

**BOARD OF TRUSTEES OF COMMUNITY COLLEGE DISTRICT NO. 508**  
**COUNTY OF COOK AND STATE OF ILLINOIS**

**MINUTES**

**AD HOC CONSTRUCTION COMMITTEE MEETING**  
**SEPTEMBER 26, 2012**  
**DISTRICT OFFICE – 226 W. JACKSON BOULEVARD, ROOM 300**

Pursuant to provisions of the Illinois Public Community College Act, as amended of the State of Illinois, County of Cook, an Ad Hoc Construction Committee meeting of the Board of Trustees of Community College District No. 508 was held on September 26<sup>th</sup> at 10:30 a.m., District Office, 226 W. Jackson Boulevard, Room 300, Chicago, Illinois 60606.

**Attendees**

**Trustees**

Paula Wolff, Chair  
Ellen Alberding, Vice Chair  
Marisela Lawson

**Chancellor**

Cheryl L. Hyman

**General Counsel**

James Reilly

**Assistant Board Secretary**

Regina Hawkins

**Officers of the District**

Craig Lynch, Chief of Staff  
Jim Frankenbach, Chief Operating Officer  
Melanie Shaker, Vice Chancellor/  
Chief Financial Officer  
Diane Minor, Vice Chancellor, Administrative  
/Procurement Services  
Laurent Pernot, Vice Chancellor, Institutional  
Advancement  
Joyce Carson, Vice Chancellor, Business  
Enterprise  
President Anthony Munroe, Malcolm X College  
President Craig Follins, Olive-Harvey College

**Other Attendees**

<b><u>NAME</u></b>	<b><u>DEPARTMENT</u></b>
<i>Rebecca McAlpine</i>	<i>Civic Federation</i>
<i>James Alexander</i>	<i>Illinois Action for Children</i>
<i>Tom Morsch</i>	<i>PFM Group</i>
<i>Mohammad Siddiqi</i>	<i>Jacobs Project Management Company</i>
<i>Leighton O'Connell-Miller</i>	<i>Strategy and Institutional Intelligence</i>
<i>James McLean</i>	<i>Jacobs Project Management Company</i>
<i>Meredith Sparks</i>	<i>Strategy and Institutional Intelligence</i>
<i>Trung Le</i>	<i>Cannon Design</i>
<i>Eric Zachrison</i>	<i>Cannon Design</i>
<i>Jim Jankowski</i>	<i>Cannon Design</i>
<i>David Sanders</i>	<i>Deputy Chief Operating Officer</i>
<i>Katheryn Hayes</i>	<i>District Office – Marketing</i>
<i>Shawn Burnett-Whitaker</i>	<i>District Office – Legal Department</i>
<i>Alvin Bisarya</i>	<i>District Office – Reinvention</i>
<i>Gerick Smith</i>	<i>DSR Group, Inc.</i>

**I. CALL TO ORDER**

Pursuant to the Open Meetings Act and posted in accordance with the Act's requirements, Chair Paula Wolff called the meeting to order at 10:35 a.m.

**II. ROLL CALL**

Chair Wolff requested the Assistant Board Secretary to call roll

Chair, Paula Wolff	Present
Vice Chair, Ellen Alberding	Present
Trustee Marisela Lawson	Present

Chair Wolff asked Melanie Shaker, City Colleges new Vice Chancellor/Chief Financial Officer to introduce herself to the committee.

**III. CHAIRS REMARKS**

Chair Wolff welcomed all guests and speakers. The Chair requested that in the future it would be helpful to have materials more in advance of the meeting in order to allow enough time for the committee to review. Chair Wolff indicated that the topics of discussions for today's meeting are the following:

- Progress Review of Malcolm X Building Program
- Progress Review of Capital Financial Analysis
- Progress Review on TDL Center at Olive-Harvey College

Chair Wolff asked the Chancellor to make a few opening remarks.

#### **IV. CHANCELLORS REMARKS**

Chancellor Hyman remarked that early in the year, City Colleges and Mayor Rahm Emanuel announced a major five-year capital plan to support the new College to Careers initiative. The plan, totaling \$524 million, will provide City Colleges with the state-of-the-art facilities needed to ensure that City Colleges deliver the skills the students need to succeed in the growing fields of the 21<sup>st</sup> century. The Chancellor commented that there are two centerpieces of the capital plan; a \$251 million new campus for Malcolm X College, including an Allied Health Academy, and a \$45 million new transportation, distribution and logistics center at Olive-Harvey College. The Chancellor was pleased to report that City Colleges is making significant progress in turning the plans into reality for students throughout the city.

The Chancellor informed the committee that City Colleges has a design and construction timeline in place for the Malcolm X project, with an anticipated opening of winter 2016. During the last few months, the executive leadership team has been working closely with Jacobs Project Management Co. and Cannon Design. The construction and design team has ensured City Colleges that the project will be completed on time, on budget, and with the needs of students and healthcare employers in mind.

The Chancellor remarked that Cannon Design has conducted four vision workshops at Malcolm X College during the last six weeks, which gave students from all seven Colleges, staff, faculty and health experts, a chance to voice their opinions about the essential spaces and functions the new campus building must deliver.

The Chancellor also commented that these sessions have been a crucial and a creative method for uniting City Colleges around a common vision for the future of Malcolm X College. The Chancellor then discussed the financial advisory services noting that there have been weekly meetings with Public Financial Management (PFM). PFM has their team examining City Colleges' balance sheet and cash flows and analyzing the possible financing methods for the Malcolm X project. PFM will deliver its financial analysis in October, after which time recommendations will be made to the City Colleges' Board of Trustees to help in deciding the best path forward for City Colleges and the taxpayers.

The Chancellor remarked that the City College's team is working with the Illinois Capital Development Board (ICDB) on the Olive-Harvey project and are in the process of finalizing the selection of an architectural and engineering firm. Through working with ICDB, City Colleges will also begin the process of selecting a construction management firm to deliver the project.

