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, September 13, 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 (absent)
Marisela Lawson
Everett Rand
Pastor Charles Jenkins
Susan Santiago
Zakeia Hampton, Student Trustee

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
Alvin Bisarya, Vice Chancellor, Strategy, Research and Organizational Effectiveness
James Dempsey, Interim Vice Chancellor
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

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
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I. CALL TO ORDER REGULAR BOARD MEETING

Chair Wolff called to order the September 13, 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 Absent
Trustee Everett Rand Present
Trustee Susan Santiago Present
Trustee Pastor Charles Jenkins Present
Trustee Marisela Lawson Present
Student Trustee, Zakeia Hampton 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 Wolff welcomed everyone back for another school year. She stated that she was very pleased to be invited to the Professional Development retreat and was delighted to see the enthusiasm of the Faculty. The Chair also commented on the Local 1600 contract negotiations that the Board would be voting on later in the meeting and thanked everyone for their cooperation.

Chair Wolff informed the Board that she may have to step out of the Board meeting to receive an emergency phone call; Vice Chair Alberding will preside over the meeting when this occurs.

IV. PUBLIC PARTICIPATION

There were two requests to address the Board:
Mr. Perry Buckley, President of Local 1600
Mr. Floyd Bednarz, President of City Colleges Labor Organizing Committee
LOCAL 1600

Mr. Buckley addressed the Board regarding the collective bargaining agreement. He informed the Board that Local 1600 covers 14 community colleges city and suburban and five of the suburban colleges are still in negotiations. He thanked Chancellor Hyman for always meeting with the union and commended the Chancellor on her heroic efforts to settle the contract. Mr. Buckley gave special thanks to Chief Operating Officer, Jim Frankenbach and Vice Chancellor Laurent Pernot for making sure communication was always open between the union and the District. Mr. Buckley also thanked the Faculty Council President, Professor Christine Aguila for her dialogue with faculty council and the union members.

On behalf of the Board Chair Wolff thanked Mr. Buckley for his assistance in settling the five year Local 1600 collective bargaining agreement that City College’s Board will vote on later in the meeting. The Chair also gave thanks to Professor Christine Aguila for all of her efforts with the negotiations. Chancellor Hyman thanked Mr. Buckley for his leadership and the meetings they held which provided her with constructive advice.

CITY COLLEGES CONTINGENT LABOR ORGANIZING COMMITTEE

Mr. Floyd Bednarz, President of City Colleges Contingent Labor Organizing Committee also applauded Local 1600 for settling the contract. Mr. Bednarz addressed the negotiations of CCCLOC and wanted to know how the millions of dollars that will be saved according to the Chancellor will be used in the classrooms. CCCLOC also wanted to know how they will fit into City Colleges and what will be their contributions. Chair Wolff responded that negotiations are still taking place and these issues will be addressed at a later date.

V. FACULTY COUNCIL REPORT

Professor Christine Aguila, Faculty Council President, Truman College, presented the Faculty Council report by providing a brief update on the Data Governance and Institutional Review Board project; the full report can be viewed at: [http://apps.ccc.edu/brpublic/2012/SEPT/myBoardreport 9-13-2012.doc](http://apps.ccc.edu/brpublic/2012/SEPT/myBoardreport 9-13-2012.doc)

Professor Aguila began her remarks by providing a brief update on the Data Governance and Institutional Review Board project and how the team is comprised of representatives from Academic Affairs, Faculty, Reinvention and the Research Department. Currently, the team is engaged in the necessary background work to get the project off the ground.
Professor Aguila commented on the various community college districts with IRBs—Maricopa and Valencia, and her call in to the Director of Institutional Assessment at Valencia College. Professor Aguila stated that viewing their website hopefully will provide excellent advice as City Colleges proceeds in establishing its own IRB. City Colleges has three projects that need an IRB, the STEM Minority Student grant (which City Colleges is partnering with UIC and will be using their IRB), the Malcolm X H2P Health Careers project and the Educational Testing Services project on holistic placement.

