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, March 1, 2012 at 10:00 a.m., District Office, 226 W. Jackson Boulevard, Room 300, Chicago, IL 60606.

**ATTENDEES**

**TRUSTEES**
- Paula Wolff, Chair
- Ellen Alberding, Vice Chairperson
- Larry R. Rogers, Sr., Secretary
- Marisela Lawson
- Everett Rand
- Pastor Charles Jenkins
- Ashley N. Turner, Student Trustee

**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
- Kenneth Gotsch, Chief Finance Officer
- Diane Minor, Vice Chancellor, Administrative Services/Procurement
- Patricia Rios, Vice Chancellor Human Resources
- Joyce Carson, Vice Chancellor, Business Enterprise
- Joseph DeLopez, Vice Chancellor, Safety and Security
- Laurent Pernot, Vice Chancellor, Institutional Advancement
- Willa Iglitzen Lang, Vice Chancellor, Workforce and Economic Development

**CHIEF ADVISOR TO THE BOARD**
- Jaime Guzman

**ASSISTANT BOARD SECRETARY**
- Regina M. Hawkins

**CHANCELLOR**
- Cheryl L. Hyman

**PROVOST/CHIEF ACADEMIC OFFICER**
- Kojo Quartey

**GENERAL COUNSEL**
- James Reilly

**INSPECTOR GENERAL**
- John Gasiorowski

**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**
- Polly Hoover – Faculty Council President, Wright College
<table>
<thead>
<tr>
<th>NAME</th>
<th>DEPARTMENT/COMPANY/OTHER</th>
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<tbody>
<tr>
<td>Mike Daigler</td>
<td>Associate Vice Chancellor, Development</td>
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<tr>
<td>Helen Henry</td>
<td>Board of Trustees</td>
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<tr>
<td>Rebecca Ford</td>
<td>Office of the General Counsel</td>
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<td>Delores Withers</td>
<td>Local 1708</td>
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<td>Audrey Butler</td>
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<td>Roy Garcia</td>
<td>Department of Security-District Office</td>
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<td>LaTonya Orange</td>
<td>OIT</td>
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<td>Ed Garza</td>
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<td>Mike Davis</td>
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<td>Ralph Passarelli</td>
<td>Office of Risk Management</td>
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<td>Rochelle Robinson-Dukes</td>
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<td>Kevin Williams</td>
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<td>Tawa Jogunosimi</td>
<td>Reinvention</td>
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<td>Katheryn Hayes</td>
<td>Marketing</td>
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<td>Janice Meija</td>
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<td>Scott Martyn</td>
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<td>Derrick Harden</td>
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<td>Willie English</td>
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<td>Rebecca McAlpine</td>
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<td>Marva Hall</td>
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<td>Linda Franco</td>
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<td>Floyd Bednarz</td>
<td>CCCLOC</td>
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<td>Lend Lease</td>
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<td>Krystal Stokes</td>
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<td>Luvia Quionones</td>
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<td>Ana Vargas</td>
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<td>Amina Johnson</td>
<td>Staff</td>
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<td>Malachi Gibson</td>
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<td>Paul Buckner</td>
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<td>Cecilia Lopez</td>
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<td>Kim Sangster</td>
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<td>A.M. Williams</td>
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<td>Perry Buckley</td>
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<td>Mark Freeman</td>
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<td>Cyril Nichols</td>
<td>Staff</td>
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<td>Lehia Franklin Acox</td>
<td>Staff</td>
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<tr>
<td>Sameer Gadkera</td>
<td>Staff</td>
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<td>Winters Palow</td>
<td>CCC Library</td>
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I. **CALL TO ORDER**

Pursuant to the Open Meetings Act and posted in accordance with the requirements of the Open Meetings Act, Vice Chair Ellen Alberding called the meeting to order at 10:04 a.m. and asked that everyone stand for the pledge of allegiance.