The Chancellor stated that these are both complex projects, featuring many different stakeholders, but with the teams City Colleges has put in place she is confident that the goals will be reached. The Chancellor also remarked that during the presentations today will be demonstrated to the Ad Hoc Construction committee that there is a strategy in place for consistent communication enabling strong coordination on what must be done to make efficient progress and remain on schedule. The Chancellor made it clear that in the planning of these two new facilities the focus is to add unique educational value to the students experience at City Colleges. The Chancellor then introduced David Sanders, Deputy Chief Operating Officer.

#### **V. AGENDA**

[<http://apps.ccc.edu/brpublic/2012/Oct/PresentationAdHConstCom20120926.pptx>]

Deputy Chief Operating Officer, David Sanders introduced the presenters for the meeting; Project Manager from Jacobs Project Management Company, Mohammad Siddiqi; Task Force Leader under the Office Strategy and Institutional Intelligence, Leighton O'Connell-Miller; Principal and Partner with

Public Financial Management, Tom Morsch; Cannon Design team members, Trung Le and Eric Zachrison. Mr. Sanders reviewed the agenda for this meeting. He explained that three themes would be described throughout the presentation; time line management, project plan milestones and deliverables. Mr. Sanders commented that there would be an overview on project management support tools that are being utilized to manage the project and that PFM will address the status of their work on developing financing recommendation and the Jacobs/Cannon team will discuss their progress work being made on their work to date.

Mr. Sanders reviewed the current key milestone dates. On October 31<sup>st</sup>, there will be financial recommendations on financing option for the new Malcolm X campus construction financing from PFM. During November, 2012, City Colleges will plan to issue a request for qualifications (RFQ) for project delivery which will be prepared jointly by Jacobs Construction Management, Cannon Design, PFM and City Colleges. The completion of the educational programming specifications by Jacobs and Cannon will be completed in December. The completion of the schematic design as well as issuance of a request for proposal (RFP) for project delivery will be completed by Jacobs Cannon is scheduled for March, 2012. Mr. Sanders next explained that a three-pronged communication strategy is in place to ensure that City Colleges communications plan requested supports project progress and success.

The plan includes bi-weekly update meetings with the executive team and the Chancellor, at a minimum quarterly update meetings with the Board's Ad Hoc Construction Committee and monthly capital project status reports that identify in detail the monthly progress made on the construction projects. Additionally, within the project team there are bi-weekly conference calls and planning meetings with each partner, and there is an emergency executive decision tree which provides for a 24 hours turnaround time frame for any issue that needs timely resolution by the Chancellor. There have also been regular meetings with the faculty and administrative leadership to ensure they are up to date on what is going on with the projects enabling them to incorporate their feedback into the plan.

Mr. Sanders next thanked Vice Chancellor Laurent Pernot and Associate Vice Chancellor Sharod Gordon who are developing the plan to reach out and keep informed the external community stakeholders. Mr. Sanders then asked Vice Chancellor Diane Minor to address the staffing of the administrative services team to fulfill the Capital and Construction Projects demands.

Vice Chancellor Diane Minor presented to the committee the organizational chart for Administrative Services that was approved on FY 2013 budget. Vice Chancellor Minor informed the committee that Administrative Services is providing an ADA coordinating architect to work not only on Malcolm X College and Olive-Harvey College but all of the projects throughout the District and provide guidance in terms of reducing the carbon footprint. There are senior Construction Managers dedicated to both Malcolm X College and Olive-Harvey College projects. In order to maintain the five-year capital plan and the tradition renovation projects, there are two staff people, a senior construction manager and a construction manager.

Chair Wolff asked if in the regular meetings that have been scheduled for informing and involving faculty and administrative leadership. Ms. Minor responded that she has assigned senior level managers that are involved in all those discussions. Chancellor Hyman also responded that at every meeting there is always someone represented from Administrative Services, as well as Chief Operating Officer, Jim Frankenbach present.

President Anthony Munroe commented that he has coordinated numerous content expert meetings at Malcolm X College that have included faculty representatives from health sciences, adult education, general education disciplines from Malcolm X College and from across the District. These meetings allow faculty and staff to participate in the process on an ongoing basis. Chair Wolff asked if these

individuals were self-selected or did the President select individuals or is it a combination of both. Additionally she inquired whether a process is in place in which where there will be a broader forum to involve all those who are going to be touched by this project. President Munroe responded that he has assigned certain members to these committees and that there are individuals from Malcolm X College who have volunteered to participate in this process. In regard to the broader audience, Malcolm X College has held college-wide meetings with representatives from Cannon and Jacob to present to the Malcolm X College community, allowing us to inform and solicit their input and suggestions.

Chair Wolff asked if students are in attendance at the regularly convened meetings. President Munroe responded that vision sessions have been held with students from across the District in attendance. Chief Operating Officer, Jim Frankenbach informed the committee that later during the process of developing educational programming specifications we will continue to have internal content experts from the technical, faculty, student and professional areas and also our C2C partners will be involved. The C2C partners have been working with City Colleges on curriculum and program content will the preferred specifications development.

Chair Wolff asked if these individuals have studied models around the country that could provide City Colleges further design insight. Mr. Frankenbach responded that there have been a number of other courses by leadership included in the projects. Deputy Chief Operating Office, David Sanders next asked Melanie Shaker, Vice Chancellor of Finance and Chief Financial Officer to make a few comments. Ms. Shaker presented a brief background of her experience and how prior to joining City Colleges she was involved with the RFP team which recommended to the Board the financial advisor which had been selected.

Ms. Shaker also informed the committee that she has worked previously had positive working relationships with PFM during her tenure at Chicago Public Schools. Ms. Shaker pledged to the committee that she is focused on making sure we make sound financial recommendations to the Board and indicated how excited she is to be part of the project.