Professor Aguila remarked that City Colleges will be able to participate in these projects despite not having an IRB. City Colleges will partner with UIC and a health career consortium IRB. Faculty would like to conduct their own research and would feel confident if their research projects could receive sound peer review through an internal IRB. Professor Aguila would like to conduct her own research project which will get underway in the fall of 2013, and will be partnering with her colleague, Dr. Ray Torralba to create a student learning community at Truman College. Professor Aguila concluded that it is totally appropriate for an academic institution to encourage sound, ethical research that benefits from research findings and data.

VI. CHANCELLOR’S UPDATES

Chancellor Hyman informed the Board about the significant progress City Colleges is making on both academic and operational issues. Chancellor was very pleased to announce that today, the Board will vote on one of City Colleges’ proudest achievements; a new five-year contract with Local 1600 that was completed ten months ahead of schedule. Chancellor remarked how the contract would not have been possible without the leadership of Perry Buckley, President of Local 1600.

Mr. Buckley and his team have been working with the Chancellor and her team constructively since she became Chancellor two years ago, and always for the benefit of City Colleges and the students. Due to this strong relationship, City Colleges was able to come to an agreement on a fair and comprehensive contract. The contract recognizes the contributions of our faculty, the difficult economic times, and the need to equip Chicagoans with degrees and certificates that correspond to the expectations of the real world, be it prospective employers or four-year universities. The Chancellor explained that the graduation rate is up three percent since she became Chancellor two years ago, which is a testament to the reforms undertaken as part of City Colleges’ Reinvention initiative and the faculty’s professionalism as they support our efforts and dedicate themselves to the students every day.
The Chancellor commented on how it has been a top priority to build accountability into the entire organization, and how City Colleges faculty answered the call by agreeing to link part of their compensation increase to student success measures such as graduation, rate of transfer to four-year institutions and the percentage of students employed in their field of study. The Chancellor thanked the union’s leadership, and is looking forward to a continued partnership to support our students in earning degrees and certificates of economic value. This is the fourth contract that has been completed this year and the Chancellor would like for it to be a model for future contracts.

The Chancellor introduced the first District update which addressed how pivotal an associate’s degree can be in paving the way to 4-year college completion with a report developed by Associate Vice Chancellor, Antonio Gutierrez and his research team. The second District update was an investment update from JR Dempsey, Interim Chief Financial Officer, who recently completed City Colleges FY13 budget. The Chancellor also thanked Mr. Dempsey for stepping up and serving as our interim CFO. The Chancellor concluded her remarks by noting that if we continue to work hard and work together, we will indeed transform City Colleges into a best in class community college system.

VII. DISTRICT UPDATES

There were three power point presentations presented to the Board:

1) Reinvention Update – Alvin Bisarya, Vice Chancellor, Strategy, Research and Organizational Effectiveness

2) Proposed Investment Policy Changes – JR Dempsey, Interim Vice Chancellor, Chief Financial Officer


REINVENTION UPDATE [http://apps.ccc.edu/brpublic/2012/sept/31593.pdf]

Vice Chancellor Alvin Bisarya began his presentation with an overview of the relationship between the associate’s degree and the completion of a bachelor’s degree. Vice Chancellor Bisarya identified four critical goals that help the students meet the demands of a changing world. The Reinvention goals are: 1) to increase the number of students earning college credentials of economic value; 2) increase the rate of transfer to bachelor’s degree programs following City Colleges graduation; 3) drastically improve
outcomes for students requiring remediation; and 4) increase the number and share of ABE/GED/ESL students who advance and succeed in college-level courses.

Vice Chancellor Bisarya also addressed through a graph provided by the U.S. Bureau of Labor Statistics, the Chicago unemployment in 2011 and the relationship between degrees and the unemployment rate. Vice Chancellor Bisarya made the point that an associate’s degree makes a significant difference in reducing the risk of unemployment and increasing the potential income of students. He also stated that City Colleges offers many certificates and credentials that may be short of an associate’s degree, but some of these certificates and credentials actually can give students an opportunity to earn an income higher than a bachelor’s degree right away. Vice Chancellor Bisarya turned over the second part of the presentation to Antonio Gutierrez, Associate Vice Chancellor of Research and Evaluation.