II. **ROLL CALL**

The Assistant Board Secretary called roll:

- Trustee Rand: Present
- Vice Chair Alberding: Present
- Trustee Wolf: Present
- Secretary Rogers (arrived 10:08 a.m.): Present
- Trustee Pastor Jenkins: Present
- Trustee Lawson: Present
- Student Trustee, Ashley Turner: Present

III. **NOMINATION TO FILL VACANCY OF BOARD CHAIR**

Vice Chair Alberding called for Board Secretary, Trustee Rogers to begin the nomination. Trustee Rogers had not yet arrived to make the motion, therefore, the Vice Chair asked for Trustee Rand to make the motion to nominate Paula Wolff as Chair of the Board of Trustees Community College District No. 508. The motion was second by Vice Chair Alberding. Vice Chair Alberding asked if there were any other nominations, which none were made. Trustee Rand then declared that the nominations were now closed and a vote be taken on the nomination of Trustee Paula Wolff as Chair. The vote was seconded by Vice Chair Alberding. All Trustees voted in favor of Trustee Wolff.
Vice Chair Alberding called for approval of Resolution 1.00 to elect Paula Wolff as Chair. General Counsel wanted to note for the record that Resolution 1.00 which listed Trustee Rogers as making the nomination would be amended to reflect Trustee Rand. Resolution 1.00 was approved by all Trustees.

Vice Chair Alberding congratulated the new Chair and turned the meeting over to Chair Wolff. Chair Wolff commented on how delighted she was that the Mayor had confidence in her to appoint her as Chair. She is looking forward to working with the Chancellor and her team, as well as faculty and students. Chair Wolff also informed the board on how she is so pleased to be a part of City Colleges.

IV. SPEAKERS TO ADDRESS THE BOARD

Chair Wolff introduced the four speakers who submitted in writing their request to address the Board. Chair Wolff allowed each speaker three minutes.

- Delores Withers, President, Local 1708
- Mark Freeman, President AFSCME, Local 3506
- John Rizzo, Business Manager, IBEW, Local 1220
- Floyd Bednarz, President, City Colleges Contingent Labor Organizing Committee (CLOC)

(Speakers remarks on file in the Board Office)

V. FACULTY COUNCIL REPORT

Professor Polly Hoover, Faculty Council President from Wright College, presented the Faculty Council Report. The written report will be submitted to the Board Office and placed on the City College’s Board of Trustees website (http://apps.ccc.edu/brpublic/2012/march/31369.pdf).

VI. CHANCELLOR’S UPDATE

Chancellor Cheryl L. Hyman welcomed the new Chair and expressed that she is looking forward to working with Chair Wolff. Chancellor also congratulated another newly appointed Board member, Susan Santiago (who will be in attendance at the April Board meeting).
VII. CLOSED SESSION

Pursuant to the Open Meetings Act, (Sections 2c1, 2c2, 2c5, and 2c11). Chair Wolff called for a motion to hold Closed Session at 10:38 a.m. for discussion of Personnel, Collective Bargaining, Real Estate and Litigation.

<Motion> Trustee Alberding    <Second> Trustee Rand
Motion Carried

There was no action taken during closed session which ended at 10:54 a.m. The open meeting reconvened at 10:55 a.m.

VIII. ORAL REVIEW OF THE MARCH BOARD REPORTS

Chair Wolff, asked for an oral review of the March Board Reports with the Officers of the District, beginning with Resolution 1.0 and ending with Board Report 7.05.

IX. CITY COLLEGES OF CHICAGO REINVENTION UPDATE

Vice Chancellor of Strategy, Research & Organizational Effectiveness, Alvin Bisarya, introduced President Reagan Romali from Truman College. President Romali presented a power point presentation outlining the Developmental Education Strategy at Truman College. The presentation can be found at: http://apps.ccc.edu/brpublic/2012/march/index.shtml. The Developmental Education strategy at Truman is an excellent example of how CCC is pursuing two of the four goals of reinvention: drastically improving outcomes for students requiring remediation and increasing the number of adult education students transferring to college credit.

As we have found across the District, Truman students, 85% or more of which have remedial needs, have low transition and persistence rates. This translates into very few of these students successfully transitioning to college credit. Truman has implemented three major strategies to address this issue:

1) Support to students through learning communities: Learning communities are paired courses in which students taking both courses will work in a structured environment outside of class to support each other in pursuit of success in both classes. This support comes through formal means, with faculty members or tutors helping with academics and informal where students learn to trust and rely on each other outside of class.