### **PFM'S Scope of Work**

Mr. Sanders introduced Mr. Tom Morsch from PFM who addressed the committee on PFM's scope of work. Mr. Morsch thanked Mr. Sanders and Ms. Shaker for their comments. Mr. Morsch said PFM is addressing:

- Financial Strategy – making recommendations for the development of the overall Capital Funding Strategy through qualitative/quantitative assessments, considering both traditional and innovative financing strategies. PFM is building an independent financial model and working very closely with City Colleges Finance department in this effort
- Evaluating projected cash flows and overall affordability; determine effect on credit and balance sheet; review legal/authorization requirements to determine potential impact and develop a PBI model to compare the benefits under a Performance-Based Infrastructure. (PBI) delivery model vs. traditional procurement and service delivery method.
- Transaction Support – development of a deal structure for the preferred transaction, including development of the RFP for construction and design services.

Mr. Morsch explained how PFM will assist with preparation of key Capital Funding Strategy communication documents that will inform the general public and the stakeholders. Mr. Morsch indicated that the final deliverable of the work of PFM will be a written report that will provide a qualitative and quantitative evaluation of funding streams, financing strategies and service delivery models and will

include recommendations on the options to move forward with the capital projects.

Chair Wolff asked when the final report is completed will it be what PFM feels it ought to be our best option or will it contain a series of options with the pros and cons. Mr. Morsch responded that there would be options with the pros and cons. Chair Wolff then asked about the time frame. PFM believes that the time required to make a final decision on the best financial option has been built into the time schedule. Mr. Morsch responded that their report will be a step in the process not the final result. Mr. Frankenbach indicated he believes adequate time to be built into the schedule to allow for Trustee analysis of the PFM recommendation and select a financing option for the Malcolm X College project.

Chair Wolff asked Mr. Morsch about timing since it appears that the next quarterly meeting is beyond the time frame of the PFM final report issuance and it might be useful if the committee could see a preliminary report before the next scheduled quarterly meeting. Chancellor responded to the Chair that even though quarterly meetings are scheduled there will be a need for special meetings throughout the projects to address critical steps in the process. Vice Chair Alberding asked if the committee could have some contextual background material beforehand. She inquired about researching white papers written on these different financing modes that would provide additional context which would be helpful to the Board in decision making.

Vice Chair Alberding also requested to have these materials sent to the committee to assist with the broader context in making decisions. Trustee Lawson expressed agreement with Vice Chair Alberding. Mr. Morsch informed the committee that PFM would provide them with some educational documents and case studies. Mr. James Alexander asked how many years of data is PFM analyzing in building the financing model. Mr. Morsch responded, five years. Mr. Morsch then discussed how PFM has reviewed and verified the affordability of the capital plan based on City Colleges of the following financial attributes:

- Strength of balance sheet
- Strength of the financial profile
- Dedicated capital transfers to ensure a healthy reserve balance
- Revenue strengths that could be securitized to make the project affordable

Mr. Morsch explained that between the capital fund balance and projected contributions to the capital fund balance, both the Malcolm X project and the rest of the capital projects appear to be affordable. Trustee Lawson next asked what did PBI mean. Mr. Morsch responded that PBI is a Performance-Based Infrastructure, which may be a good way to create the incentives for all project participants, whether public or private, to optimize performance outcome. In the case of a large capital project there are areas like design, construction, finance, the operation and the ownership of the asset, and PBI can encompass all of these variables.

Mr. Alexander asked about the construction delay risk and whether that is a focus on time to start up or time to completion. Mr. Morsch responded that it would be the entire duration. Vice Chair Alberding commented that there is another unspoken risk: this is just the risk of doing something different that could be criticized for doing something that is not typical. Vice Chair Alberding next asked why PFM thinks that this mechanism isn't more commonly used in the United States. Mr. Morsch responded that the current mechanisms are in place because of the stakeholder's transactional views of the capital markets.

Vice Chancellor Melanie Shaker elaborated on and contrasted between two different financing methods; either you go traditional, which means you issue bonds which is done in-house with the use of finance

professionals, such as bankers, financial advisors and lawyers, or you can use alternative methods such as the PBI model, where the private sector takes a larger role in financing and construction. Vice Chancellor Shaker also informed the committee that the project is going to be conducive to exploring these alternatives and there are risks as well as benefits involved in each method. The variables are going to be very different depending on which financing model is used. Vice Chancellor Shaker agreed that the traditional financing model clearly is the way that most governments would use and the alternative financing is predominantly used in Europe. Mr. Morsch concluded that he is a financial advisor with significant experience in PBI models and much of PFM's work is done with thoughts about policy and thinking about communications.

### **Jacobs Construction Management**

Mr. Sanders introduced the next presenters; Mr. Mohammad Siddiqi who will address the interactive planning session as well as their analysis of schedule options. Mr. Trung Le and Mr. Eric Zachrison will discuss on the vision workshops and Mr. Leighton O'Connell-Miller will present programs curriculum and pathways. Mr. Siddiqi summarized for the committee how Jacobs Construction is working with the faculty, student body, Malcolm X College management team and other senior leadership to provide their construction advisory services. Mr. Siddiqi then discussed the kick-off meeting that was held on August 13<sup>th</sup> with City Colleges' senior leadership team. The agenda for that meeting included the following topics:

- Malcolm X College Project overview
- Malcolm X College Educational program
- Malcolm X College functional spaces
- Malcolm X College Project budget
- Malcolm X College Project delivery schedule
- Malcolm X College Key procurement, schematic design, milestone and construction milestones

The benefits and results of this meeting included:

- Identification of critical activities for key workforces
- Identification of key milestones
- Discussion of Interfaces and Execution
- Built consensus, buy-in and accountability
- Facilitated group problem solving
- Built the team for Execution

Mr. Siddiqi next described the interactive planning meeting held on August 21 with City Colleges senior leadership to agree upon roles responsibilities, review delivery dates and the key project components listed below:

- Vision Workshops
- Development of schedule options
- Conceptual building options
- Development of education specification
- Development of RFP
- Lessons learned meetings
- Sustainability workshop

Mr. Siddiqi then discussed the overall project schedule. Once the initial schedule was developed by City Colleges, Mr. Siddiqi informed the committee that of Jacobs's analysis this schedule and see if it is the best schedule for ensuring the project construction completion date of October 15, 2015.