Associate Vice Chancellor Gutierrez presented a power point presentation to the Board – “Time to Bachelor Degree Attainment For Students Who Started At The community College”

- To date, five major national studies on post-secondary education outcomes have been conducted. Three studies used cohorts of high school student samples and two used cohorts of students beginning at the post-secondary education levels. The City Colleges study is unique because it tracks a cohort of students starting their postsecondary education at the community college. The tracking period of 10 years provides significant data to document diverse patterns for the attainment of a bachelor’s degree and the time it takes to complete a bachelor’s degree for students who started at the community college.

- Typically, there is a perceived notion that students follow a linear pattern for the attainment of a bachelor’s degree: High School → Community College → Four-Year Institution → Graduate School → Workforce.

- In reality, students follow multiple paths to completion, creating challenges for students and their institutions to ensure student success.

- Research design: In order to tackle the challenge of multiple pathways, City Colleges developed a longitudinal model that takes a 10-year retrospective approach, tracking a cohort of students from Fall 2000 to the Spring term of 2010.

- Cohort Selection – total new students to credit in Fall 2000, both full-time and part-time students are included (8,734). Students with prior college experience at a 4-year institution were excluded (1,318) as well as students with a prior award from a 4-year institution (277). The total cohort for the CCC study was 7,416 new students with no prior college experience (full-time and part-time).
Major Findings

- Overall, nine percent of the students in the CCC entering cohort in Fall 2000 completed a bachelor’s degree by 2010.
- Students followed two paths to attain the bachelor’s degree: transferring with an associate degree and transferring without an associate degree.
- Students who transferred with an associate degree were almost twice as likely to attain a bachelor’s degree (47%) than students who transferred without the associate degree (28%). Also, students who transferred without the degree constituted the majority of CCC transferring students to four-year institutions (78%).
- The average time to complete an associate degree was 5.4 years.
- The average time to complete a bachelor's degree was 7.3 years.
- Students who transferred with the associate degree took a little longer to complete the bachelor’s degree, but had higher success rates.
- Major findings: solid academic foundation, course success, and student retention promote bachelor’s degree attainment.
- Remediation needs of CPS graduates at City Colleges.
- Comparison of Valencia College to City Colleges from a developmental education perspective.

Associate Vice Chancellor Gutierrez concluded his presentation with the Reinvention initiatives implemented by City Colleges to enhance student success related to the study. Vice Chancellor Bisarya concluded that the power point presentation clearly showed the conclusions of the study.

Trustee Santiago asked if Vice Chancellor Bisarya looked at the difference between the degrees that are being attained at Valencia, and are they more in the hospitality industry. Vice Chancellor Bisarya responded that his team would look into the types of degrees that are being produced. Trustee Santiago then asked if there is a certain economic impact that Valencia is trying to achieve because there is more opportunity in that part of the country versus this part of the country? Chancellor Hyman responded that in several conversations with the head of Valencia and through her work as a Board member of Complete College America she has found that everyone is taking the path of pursuing credentials of economic value. Chancellor also remarked that Valencia is very much about relevancy and one of the reasons City Colleges did not conduct a comparison of types of degrees is because the opportunities in Florida are different from Chicago, but the philosophy is still the same; institutions of higher education are not just graduating students for the sake of graduating students. City Colleges’ goal is to make sure that the students are on a pathway to success.
Trustee Santiago commented that the hospitality industry is huge in Central Florida and that there are a lot of degrees in that industry.

Trustee Alberding also commented that one of the things that Valencia is doing, which City Colleges is modeling, is developing strong relationships with employers. Chancellor Hyman commended Vice Chancellor Bisarya on this assignment as it was extremely difficult and there was a lot of criticism. Chancellor Hyman appreciated Vice Chancellor Binary’s hard work and embracing the faculty as a part of the Reinvention team.

PROPOSED INVESTMENT POLICY CHANGES
[http://apps.ccc.edu/brpublic/2012/SEPT/Annual_Investment_Update09132012.pptx]

- Cash and investments are grouped in four categories:
  - Cash-on-hand—managed by City Colleges’ Treasury Department in the Office of Finance; these funds are held in the District’s checking account for disbursement to cover day-to-day operating expenses.
  - Short-term operating—managed by the District’s investment advisor (PFM); these funds allow the District to manage its short-term cash flow needs by providing Liquidity while still earning income. Large influxes of cash from property tax collections or tuition and fees are typically placed here until longer term investment decisions are made.
  - Medium-term working cash reserves—managed by the District’s investment advisor (PFM); the Working Cash Fund is established in accordance with Public Community College Act and is used in lieu of tax anticipation warrants to cover extreme cash flow shortfalls, such as when the state is slow to pay its contribution to the District. Funds provided by the Working Cash Fund must be repaid by the revenue source that caused the cash flow shortfall.
  - Long-term investments—managed by the District’s investment advisor (PFM); currently, these funds are held to provide long-term support for the District’s Other Post-Employment Benefits (OPEB), which primarily comprise District-provided retiree health care.