2) Transitional Bilingual Learning Community: This is a learning community program specifically targeted at increasing the number of adult education students succeeding in their coursework transitioning to credit.
3) **Intensive Tutoring**: Truman has significantly improved tutoring services, including “powershots” a set of targeted intensive tutoring sessions in multiple courses including the sciences.

As with all of Reinvention, Truman’s strategic initiatives are being tracked and evaluated regularly. There is emerging evidence from multiple areas, including from the tutoring center and from other initiatives that students are benefitting significantly from these strategies. As we continue to understand the impact these initiatives are having we will look to improve them and ensure all the Colleges learn from each others’ experiences.

**X. APPROVAL OF BOARD REPORTS AND MINUTES**

Chair Wolff called for a motion to approve the February 2, 2012 Board minutes and the March 1, 2012 Board packet.

<Motion> Trustee Rand            <Second> Trustee Alberding
        Motion Carried

**XI. ADJOURNMENT**

Chair Wolff asked for a motion to adjourn the meeting at 11:45 a.m.

<Motion> Trustee Rand            <Second> Trustee Alberding
        Motion Carried

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

Submitted By – Assistant Board Secretary, Regina M. Hawkins
Pursuant to provisions of the 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 Sunday, March 4, 2012 at 1:30 pm., District Office, 226 W. Jackson Boulevard, Room 313, Chicago, IL 60606.

ATTENDEES

TRUSTEES
Chair, Paula Wolff
Vice Chair, Ellen Alberding
Trustee Everett Rand
Trustee Marisela Lawson

OFFICERS OF THE DISTRICT
Jim Frankenbach, Chief Operating Officer
Kenneth Gotsch, Chief Finance Officer
Diane Minor, Vice Chancellor, Administrative and Procurement Services
Joyce Carson, Vice Chancellor, Business Enterprise

CHANCELLOR
Cheryl L. Hyman

CHIEF ADVISOR TO THE BOARD
Jaime Guzman

OTHER ATTENDEES
David Narefsky, Mayor Brown

SUMMARY

I. Chair Paula Wolff called the meeting to order at 1:35pm. Chair Wolff Alberding asked Jaime Guzman to call the roll. Chair Wolff and Trustees Alberding, Rand and Lawson were all present.

II. Chair Wolff stated that the goals of the meeting were to gain understanding of the issues related to the planned Malcolm X capital project and what the potential next steps would be.

Jim Frankenbach reviewed the power point deck “New Malcolm X Campus: Ad Hoc Committee meeting” (appended), including an overview of the programmatic alignment
to the “College to Careers” initiative, external partners (including Rush University Medical Centers as lead partner), proposed site location (including alternate sites), assumptions related to potential financing structures and planned issuance of a Request for Proposals (RFP) for financial and construction advisory services. Trustee Alberding asked if an RFP had been issued, Chancellor Hyman stated that it had not, but a draft was ready to go. Trustee Lawson and Chair Wolff asked about which programs were “new” in the allied health tracks and whether CCC was exploring potential partnership with CPS. Chancellor Hyman noted the new programs and that there may be plans to include a partnership with a health care focus at the new planned CPS high school at the Crane campus, but that other recently announced CPS-CCC partnership schools were specifically focused on Information Technology.

Mr. Frankenbach discussed the exploration of alternate sites, site location and planning, planned environmental testing, clarification of planning in conjunction with the United Center's use of the facility, and planned use of the existing Malcolm X facility. Chancellor Hyman stated that there have not been any final decisions made on the planned use of the existing Malcolm X facility.

Chair Wolff asked if there is a precedent to leasing or selling the facility to another public entity. Ms. Minor stated that there are recent transactions between CCC and CTA (CCC purchased land from CTA), and CCC and CPS (CCC has a long-term, revenue generating, lease with CPS for a high school) adding that the approximate value of the property is $70 million. Trustee Alberding asked if the $70 million was included as an assumption in the initial budget page to add to the capital program. Chancellor Hyman stated that it was not and could add to the capital available. There was further discussion of land ownership of various parcels of surrounding land, potential needed zoning changes, and whether there are any land-owners who would oppose zoning changes.