Chair Wolff asked if the 23 months of physical construction could vary based on the type of building design. Mr. Siddiqi responded that there is little influence of design; the schedule is more influenced by the square foot requirements. Mr. Alexander asked what the square foot is requirement. Mr. Siddiqi responded 5000,000 square foot facility and 1500 car garage.

Mr. Siddiqi went over the three scheduled options resulting from their analysis. The first option considered was could Jacobs reduce the schematic time duration by one month and allow one additional month to the physical construction time. Option two is to have the Cannon team prepared construction documents for the foundation to expedite City permits which would allow the construction project team, once selected, to immediately begin construction of the site. Chair Wolff asked if Jacobs/Cannon would be responsible for the foundation design.

Mr. Siddiqi responded that there are two options that could be taken, Jacobs/Cannon could be the responsible party or the construction project team could assume responsibility. Chair Wolff asked Mr. Siddiqi if this work is included under the current contract Jacobs/Cannon has with City Colleges. Mr. Siddiqi responded no and that there is a proposal being prepared for consideration by City Colleges.

Mr. Frankenbach responded that it is not in the current scope of the contract that is in place today. Vice Chair Alberding wanted to know what the cost would be for this work. Mr. Frankenbach responded that Jacob's is in the process of putting a proposal together that we will have it the end of the week. Once the proposal is analyzed the proposal will be brought to the Board for the Boards' consideration Chair Wolff wanted to know if the City of Chicago has ever given out permits on a partial design of a project. Mr. Siddiqi responded that a similar approach was used on Kennedy-King College and in the experience of Jacobs/Cannon it has been done on multiple projects. Chair Wolff asked if these projects were done in the city, but was not looking for an answer now, but it is a question that needs to be answered.

Trustee Lawson if these two additional months would relieve City Colleges from being in a risky zone. Mr. Siddiqi responded that the original schedule 23 months of construction time is aggressive, and 25 months is a substantial increase for the construction time period.

Mr. Alexander asked if the contractor that is going to build on top of the foundation will accept Jacobs/Cannon foundation. Mr. Siddiqi responded that the construction project team would build the foundation and explained that if the construction contractor came up with a valid improvement idea before they build the foundation, the change in the permit process would be quick compared to originating the permit process at that time. Mr. Alexander asked if Jacobs/Cannon has identified the contractor before this process is even started, even though the committee has not approved the contract. Mr. Frankenbach responded that the contractor has not been identified. Mr. Alexander asked if Jacobs/Cannon is the engineer of record, then will they also continue as engineer to the contractor in this process. Mr. Siddiqi responded that if Jacobs/Cannon were the engineer of record they would continue to participate during the construction and answer all inquiries. Chair Wolff asked whether this was always anticipated and was this part of the original RFP that went out for the scope of work for Jacobs.

Chancellor Hyman responded that this was an amendment and will be part of the more flushed-out proposal that will come back. In this proposal the committee will be shown any variations between the current contract and the new one as well as all the details.

**Chair Wolff called for a five-minute break.**



Mr. Sanders then introduced Mr. Trung Le from Cannon Design to address the four vision workshops that were held at Malcolm X College. Mr. Le explained to the committee the participants that were part of the visioning workshops, included the leadership team at City Colleges, leadership and faculty at Malcolm X College as well as throughout the District as discussed, there were approximately 60 students who also participated in these sessions. The objectives of the workshops will deliver a common vision for Malcolm X College, empower the students, faculty and staff, and discover the human stories within the Malcolm X College community and to inform the Cannon design team of the Malcolm X College learning environment and how the new college will function. Some of the focuses of these workshops were to build a common language which describes the vision for Malcolm X College desired outcomes, define the common values and non-negotiable as design drivers, deeply understand the diversity, challenges and needs of the students, faculty and staff. Chair Wolff asked about the colleges' common values: is Malcolm X College just a name, or are the values of the Malcolm X personal story a part of people's identification with the institution. Mr. Le responded that the spirit of empowerment is definitely loud and clear. Chancellor remarked that Malcolm X College is like a landmark to people on the west side and the name means a lot to them as you go through the community. Mr. Le also commented on understanding the pedagogy that exists now at Malcolm X College to understand existing behavior relative to teaching and learning. Mr. Le went on to explain the emerging themes/patterns.

- Wellness
- Life/family integration
- Experimental learning
- Student gathering, peer learning
- Personalized learning
- Teaching support spaces
- Hosting external community

Chair Wolff asked that when Cannon is thinking about visioning are they also thinking of the external partners and the values they would like to see incorporated into the building design. President Munroe responded that this is occurring. Mr. Le discussed the components of the new Malcolm X College: health science education; general education, adult education, parking and the community components and environment that emphasizes student-centered services and is thoughtful about the amenities, such as the theater, athletic spaces and dining spaces and another is mindful of the interaction with the external community.

Vice Chair Alberding asked if the athletic spaces are workout facilities for students. Mr. Le responded yes and there will be a competition gymnasium, basketball and volleyball courts. Chancellor Hyman responded that it will be a combination of a workout facility and the basketball courts that will support the sports teams, and the workout facilities to promote wellness. Mr. Le elaborated on additional emerging themes that evolved from discussions during the visioning session:

- Declare who we are:
- Create clear identity between health sciences and general education
- Encourage faculty collaboration
- Activate green space as connector
- Learning by doing is pervasive
- Zoned parking and access to the college
- Centralized internal community resources

Mr. Le concluded that students, faculty, staff all need to have common interaction which enhances the learning environment. Mr. Leighton O'Connell-Miller who leads the Career and Academic Program Pathways Task Force as part of reinvention was the next presenter. Mr. Sanders wanted to inform the board that Mr. Miller would be leaving City Colleges soon and Ms. Meredith Sparks would be his replacement. Mr. Miller explained that his team in conjunction with President Munroe's team would be defining what the educational programs will be part of the College over the next five to ten years which will help in defining what the physical needs for these programs are within the building. Mr. Miller addressed the healthcare-program pathways which were outlined in the power point presentation (bridge programs, common core electives, certificate programs, associates programs, bachelors programs). The pathway in the health care programs or the health profession programs could be a pathway that could take you from adult education into an Associate's degree which could lead to a Bachelor's degree, Master's degree, or Doctoral degree.

