colleges of Chicago campuses. He stated that the Office of Safety and Security would like to ensure safe and secure teaching and learning environments. He stated that the goal is to improve college safety so that faculty and staff spend valuable time helping students achieve their goals.

Vice Chancellor De Lopez presented four primary points, which were: (1) Threats to college safety reduce the ability of faculty and staff to spend time helping students achieve their goals, (2) In a post-Virginia Tech, post-Penn State environment, a national “New Normal” around campus security has emerged, (3) CCC has student safety issues that the Office of Safety and Security will work to mitigate or eliminate, (4) Only by feeling safe at work can faculty/staff fully invest in students’ future, so CCC will continue to invest in safety and security.

Vice Chancellor De Lopez presented the plans and budgets for four performance goals and four health goals. He stated that the goals are in place to create a safe learning environment and to show the role of the City Colleges of Chicago in protecting campuses. He also stated that the performance and health goals support and facilitate the City Colleges of Chicago’s mission and help the Office of Safety and Security to stay focused on what their goals are for Reinvention and the future of the students.

Vice Chancellor De Lopez presented four organizational health goals, but focused on one in particular: To ensure safe and secure teaching and learning environments. He stated that by ensuring safe and secure teaching and learning environments CCC will be able to ensure efficient application of taxpayer dollars, student success, and be able to allow greater proportion of spending for student-facing initiatives.

Vice Chancellor De Lopez presented research that shows that time spent on college safety issues reduces time available to help students achieve their goals. He stated that in a cross-college, cross-discipline faculty focus group, faculty indicated that student disruption took away from time-on task, bringing student outcomes down for the entire class. He stated that 40 percent of the respondents indicated classroom behavioral issues, including having been threatened in class. He stated that this is something that City Colleges of Chicago needs to address, and that he’s been talking with faculty about class management issues and how to facilitate that. He stated that he and his team were informed that multiple incidents were witnessed during open registration, and this could create a major impact on the registration process and can frustrate students.
Trustee Lawson asked if it is 40 percent on average, or are some colleges more prone to behavioral issues than others. Vice Chancellor De Lopez stated that the 40 percent was indicated among their respondents from their particular focus group. He stated that although he can’t equate the disruption by campus the slide shown gives the reported crimes and incidents at each individual college. He stated that some of the campuses by nature have less reported crime and reported incidents.

Vice Chancellor De Lopez stated that the new normal in campus security has emerged since the Virginia Tech (2007) and the Penn State (2011) incidents. He presented a slide that showed that 33 people were shot and killed at Virginia Tech, and that was the deadliest incident on a college campus in U.S. History. He stated that it resulted in nationally and locally in heightened awareness to violent crimes on all college campuses; but, in 2008, 6 people were killed and 17 were wounded at Northern Illinois University and in the same year St. Xavier and Malcolm X colleges had to close due to violent threats. He also stated that in 2011, the Penn State incident resulted in the federal authorities cracking down on violations, meaning increased enforcement with more severe penalties. He stated that the Penn State incident was due to incomplete implementation of the Clery Act, which contributed to the failure to report abuse since 2001. He also stated that the Department of Education fine, regarding the Clery Act was $27,500 per incident, and that has recently been increased to $35,000 per incident.

Vice Chancellor De Lopez mentioned that there are other acts that impact City Colleges significantly, such as the Sex Crimes Prevention Act, the Higher Education Opportunity Act, and the Campus Safety Enhancement Act. He stated that these are federal mandates, which are unfunded and involve close federal and state monitoring and imposition of heavy fines for non-compliance. He stated that CCC must be proactive rather than reactive in investigating all alleged suspicious-criminal incidents. He stated that CCC must gather, report, and educate students, faculty and staff on crime statistics, and on how to identify and report security risks. He also stated that they have to create behavioral threat assessment teams to guide emergency response and violence prevention efforts. He stated that finally CCC has to achieve these things in a fiscally responsible manner and protect the privacy and liberty of all individuals.

Vice Chair Alberding stated that it seems that the Office of Safety and Security is creating a safer perimeter, which she thinks is important to emphasize. She stated that there are definitely some incidents, but relative to the kind of incidents that happen outside the campuses, it seems like Safety and Security is successful. Vice Chancellor De Lopez stated that one of his goals was to establish a four-block perimeter around every campus that would be a safe zone in collaboration with the local police department, so that there is a buffer zone. He stated that CPD partners have been helpful in identifying safe zones.
Vice Chancellor De Lopez stated that solving student safety issues requires targeting different treatments depending on the issue the student faces. He stated that there are students that start from troubled, to unruly, to threatening and uncontrollable, and that they have services available for these students. He stated that the Office of Safety and Security has collaborated with several members of the staff, including Students Services to address some of the ways they can better manage disturbances, rudeness, and the safety needs of the students on campuses. He stated that one of the goals is to help employees help themselves through education and awareness by doing the following:

- Launch customer service initiatives between security staff and the CCC family.
- Lead internal and external workshops and seminars on campus security issues.
- Collaborate among public safety, faculty, staff and students to identify security risks and safe practices.