Mr. Frankenbach discussed the estimated campus budget overview. Chair Wolff asked whether the estimate included the total cost per square foot, and Mr. Frankenbach stated that the stated cost per square foot was reflective of the total cost, but that the numbers needed to be revised for the new planned site. Trustee Rand asked whether the total project square footage cost was fixed if the project was done through the Public Building Commission or through a private vendor. Chancellor Hyman stated that whoever takes on the project must also assume risks associated with overages. Trustee Rand asked if there is an incentive to meet those budget goals and whether there was a way to share those incentives equally. Chair Wolff stated that we should figure out a way to do that with both time and cost. The possibility of incentives and penalties were discussed. Chancellor Hyman reinforced the need to transfer risk for overages and maintenance costs and having CCC’s own oversight consultant maintain explicit control at a management level.
Mr. Frankenbach reviewed the financing comparison options for Alternative General Obligation Bonds, Public Private Partnership (P3), or the Public Building Commission (PBC) which was compiled with pro-bono advice from 16 financial firms. Trustee Wolff asked which of the various options required CCC to assume risk. There was a discussion concerning the various options for financing, management and operation of the project, including potential partners’ capacity to assume risk, CCC control of the project, and past experience on managing a project constructed by the PBC. Chancellor Hyman suggested that we may also explore a hybrid approach but that whoever CCC works with, CCC needs to be involved on selecting the architects and contractors and must have a CCC project consultant to oversee the project. There also need to be specific provisions that the partner assumes the risk for cost overruns.

Trustee Alberding asked what CCC’s internal appetite is to add staff or build our capacity to deal with this project given any of these options—some may require us to staff up significantly, others not. Further discussion was had around the staffing requirements for various potential partnership structures, including the use of owner’s representatives/external project managers, financial capacity of the PBC and other potential partners to assume risk of cost overruns and legal and operational conditions that CCC could impose for a successful partnership. Trustee Alberding stated that CCC needs to be specific about our conditions for success and persuasive as to how this will mitigate the risk.

Chair Wolff asked whether these decisions need to be made before an RFP is issued. Chancellor Hyman stated that they do not, and that we should work to get the RFP out before the decisions are made because we will need the external supports in place regardless, and it can help provide further guidance to make the decisions. Chair Wolff asked whether the RFP has a schedule in it for financial advisory and construction planning services to come back to help advise us. Chancellor Hyman and Mr. Frankenbach replied that there is a timeline and it could be revised to include specific steps related to the advisory services in addition to the planning development and construction. The timeline for opening could range, all told, from two to two and a half years. Trustee Alberding suggested that if we have a conservative budget, that we should also have a conservative timeline for construction so that they are in line. Chancellor Hyman agreed. Trustee Rand suggested that the construction project would be a great mentoring and job shadowing opportunity for the CCC students. Students may even benefit from having a seat at the table, some may become architects, some may work in the construction trades, and they might benefit from seeing how it gets from soil to the shelf.

Mr. Frankenbach also stated that responsibility for ongoing maintenance of the building is a significant issue that needs to be worked out—specifically, whether CCC will be responsible or whether the third party will. Chair Wolff and Trustee Alberding asked
whether we need to make this decision at the very beginning or whether this can be negotiated later. Chancellor Hyman stated that it has to be part of the contract and we wouldn’t want to enter into a decision with someone without having decided this. Discussion ensued concerning potential construction incentives resulting from requiring maintenance by a third party, the differing costs for maintaining and operating an occupational health campus, operational requirements defining a clear standard of performance, and penalties (reductions in payments) for under-performance.

Mr. Narefsky asked if CCC could have a managed competition for the project as described. This would allow the public and private sector to compete for the project. Chair Wolff stated that she was told by the PBC that there were support services for public sector construction projects which might prevent them from being able to compete with the private sector given that some public sector support services were built into their cost structure. Trustee Alberding stated that we would necessarily be asking anyone who competes to meet some stated criteria concerning public sector construction which would require them to act differently. Chair Wolff stated that if we take this approach we would have to be transparent about what our expectations are and encourage everyone to compete. Chair Wolff asked whether there were examples nationwide where the private and public sectors have competed. Mr. Narefsky discussed the North Texas Toll Authority and some projects involving school financing in New York. Mr. Gotsch also highlighted the example of the Long Beach Court House which did a P3. Chair Wolff suggested pulling an example of how this was done in another jurisdiction.