Vice Chair Alberding asked if an incoming student—for example-- decides to do mortuary science is he or she going to get a piece of paper that says here are the 12 courses that you have to take in sequence and is it going to be easy to figure out. Mr. Miller responded yes and President Munroe went into detail how there is an educational plan that each student will be given so that they understand what courses they need to take and in what sequence. Mr. Miller concluded that the presentation is an attempt to show what the individual high level pathways are and the programs that are underneath them.

Mr. Sanders then turned over the presentation to Mr. Eric Zachrison from Cannon Design who informed the committee that since the beginning of August Cannon has been collecting data and relevant basic data for what exists and what is anticipated in the future through the database that they created. The first deadline for review is October 8<sup>th</sup>, which will be a first step at reviewing the general programming. This review will lead to an extensive interview process with faculty and leadership throughout City Colleges and Malcolm X and a final delivery of the education specification will be presented at the end of December.

Vice Chair Alberding asked if Cannon is considering how using interior design and signage concepts can reinforce core messages. President Munroe responded that there have been discussions about way finding strategies and creating and supporting a culture of excellence and academic performance and student success in the design of the building. Mr. Zachrison addressed the education specifications and the visioning sessions.

In these sessions they have been talked with City Colleges leadership team and specific groups of faculty and staff. The sessions are addressing:

- Inclusive decision Making (students, faculty, staff, C2C Partners and Reinvention)
- Thorough Design Documentation
- The end users to sign-off on design process
- Review design with security for recommendations during the process
- Build on successes, investigating new efficiencies
- Awarded contractor requirements

### **Olive-Harvey TDL Update**

Mr. Sanders turned the presentation over to Vice Chancellor Diane Minor and President Craig Follins. Vice Chancellor Minor provided the committee with an overview of the Olive-Harvey TDL Center and how this project is being done in conjunction with the Illinois Capital Development Board with the State of Illinois providing approximately \$31 million dollars in funding for the project. City Colleges will fund

an additional \$14 million dollars for a total of \$45 million dollars for the TDL Center. Vice Chancellor Minor explained that the purpose of the TDL Center is education in transportation, distribution and logistics with curriculum-driven technology and space for (distribution) and supply chain management which will include warehouse and distribution simulation labs, taxi and truck driver training, forklift training, repair and maintenance training sites for engine and mechanical equipment, faculty offices and general use spaces for the students. President Follins also informed the committee that the model for Olive-Harvey is a little different from the model for Malcolm X College and the architect of record for this project is FGM, who will be working on the educational specification piece. The construction manager who has yet to be identified, will be managing the on-site construction. The expected project completion date would be October 2014. A contract awarded to Millhouse Engineering by City Colleges to do the utility research to demolish the nine Quonset Buildings as first steps in the on-site preparation process.

President Follins also addressed an on-site project update.

- Phase 1 – environmental testing
- Phase 2 – further analysis of the land
- Ownership and the boundaries of the wetlands area from the United States Department of fish and wild life
- August 14<sup>th</sup> worked with the Capital Development board in evaluating and presenting to the Board a recommendation for FGM architect
- September 24<sup>th</sup> President Follins and Vice Chancellor Willa Lang hosted at Olive-Harvey the initial internal partners meeting to discuss the TDL Center which included College to Careers, curriculum experts and content experts at Olive-Harvey

President Follins concluded that in October the facility planning meetings have been scheduled with C2C partners which include, Navistar, Coyote, Anheuser Busch, U.S. Foods Center Point and Wal-Mart to begin the design phase or design process. October 3<sup>rd</sup> will be the first meeting including representation from the Capital Development Board in the bi-weekly Chancellor briefing meetings. President Follins concluded that he is making sure that everybody at the campus is totally engaged in this project.

Chair Wolff asked for a motion to adjourn the meeting.

<Motion>Vice Chair Ellen Alberding <Second>Trustee Marisela Lawson  
Meeting Adjourned 1:17 p.m.

Submitted by Assistant Board Secretary, Regina Hawkins

**BOARD OF TRUSTEES OF COMMUNITY COLLEGE DISTRICT NO. 508  
COUNTY OF COOK AND STATE OF ILLINOIS**

**MINUTES**

**REGULAR BOARD MEETING  
THURSDAY –OCTOBER 4, 2012  
DISTRICT OFFICE - 226 W. JACKSON BOULEVARD, ROOM 300**

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, October 4, 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 (absent)  
Craig Lynch, Chief of Staff and Enterprise Services  
Alvin Bisarya, Vice Chancellor, Strategy, Research and Organizational Effectiveness  
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 (absent)  
Laurent Pernot, Vice Chancellor, Institutional Advancement  
Arshele Stevens, Vice Chancellor, Office of Information Technology  
Willa Iglitzen Lang, Vice Chancellor, Workforce and Economic Development

**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

<u>FIRST NAME</u>	<u>LAST NAME</u>	<u>DEPARTMENT/COMPANY/OTHER</u>
LaTonya	Orange	Office of Information Technology
Ed	Garza	Academic Affairs
Ed	Choklek	FGM Architects
Floyd	Bednarz	CCLOC
JR	Dempsey	District Office
John	Gasiorowski	OIG
Carole	Wood	CCC-District Office
Preston	Harden	CCC-District Office
Shawn	Burnett-Whitaker	CCC-District Office
Rebecca	Ford	CCC-District Office
David	Sanders	CCC-District Office
Audrey	Butler	Local 1708
Roy	Garcia	CCC-District Office
Katheryn	Hayes	CCC-District Office
Vernese	Walden	CCC-District Office
Cecilia	Lopez	CCC-District Office
Delores	Withers	Local 1708
Antonio	Gutierrez	CCC-District Office
Kimberly	Sangster	CCC-District Office
Charles	Ansell	CCC-District Office
Sharod	Gordon	CCC-District Office
Nicole	Lacey	CCC-District Office
Ralph	Passarelli	CCC-District Office
Cynthia	Armster	KKC
Olga	Gutierrez	CCC-District Office
Rosalind	Henderson-Mustafa	CCC-District Office
Trali	Steger	Civic Federation
Rickey	Madison	DLR
Twania	Dent	CCC-District Office
Andrew	Cubria	EstradaH