Annual monitoring—after completing the annual audit each year, the District’s external auditors review the investment policy and complete certain agreed upon procedures to test whether that policy is being followed by the District’s CFO, treasurer, and investment advisor.
• Funds management – Cash and investments = $342 million on balance sheet 6/30/2012, $35 managed by City Colleges Treasury, $307 managed by investment advisor. RFP for investment advisor, in the fall of 2010, 113 firms received RFP, 10 responded and 3 finalists were chosen to make oral presentations. Spring 2011, 3-year contract awarded to PFM with 3 1-year extensions allowed. Board policy to maintain a “ready reserve” of 3 months expenses ($65 to $70 million) above $35 to $40 million kept on hand for day-to-day expenses.

• Held in short-term operating portfolio, average duration approximately 5 months. Working cash fund to cover extended cash flow shortfalls ($63 million) which is held in medium-term working cash reserve portfolio, the average duration is approximately 12 months. Board policy to transfer fund balance above 3% of annual expenses after year-end close to fund for capital projects ($98 million), funds currently held in short-term operating portfolio pending cash flow projections for College to Career projects, but will be invested for various terms based on project cash flow needs.

• Funds for ongoing capital needs (repair and renewal) ($57 million) held in capital improvement fund portfolio and the average duration is approximately 15 months OPEB ($28 million), held in long term portfolio, and the average duration approximately 22 months.

Mr. Dempsey then introduced Mr. Jeff Schroeder, Managing Director, of PFM. Mr. Schroeder of PFM discussed the investments as of June 30 through a power point presentation and addressed:

• FY 2012 Core Investment Strategy
• Total Portfolio Breakout, breakout of PFM-Managed Portfolios and overall portfolio allocation
• Overall Portfolio Composition Comparison, total sector allocation as of June 30, 2011
• Working Cash Reserve Portfolio
• Short-Term Operating Portfolio
• Other Post Employment Benefit – “Retiree Fund” Portfolio
• Capital Improvement Projects Portfolio
• Recommended Investment Policy changes
• Comparison of the City Colleges Investment Policy with Illinois State Statutes
Trustee Alberding asked about PFM’s fee structure. Mr. Schroeder responded that the fee structure is a graduated scale based on asset size that starts at ten basis points and goes down to six basis points.

Trustee Alberding also wanted to know what the average was. Mr. Schroeder responded that the average was approximately eight. Trustee Alberding replied that those eight points can be subtracted from the numbers in terms of returns to City Colleges, Mr. Schroeder answered correct. Trustee Alberding also asked about trading fees. Mr. Schroeder responded that PFM is an independent investment advisor and the company bids every type of investment out in the market whether it is a CD or government security or commercial paper. PFM has no relationships with banks or broker/dealers and by managing over 40 billion dollars of this type of monies, short-term fixed income securities for government PFM is aware of the type of providers. Mr. Schroeder turned the presentation back to Mr. Dempsey to discuss the recommended investment policy.

Mr. Dempsey informed the Board that there are some recommended policy changes, but would like to defer the discussion until the new CFO is on Board. Chair Wolff commented that these investments are very important resources for the capital program. The resources have been earmarked and dedicated to projects that City Colleges has reviewed and the Board has supported.