Trustee Alberding discussed risk for CCC on this project and suggested that to the extent it varies for each approach, we need to be specific about the approach and the conditions/requirements that we have for our ability to work with an external partner. Chair Wolff added that we need to ensure that we have an external partner who has expertise in the program area and flexibility in making sure that it remains on track. Chair Wolff and Chancellor Hyman discussed the timeline for making a decision. Trustee Alberding suggested that we state our 4-5 conditions/requirements for the project, which mainly center around control, and that the financial advisors come back with a robust analysis to advise us in making the decision.

Chancellor Hyman and Mr. Frankenbach stated that, at minimum, conditions and/or requirements must include:

- Guarantee of project timeline, with penalties if not met
- Accepting the risk of cost over-runs, third party assumes full cost
- CCC must maintain ownership of the asset. The RFP process will result in decisions about what entity retains the responsibility to design, to build, and to maintain the asset.
- CCC must have oversight of contractors that are selected (architecture, construction, build, maintenance). Having our own owner's reps and internal project managers.
CCC educational mission drives the design and program of the building.

Mr. Frankenbach added that the financial advisors would take these requirements, put together an RFP to measure bids against the criteria and recommend an option to CCC. Trustee Lawson asked whether CCC oversight of architects and construction companies would be a negotiating point. Chancellor Hyman stated that it is part of our fiduciary responsibility. The group reviewed the timeline for the recommendation from the financial advisor which would go back to the Board of Trustees in July. Chair Wolff clarified that the recommendation would be for how to proceed (Managed competition, P3, or any of the options).

Trustee Alberding stated that we need to explain that transfer of risk and transparency as part of our core principle moving forward. Chancellor Hyman suggested that we need to be able to issue to RFP and get the expertise in house to make the decision, and that we need a competitive bidding process. Trustee Alberding highlighted that the work that has been done internally represents a great deal of due diligence, but that we need the expertise of an external financial advisory partner to take the next step and ensure that we are getting the most expert advice. Chair Wolff added that in order to get the building that we need for a successful project that these conditions are necessary and we need to be involved at a deep level, as described. Chair Wolff suggested that the Board committee draft a memo to the Mayor describing the core principles and next steps on the project.

III. [No items were referred to the full board or to subsequent committee meeting.]

IV. [No closed session held.]

V. Trustee Rand moved to adjourn the meeting; seconded by Trustee Lawson. Motion approved unanimously. Chair Wolff adjourned the meeting at 3:17pm.

Submitted By- Jaime Guzman, Chief Advisor to the Board of Trustees
New Malcolm X Campus
Ad Hoc Construction Committee Meeting
3/4/2012
New Malcolm X College Overview

Part of $479 million, 5-year capital plan to support College to Careers; Investments break down as follows:
• $77 million in academic enhancements (smart classrooms, science classrooms, libraries, labs, and student support centers)
• $16 million for life safety and security systems
• $135 million in long-deferred maintenance (i.e., upgrades to mechanical systems, building exteriors, roof repairs and replacements, maintenance)
• $251 million for the new Malcolm X College.

New Malcolm X College overview:
• Across the street from current college on CCC-owned land
• 500,000 sq.-ft campus
• Three structures: Allied Health Academy, Gen Ed building, 1,500-car parking facility

Financing:
• Leverage CCC’s capital reserves of $120 million and $69 million from operations to issue bonds
• RFP pending for finance advisory services pending to determine best financing structure
## Capital Improvement Plan - Sources and Uses

### Uses by major category

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<th>Category</th>
<th>Amount ($ millions)</th>
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<td>Academic Enhancements</td>
<td>$77</td>
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<tr>
<td>Security</td>
<td>16</td>
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<tr>
<td>Renovation and renewal (capital needed to maintain basic operations, e.g., fire alarms, HVAC systems, etc.)</td>
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<tr>
<td>New Allied Health and General Education Campus</td>
<td>251</td>
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<tr>
<td><strong>Total Capital Need</strong></td>
<td><strong>$479</strong></td>
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### Sources by major category