**I. CALL TO ORDER REGULAR BOARD MEETING**

Chair Wolff called to order the October 4, 2012 regular Board Meeting at 9:05 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
Vice Chair Ellen Alberding	Present
Trustee Larry Rogers, Sr., Secretary	Present
Trustee Everett Rand	Present
Trustee Susan Santiago	Present
Trustee Pastor Charles Jenkins	Absent

Trustee Marisela Lawson	Present
Student Trustee, Zakeia Hampton	Absent

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 Wolff stated that the Trustees received a wonderful overview of the two projects that City Colleges are working on at the AdHoc Construction Committee meeting on September 26, 2012. She also stated that they were given a good sense of where they were headed; however, there is still a lot of work to be done. The Chair commented that the Trustees, as well as the Chancellor, are adamant about making the deadlines that have been set for the two projects. She stated that the Trustees are confident that the teams that have been hired by City Colleges and by the Capital Development Board will be committed to making sure that the deadlines are met.

Chair Wolff asked Vice Chair Ellen Alberding if she would like to comment on the AdHoc Construction Committee meeting. Vice Chair Alberding stated that the meeting was extremely useful, well-organized, and that the presentations were excellent. She also stated that it is very helpful for everyone to be on the same page with the progress and goals of the project. Finally, she thanked the AdHoc Construction Committee team.

Chair Wolff mentioned that several members outside of the Board participated and were very helpful at the AdHoc Construction Committee meeting. She then asked Trustee Marisela Lawson if she would like to add anything. Trustee Lawson indicated that she had nothing to add.

Chair Wolff stated that she heard that this year's Chicago Football Classic was wonderful, and asked Trustee Everett Rand to elaborate on the event and its relationship to the City Colleges of Chicago.

Trustee Rand thanked the presidents for attending, also for their support in feeding the students at the Chicago Football Classic. He stated that they served about 3,000 meals in the three days. He also commented that the students prepared the meals for the Presidents' reception. In conclusion, he thanked Chancellor Hyman and everyone for their support. Trustee Rand stated that the Chicago Football Classic will be back again next year in September to ensure that all grammar schools and high schools are back in session. He mentioned that he looks forward to seeing everyone next year. He quoted himself and said, "Chicago, are you ready for some football." Chancellor Hyman added that the Chicago Football Classic is a valuable event beyond just the sports that take place, and thanked Trustee Rand for allowing City Colleges to lead the college fair.

Chair Wolff mentioned that the AdHoc Construction Committee meeting minutes will be posted, so that people can view them on-line.

**IV. PUBLIC PARTICIPATION**

There were no requests to address the Board.

**V. FACULTY COUNCIL REPORT**

Professor Christine Aguila, Faculty Council President, Truman College, presented the Faculty Council report by providing a brief update on several administrators who have shown a willingness to include faculty in the governance of the educational institution and the great faculty who have been and will be offering service in the spirit of shared governance; the full report can be viewed at:

<http://apps.ccc.edu/brpublic/2012/Oct/31618.pdf>

Professor Aguila began her remarks by extending best wishes from FC4, to Vice Chancellor Alvin Bisarya and his family as he moves on to his new position.

Professor Aguila stated that she had been asked on behalf of the FC4 Curriculum Committee, to give them a thorough on the Proposed Academic Change Process (PAC Process). Chair Wolff stated, in regards to Professor Aguila's proposal, that because the Board liaison is not yet in place, the committees are not operating as smoothly as they should. Chair Wolff hopes too soon have the Academic and Student Affairs committees in place, and then they will be able to take the FC4 Curriculum Committee up on their offer.

Professor Aguila shared a sequence of events that she says has made her more hopeful that meaningful shared governance just might be possible though out City Colleges of Chicago. She mentioned that recently she and Dr. Antonio Gutierrez, Associate Vice Chancellor from the Office of Research, worked together to identify faculty to serve on the student satisfaction committee.

Professor Aguila stated that she and Associate Vice Chancellor Preston Harden also are working to identify an FC4 representative recommendation to serve on the shuttle bus committee. She mentioned that AVC Harden and she also have discussed what FC4 can do to help advocate for increased access to financial aid for college students, the Dream Act, and other student services. She is willing to take these issues to FC4 for feedback. She stated that she and AVC Harden agreed that their first serious initiative is going to be Retention.

Professor Aguila stated that Executive Director Scott Martyn of Research has kept the lines of communication open between the administration and FC4, and that he has

proven himself very willing to help troubleshoot concerns faculty have expressed regarding GradesFirst.

Chair Wolff asked Professor Aguila to speak on GradesFirst for the Board members who may not be familiar with it. Professor Aguila responded that GradesFirst is an early alert software tool, and that at a certain point in the semester there will be a campaign and faculty will have an opportunity to send a polite and encouraging email of concern to the student, which will also go to the tutors and advisors. She stated that this will allow the faculty to be more effective, and in a short amount of time.

Professor Aguila discussed faculty involvement with Taleo software tool, and recognized the Office of Academic Affairs, led by Provost Kojo Quartey, for their willingness to meet and build a dialogue on various subjects. She acknowledged Associate Vice Chancellor Vernese Edghill-Walden for her support and willingness to include faculty in discussions of academic policy. She also thanked all of the faculty members. Professor Aguila concluded that she is very excited about the recent events and what they might mean for shared governance in the future.

Chancellor Hyman responded that there has always been a spirit of collaboration and inclusion. She stated that from day one, Reinvention was about hardworking faculty coming to help us find solutions for what works and how we can improve, and that this is a result of further improving upon that. She thanked all of the administrators who have continued in that spirit knowing that what she advocates most is inclusion. She thanked Professor Aguila for recognizing that everybody is working together, and that everybody is working hard to ensure that this continues.