INVESTIGATIVE REPORT [http://apps.ccc.edu/brpublic/2012/sept/31595.pdf]

Inspector General John Gasiorowski presented a power point presentation to the Board regarding the last biannual report that was issued August 7, 2012. Before Mr. Gasiorowski presented his presentation he explained how his office works, how long they have been in existence, the role of the Inspector General and what the office has been doing for the last two years. Mr. Gasiorowski presented the following:

- Policy enhancements adopted on July 14, 2010 (section 2.7 of the Board Bylaws)
- Resource enhancements since July 2010
- Office of Inspector General (OIG) budgets, FY 2011 (audit), FY 2012 Budget, FY 2012 Spent and FY 2013 Budget
- Organizational Chart
- Powers and duties of the OIG (section 2.7.2 of the Board Bylaws)
- How complaints are received and the number of complaints from July 1, 2010 – June 30, 2012
- Complaints received, initiated by the OIG
- Types of complaints
- Complaints received/closed and the number of closed complaints
• Complaints investigated by the OIG and the sustained findings
• Confidentiality of all investigative files and reports (section 2.7.3 of the Board Bylaws
• Reports submitted (Investigative Summaries)
• Recommendations of investigative summaries, disciplinary actions

• Disciplinary action taken
• Various types of recommendations
• Recommendations to recoup funds
• Criminal prosecution
• Bi-Annual report (section 2.7.5 of the Board Bylaws)
• Complaints filed, January 1, 2012 to June 30, 2012

Before concluding his presentation, Mr. Gasiorowski explained that regarding the complaints investigated by the OIG over the past two years, approximately 30 percent resulted in sustained findings of waste, fraud, and/or misconduct. Trustee Alberding asked, of that 30 percent, what was his sense of the significance of those cases or were the cases mostly residency related violations. Mr. Gasiorowski responded that the cases covered a wide range of topics, including cases that led to criminal prosecution, investigations involving stealing time, some fraud cases, as well as residency cases.

Vice Chancellor Pernot requested permission from the Vice Chair to ask a question. Vice Chancellor Pernot asked whether the numbers have gotten larger as a result of more of a problem at City Colleges or is it based on the fact that the OIG has been given more resources to do a larger and better job. Mr. Gasiorowski responded that since the OIG has gained access to additional legal resources and separate office space, the number of cases have increased. Mr. Gasiorowski also commented that the OIG will be considered a success when: 1) students, faculty, staff, administrators and the public perceive the OIG as a place where complaints can be submitted in a confidential and independent setting; 2) a fair and accurate thorough investigation will be conducted and the OIG’s findings will be carefully considered by City Colleges’ administration and 3) the OIG’s recommendations will be implemented when objectively appropriate. Mr. Gasiorowski also asked the Board whether there was another statistic or some other information he could provide that would be helpful.

Chair Wolff responded that perhaps knowing the amount of time between opening a case and case closure by case type would be helpful. Chair Wolff also recommended that when the Trustees are in executive session today, the Inspector General should also be a part of the session if Board members have questions about specific cases.
VIII. REVIEW OF SEPTEMBER BOARD AGENDA ITEMS

Chair Wolff asked the Vice Chancellors for an oral review of the September Board agenda items, beginning with 1.00 and ending with 6.00. Chair Wolff also noted that Resolution 1.02 was withdrawn and Resolution 1.03 would be addressed by General Counsel, James Reilly in closed session.

IX. APPROVAL OF AUGUST AGENDA ITEMS

Chair Wolff asked for a motion to approve the September 13, 2012, Board packet and the August 2, 2012 regular Board minutes.

<Motion> Trustee Vice Chair Ellen Alberding
<Second> Trustee Pastor Jenkins 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 11:07 a.m. for a discussion of Personnel, Collective Bargaining Litigation and Real Estate.

<Motion> Trustee Marisela Lawson
<Second> Trustee Pastor Jenkins Motion Carried

XI. RETURN FROM CLOSED SESSION

Closed Session ended at 11:58 a.m. There was no action taken during closed session. Chair Wolff asked for a motion to approve Resolution 1.02 – A Tentative Agreement for Collective Bargaining Agreement between the Board of Trustees of Community College district No. 508 and The Cook County College Teachers Union.

<Motion> Trustee Everett Rand
<Second> Trustee Marisela Lawson Motion Carried
XII. **MOTION TO ADJOURN**

Chair Wolff asked for a motion to adjourn the meeting.

<Motion> Trustee Everett Rand  
<Second> Trustee Marisela Lawson  
Motion Carried

Meeting adjourned at 11:59 a.m.

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

Submitted By – Regina Hawkins, Assistant Board Secretary