Vice Chancellor De Lopez also stated that some of strategies that have been implemented are:

- Established behavioral threat assessment teams, which is done along with Student Services.
- Developed All Hazard Safety and Security Plans, which is done to meet Clery mandates
- Installed automated turnstile system at Harold Washington College
- Debuted innovative Bike Patrol at Kennedy-King College

President Donald Laackman stated that Harold Washington College has an intervention team, which consistent with the Clery Act behavioral threat assessment. He mentioned that the intervention team meets weekly to identify and discuss coordinated actions for any perceived situations, or threats from faculty, staff, or students on campus. He stated that Student Services, administration, and faculty members are all on the intervention team committee. President Laackman stated that after implementation of the intervention team, in September, he spoke with many faculty members, staff, and students, and to his surprise he received a very positive reaction. He mentioned that the safety and security personnel indicated to him that they are able to survey the people who enter the building. He also mentioned that he has talked to students, and many of them have said that they spend time on campus because it is the one safe place in their life. He stated that the students, as well as the faculty and staff appreciate the low-impact security processes protecting them, and that they worry less about being in the building on nights when they may have to stay late.

President Laackman concluded that one of HWC biggest challenges was to switch over to the new ID cards for the new security gates. He mentioned that 10,000 ID cards were issued, and that all of his faculty members, with the exception of one, have received
their new ID’s. He thanked Vice Chancellor De Lopez and his team for their support in this process.

Trustee Lawson asked if the process was commonplace in regards to the neighboring buildings. She asked if people are used to going through this process in the downtown area. She also asked if the process was preparing for their transition to the workplace. President Laackman responded that Vice Chancellor De Lopez did a survey of the surrounding buildings, and noticed that HWC was one of the few buildings that did not have some type of screening mechanism at the building access point. Vice Chancellor De Lopez also responded that before they made a decision on the nature of the access control, he did physical inspections and talked to security personnel, and security directors at several downtown buildings. He stated that there are not too many buildings downtown with significant administrative staff that does not have some type of access control. He stated that there is an association of security directors for the downtown area, and they share information. He stated that they have learned of criminals who target campuses looking for vulnerabilities in an effort to commit a crime, and the access control will make HWC a tougher place to target. He also stated that the model won’t be the same in all campuses, and that they will take an assessment and look at the needs for each individual campus.

Chancellor Hyman stated that she has received letters from faculty, students, and community groups and residents of Englewood, indicating how grateful they are to see the bike patrollers at Kennedy-King College. She stated that this security initiative has prompted some to say that they want to attend Kennedy-King College, because it is a safe place to go. She also stated that although Vice Chancellor De Lopez and his team are doing a lot to make the students, faculty and staff on campuses secure they still have a lot of obstacles to overcome. She stated that there are some things the security staff can’t do because they do not have a campus police department. She stated that to ensure safety, they have to make an investment so that they can have the rights to act on things when they occur. She stated best practice for colleges is to have their own dedicated police department because it gives the safety and security staff the right to be able to lawfully act upon certain situations.

Vice Chancellor De Lopez stated that some may believe that the tragic occurrences at Virginia Tech and Northern Illinois University could never happen at the City Colleges of Chicago; however, there have been some unfortunate occurrences at the campuses, as well as at the district office. He showed a picture that was taken at Olive-Harvey College in September 2011, of a semi-automatic loaded weapon in the taillight of a security officer’s vehicle, where someone had placed it, probably with the intention of retrieving it later. He also showed a picture of a knife that was taken from a student at Malcolm X College. He discussed several other incidents that have occurred on other campuses, as well as at District Office.
Vice Chancellor De Lopez stated that the Office of Safety and Security will continue to develop a responsible, strategic approach to safety, and the safety and security plan also includes the following:

- District-wide emergency radio communication system
- District-wide standardized identification and access control system
- District-wide public safety records and management and reporting system
- Modifications to video surveillance/safety camera system
- Continue to modify vehicle fleet
- Complete access Control measures at district office for safety of employees and French pastry students

Vice Chancellor De Lopez mentioned some accomplishments, such as the following:

- A Mobile Operational Security Plan at no cost
- Obtained $75K Target Hardening Mailroom Grant
- Prepared All Hazards Safety and Security Plans

VIII. REVIEW OF NOVEMBER BOARD AGENDA ITEMS

Chair Wolff asked the Vice Chancellors for an oral review of the November Board agenda items, beginning with 1.00 and ending with 6.00.

IX. APPROVAL OF AGENDA ITEMS, COMMITTEE MINUTES, AND REGULAR BOARD MINUTES

Chair Wolff asked for a motion to approve the November 1, 2012 Board packet, and the October 4, 2012 regular Board minutes.

<Motion> Vice Chair Alberding
<Second> Trustee Everett Rand       Motion Carried

X. CLOSED SESSION

Pursuant to the Open Meetings Act, (Sections 2(c) 1, 2(c) 2, 2(c) 5, and 2(c) 11), Chair Wolff called for a motion to hold Closed Session at 10:50 a.m. for a discussion of Personnel, Collective Bargaining Litigation and Real Estate.

<Motion> Trustee Everett Rand
<Second> Vice Chair Alberding       Motion Carried
XI. RETURN FROM CLOSED SESSION

Closed Session ended at 11:40 a.m. There was no action taken during closed session.

XII. MOTION TO ADJOURN

Chair Wolff asked for a motion to adjourn the meeting.

<Motion> Trustee Everett Rand
<Second> Trustee Susan Santiago Motion Carried

Meeting adjourned at 11:42 a.m.

Larry R. Rogers, Sr.
Secretary,
Board of Trustees

Submitted By – Helen Henry, Staff Assistant for the Board