Chair Wolff thanked Professor Aguila for her enthusiasm in shared governance, and willingness to facilitate faculty involvement.

## **VI. CHANCELLOR'S UPDATES**

Chancellor Hyman stated that over the course of the last two years the undertaking of Reinvention of City Colleges has been major. She stated that so far it has resulted in a three percent increase in the graduation rate in just two years, a savings of \$41 million dollars, more resources including staff and technology to support the students and faculty at the colleges, and transfer and occupational programs that will prepare the students to move on to further colleges or careers.

Chancellor Hyman stated that their efforts will pay off, and that they continue to focus on ensuring as many Chicagoans as possible can take advantage of a CCC education. Chancellor Hyman mentioned that Vice Chancellor Pernot will give a presentation on the summer and fall 2012 enrollment, and that the numbers indicate recruitment and marketing strategies are really bearing fruit. She expressed that this is in large measure



due to thoughtful marketing and recruitment efforts accomplished with the same dollars as in the past, and a new dedicated recruitment team which is out in the community each day working with high schools and community partners to make sure people are aware of opportunities at City Colleges. She stated that City Colleges must continue and augment their efforts on retention, which is being reinforced by some very encouraging new initiatives, which will be presented to the Board later in the semester.

Chancellor Hyman stated that in order to transform City Colleges for the 21<sup>st</sup> century, they have both rooted out inefficiencies and redundancies, and have strategically invested in areas to better support students and faculty, including adding key positions at the colleges and District office. She added that Chief of Staff Craig Lynch will speak on how new positions are created for City Colleges.

Chancellor Hyman mentioned that she often says that they have a dual mission, which at its core is to ensure that students – no matter where they come from, no matter what their dreams are – find success with City Colleges. She stated that student success is at the foundation of Reinvention, and that there have been very few people who have embraced this mission more than Vice Chancellor Alvin Bisarya. She stated that tomorrow is Vice Chancellor last day with City Colleges, and he is going off to take a fantastic job in the private sector. She believes that Alvin, and the team he led so well, have been the engine of City Colleges Reinvention effort. She added that Alvin has worked tirelessly and courageously because he believed in what City Colleges could be. She stated without Alvin's leadership, City Colleges would not be where they are today.

Chancellor Hyman stated that all at City Colleges will miss Alvin, perhaps no more than she. She stated that Alvin is not only a brilliant leader, he also has a beautiful young family and that City Colleges wishes them the best in their new endeavor. In conclusion, she thanked Alvin on behalf of City Colleges.

Trustee Rogers stated that during his time with City Colleges he's been extremely impressed with Alvin's work. He stated that Alvin has always been very informative, thorough, and always able to answer all of the Board's questions. Trustee Rogers thanked Alvin for all of his work.

Trustee Rand added that Alvin has always been a passionate young man.

Trustee Alberding stated that from the Joyce Foundation's view, Alvin was incredibly persuasive in encouraging the company to invest in and be a part of and support the incredible efforts that the chancellor and the whole team has been successful at. She also stated that she works with an awful lot of people in the policy world and an awful lot of people who are trying to get things done, and Alvin really stands out as one of the most phenomenal partners that they've had. She thanked Alvin, and stated that it's been a great opportunity to learn from him.

Chair Wolff commented that Alvin has been a critical part of their work with the Mayor. She thanked Alvin very much for his service.

Chancellor Hyman mentioned that the Mayor is in the process of signing one of Alvin's famous slides. She stated that the Mayor would not let him leave without signing one of those slides.

## **VII. DISTRICT UPDATES**

There were two power point presentations presented to the Board:

- 1) Enrollment – Laurent Pernot, Vice Chancellor, Institutional Advancement
- 2) Staffing Process – Craig Lynch, Chief of Staff

### **ENROLLMENT** <http://apps.ccc.edu/brpublic/2012/Oct/pg4.shtml#districtupdates>

Vice Chancellor Pernot began his presentation by announcing that the preliminary numbers are in, and although the ICCB reporting time frame was done this weekend and they haven't fully digested and analyzed the numbers, he stated that he could start by giving the top level.

Vice Chancellor Pernot presented a PowerPoint presentation, which reported that new student enrollment is up 5 ½ percent in credit this fall. He noted that enrollment was down about 6 percent in the last two years before they retooled the marketing and started their recruitment team. He also reported that new student enrollment in Adult Education is up by 4 ½ percent, which is doubly encouraging because as of late summer they were looking at a backward slide in that measurement.

Vice Chancellor Pernot discussed summer enrollment as well as fall credit and adult enrollment. He stated that the total numbers for summer enrollment reflect a 7 percent decrease from 2011, but is still up 6.3 percent from 2009, which is before the financial aid rule changes.

Vice Chancellor Pernot stated that calls to the information center have nearly doubled, and that the positive media mentions have doubled also. He mentioned that in July, the Board approved the creation of a recruitment team, and that they've touched about 1400 prospective students in eight weeks that generated almost 200 new students. He stated that that is a really significant impact.

Trustees asked questions about enrollment barriers and impact of the common core standards and credit for prior work experience.

Vice Chancellor Pernot concluded his presentation with the opportunities in enrollment.

1. The recruitment team is now in full swing, and they are seeing some really good early results.
2. Both the transfer efforts (transfer centers, transfer specialists, articulation agreements) and C2C are making programs more relevant to both employers and four year colleges.
3. There is still a nagging skills gap to be closed and that CCC is increasingly positioning itself as an answer to it and as a resource for students.
4. A movement away from the “for-profits” may be under way (DeVry new students down 15-17 percent) and City Colleges must educate students about alternatives.

Chancellor Hyman thanked Vice Chancellor Pernot for his presentation. She described future direction for the system.

Trustee Rogers asked regarding the retention issue, if the students were leaving going to another institution, or are they not going anywhere at all. Vice Chancellor Pernot responded it tends to be that the students drop out or stop out. He stated that they are doing a better job at reaching out to those students.