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount ($ millions)</th>
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<tr>
<td>Cash available for capital purposes</td>
<td>$120</td>
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<tr>
<td>Cash generated from operations</td>
<td>69</td>
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<tr>
<td>City Tax Increment Financing (Wilson Yard TIF)</td>
<td>12</td>
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<tr>
<td>Bond proceeds (supported by PPRT revenue)</td>
<td>278</td>
</tr>
<tr>
<td><strong>Total Sources</strong></td>
<td><strong>$479</strong></td>
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College to Careers Health Care Partners
• Rush University Medical Center
• Northwestern Memorial Hospital University of Chicago Hospitals
• Advocate Health Care
• University of Illinois at Chicago
• Jesse Brown VA
• Walgreens
• CVS
• Baxter
• Metropolitan Chicago Healthcare Council

Health Care Programs
• nursing (licensed practical and registered nursing) pharmacy tech
• hospital pharmacy
• pre-pharmacy
• dental hygiene
• occupational therapy
• radiography
• health information technology
• nephrology
• community health
• EMT paramedic
• medical billing and coding
The revised curriculum for the Fall 2012 focus programs must be approved by faculty by the end of April in healthcare.

**Bridge Programs for students needing remediation**

- **Healthcare Support Bridge**
  - 12 mos.

- **Healthcare Practitioner & Technician Bridge**
  - 12 mos.

**Common Core (non-remedial students go straight here)**

- **Medical Billing & Coding** (BC) 4 mos., 207 jobs, $9/hr
- **Medical Secretary** (BC) 4 mos., 708 jobs, $11/hr
- **Health Information Technology** (AC) 4 mos., 330 jobs, $11/hr
- **Health Information Technology (AAS)** 12 mos., 330 jobs, $11/hr

**New for Fall 2012**

- **Health Information Technology (AC)** 4 mos., 330 jobs, $11/hr

**Enhanced in Fall 2012 (revised curriculum, etc.)**

- **Radiography (AAS)** 24 mos., 65 jobs, $18.60/hr
- **Rehabilitation Assistant (AC)** 8 mos., 207 jobs, $11/hr
- **Registered Nurse (AAS)** 8 mos., 1,800 jobs, $23/hr
- **Community Health (AC)**, 150 jobs, $11/hr

**Existing programs**

- **Occupational Therapy (AAS)** 8 mos., 31 jobs, $19/hr
- **Pre-Pharmacy (AAS)** 12 mos., 314 jobs, $14/hr
- **Dialysis Technician (AC)**, 25 jobs, $16/hr
- **Nephrology (AAS)**, 25 jobs, $16/hr
- **EMT Paramedic (AC)**, 8 mos., 138 jobs, $11/hr

**Under development with partners**

- **Renal Therapy (AC)**
- **Hospital Pharmacy (AC)**, 4 mos., 314 jobs, $14/hr
- **Pre-Pharmacy (BS)**
- **Pre-Dentistry (BS)**
- **Occupational Therapy (BS)**

**Associate’s Programs**

- **Health Information Technology (BS)** – 24 mos.
- **Dental Assistant (BC)**, 4 mos., 239 jobs, $12/hr
- **Community Health (BC)**, 150 jobs, $11/hr
- **Community Health (AC)**, 150 jobs, $11/hr
- **Community Health (AAS)**, 150 jobs, $11/hr
- **Radiography (AAS)**, 24 mos., 65 jobs, $18.60/hr

**Bachelor’s Programs**

- **Dental Hygiene (AAS)**, 16 mos., 133 jobs, $17/hr
- **Pharmacy Technician (BC)**, 4 mos., 314 jobs, $14/hr
- **Hospital Pharmacy (AC)**, 4 mos., 314 jobs, $14/hr
- **Pre-Pharmacy (AAS)**, 12 mos., 314 jobs, $14/hr
- **Pre-Pharmacy (BS)**
- **Dental Hygiene (AAS)**, 16 mos., 133 jobs, $17/hr
- **Medical Billing & Coding (BC)**, 4 mos., 207 jobs, $9/hr
- **Medical Secretary (BC)**, 4 mos., 708 jobs, $11/hr
- **Health Information Technology (AC)**, 4 mos., 330 jobs, $11/hr

Source: CCC Academic Catalog, 2011-2012; Team analysis

(1) Bridge programs serve foundational and adult education students and seek to bring them up to the level required to enter skills programs.

(2) Focus programs will be basis for gains on Reinvention goals, other programs will be held stable as full strategy is rolled out.