Trustee Rogers also asked do we capture the reasons by incident reviewing or something to find out why they are leaving. Vice Chancellor Pernot responded that more than that is being done, and that Vice Chancellor Bisarya can weigh in on that subject. Vice Chancellor Bisarya added that City Colleges can offer tools, such as GradesFirst to capture the reasons students are leaving. Chancellor Hyman responded that it is important to invest in the resources that are needed to help the students achieve.

Chair Wolff asked regarding student enrollment, if the students for credit courses were coming in as full-time or part-time students. Vice Chancellor Pernot responded that they're largely coming in as full-time students, but he needs more analysis on that. He stated that in the last two years full-time enrollment is up, and it's fairly significant and it's across the colleges.

Chair Wolff also asked is there historical data on students who comes in full-time on whether or not they are more likely to stay than a student who comes in part-time. Vice Chancellor Pernot responded that the research both at City Colleges and externally shows that full-time students stay enrolled in school.

Chair Wolff asked if any of the Presidents wanted to comment on enrollment at their campuses.

President Palos of Wright College commented that they are using statistics to measure conversion rate of applicants into enrolled students He stated that each school has two admission specialists, and their work will be measured by the conversion rate. He stated that is something that should be up and driving enrollment and quality service.

President Aybar of Daley College commented that the enrollment effort that had been undertaken was fantastic. He elaborated on enrollment in adult education, and the retention process.

Trustee Santiago asked if the 13 percent, who were turned off, was it a people issue or a process issue. Vice Chancellor Pernot responded that it was both, and that they are already taking steps to rectify the issues.

Trustee Rogers asked how processes were tested. Vice Chancellor Pernot responded that various methods are being used.

Trustee Rand stated that he thinks the presidents should walk through the campuses and see what is going on. Chancellor Hyman responded that that is a good point, however, she think the presidents are very active already, and that is why the 13 percent is not 50 percent like it was in the past.

Trustee Santiago asked how the numbers shown in the enrollment presentation compares to other community colleges enrollment numbers and retention numbers. Vice Chancellor Pernot responded that City Colleges of Chicago as well as all other community colleges will be turning in their numbers to the Illinois Community College Board in a few days and in a few weeks City Colleges will know where they stand in comparison to the competition. He mentioned that on an anecdotal basis just based on media reports that enrollment was down pretty much consistently for community colleges, as well as four-year universities. He also mentioned that in terms of retention and completion and so forth, that they also have some of that benchmarking in some of the Reinvention materials, and those areas need some work.

Trustee Lawson asked if there was a certain demographic or population affected most within reduced enrollment, or is it pretty even. Vice Chancellor Pernot responded that that data is unavailable, and that they didn't track some of the numbers as well as they could, and as they are looking at the data now, they are seeing some of the gaps. He mentioned that the goal is also to bring in some customer service talent who does this consistently and knows what should be consistently measured.

**STAFFING PROCESS** <http://apps.ccc.edu/brpublic/2012/Oct/31620.pdf>

Chief of Staff (COS) Craig Lynch began his presentation by giving the Board an overview of the staffing and hiring process at City Colleges.

COS Lynch stated that every decision City Colleges make, whether it is programmatic, operational, or financial they are constantly trying to look through the lens of strategic alignment to their goals, and that definitely includes their staffing recommendations.

COS Lynch stated that it takes quality talented staff, faculty, and administrators to achieve the goals of the strategic initiatives and projects. He stated that there are over 100 strategic projects, and he presented a sample of strategic initiatives in his presentation:

- Capital Program
  - New Malcolm X Health Care Campus
  - New Olive-Harvey TDL Facility
- College 2 Careers
  - HealthCare
  - Transportation Distribution and Logistics (TDL)
- Dual Credit/ Dual Enrollment
- Level Up
- Student Services
  - Tutoring, Advising, Wellness
- Business Intelligence
- GradesFirst

COS Lynch stated that throughout the budget process all of the departments at the District office are reviewed to eliminate vacancies, improve services, and increase efficiency of operations across the entire system. He also stated for the first time there is a common college organizational structure. He mentioned that this year the presidents worked together to agree on the functions City Colleges really need across the entire system.

COS Lynch stated that it was discussed in previous meetings the results of the efficiencies and how to redirect funds back into the classroom based on the efforts of being very successful at doing just that, eliminating redundancy and standardizing where possible. He mentioned that a good example is the advising ratio, which was 920 students to one advisor a year and a half ago, and is now down to 450 to one.

COS Lynch stated that when the staffing recommendations are presented to the Board, it is the last step in a lengthy and robust process that really starts with zero-based budgeting. He stated that throughout the budget process formal checkpoints were built to ensure that every vice chancellor and president review the organizational chart for inefficiencies for opportunities to consolidate. He states that those are just the formal checkpoints, and that there are several informal checkpoints and discussions along the way where they really push each other hard to make sure that they are thinking of staffing the right way, and that the staffing structure and staffing levels are appropriate to move the district forward. He stated that because of better reporting, there is better visibility, and because they meet very frequently as a team they are able to make the appropriate changes and course corrections while making sure that any decision is tightly aligned with the district goals.

Chair Wolff thanked COS Lynch for his presentation

### **VICE CHANCELLOR ALVIN BISARYA'S FAREWELL REMARKS**

Vice Chancellor Bisarya thanked the Chancellor and others for his productive time at City Colleges of Chicago.

**VIII. REVIEW OF OCTOBER BOARD AGENDA ITEMS**

Chair Wolff asked the Vice Chancellors for an oral review of the October 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 October 4, 2012 Board packet, and the September 13, 2012 regular Board minutes.

<Motion> Trustee Everett Rand

<Second> Trustee Larry Rogers                      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 Larry Rogers

<Second> Trustee Everett Rand                      Motion Carried

**XI. RETURN FROM CLOSED SESSION**

Closed Session ended at 11:06 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 Larry Rogers

<Second> Trustee Everett Rand                      Motion Carried

Meeting adjourned at 11:10 a.m.

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

**Submitted By – Helen Henry, Staff Assistant for the Board**