DRAFT - for discussion purposes

Wednesday, March 28, 2012
## Site comparisons

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<tr>
<th>Site</th>
<th>Location</th>
<th>Land status</th>
<th>Cost</th>
<th>Timeline</th>
<th>Main benefits</th>
<th>Main challenges</th>
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<tbody>
<tr>
<td>SITE 1</td>
<td>Ogden/Harrison (IMD site)</td>
<td>Owned by IMD</td>
<td>$251 million</td>
<td>Deliver spring 2015</td>
<td>Fully integrated into IMD</td>
<td>• Coming to terms with IMD</td>
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<tr>
<td>SITE 2</td>
<td>Damen/Jackson (current Malcolm X parking lot)</td>
<td>Owned by CCC</td>
<td>Same as site 1</td>
<td>Same as site 1</td>
<td>• Control the land • Very near IMD</td>
<td></td>
</tr>
<tr>
<td>SITE 3</td>
<td>Old County Hospital</td>
<td>Owned by Cook County</td>
<td>Higher than sites 1 &amp; 2</td>
<td>Longer than site 1 &amp; 2</td>
<td>• Within IMD • Ensures façade preservation</td>
<td></td>
</tr>
<tr>
<td>SITE 4</td>
<td>West Garfield Park</td>
<td>Private ownership</td>
<td>Higher than sites 1 &amp; 2</td>
<td>Longer than sites 1, 2 &amp; 3</td>
<td>Near Expressway &amp; CTA</td>
<td></td>
</tr>
</tbody>
</table>

### Selected Site
- **Costlier and longer:**
  - Demolition and remediation
  - Façade renovation
  - Smaller footprint – need to build vertically

### Area is parking-constrained

### Furthest from IMD

- **Costlier and longer:**
  - Eminent domain required
  - Likely environmental remediation
Capital plan update – MXC Alternate Site Plans

SITE 2 - Damen /Jackson (Existing MXC parking lot)

PROS:
• Approximately 412,150 sq. ft. or 9.46 acres.
• Land is owned by the City Colleges and is clean of environmental concerns.
• PD will be required from residential use PD-55 educational use: 8-month process.
• The new building of 500,000 sq. ft. can be constructed as a 3-story building with a parking structure above the building or at end of site.
• Two buildings with an atrium connection can be designed for better operating structure and energy cost savings.
• College will benefit from future use of existing MX college building as a College Prep High School
• Close to public transportation rail and bus, in addition to access to expressway within one block and close to downtown business district and medical district.

CONS:
• Increased traffic
• Temporary loss of revenue from the United Center rentals
## Malcolm X New Campus Budget

New MXC Campus

<table>
<thead>
<tr>
<th>Description</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Project Cost per SF</td>
<td>$473</td>
</tr>
<tr>
<td>Square footage</td>
<td>500,000</td>
</tr>
<tr>
<td>Base construction</td>
<td>$150,000,000</td>
</tr>
<tr>
<td>Furniture/fixtures/equipment</td>
<td>22,500,000</td>
</tr>
<tr>
<td>Owner's rep/construction management</td>
<td>6,000,000</td>
</tr>
<tr>
<td>TOTAL CONSTRUCTION COST</td>
<td>178,500,000</td>
</tr>
<tr>
<td>cost per SF</td>
<td>$357</td>
</tr>
<tr>
<td>TOTAL ARCHITECT/ENGINEER FEES</td>
<td>19,029,000</td>
</tr>
<tr>
<td>TOTAL OTHER COSTS</td>
<td>2,320,500</td>
</tr>
<tr>
<td>TOTAL LAND COST</td>
<td>14,980,000</td>
</tr>
<tr>
<td>TOTAL PROJECT COST</td>
<td>214,829,500</td>
</tr>
<tr>
<td>Project Contingency (10%)</td>
<td>21,482,950</td>
</tr>
<tr>
<td>GRAND TOTAL</td>
<td>$236,312,450</td>
</tr>
</tbody>
</table>

3/28/2012

Confidential - For Internal Review Only
Below are estimated financing costs – However, we must give careful consideration to total cost of ownership as bids are analyzed:

- Financing costs
- Construction cost guarantees
- Construction schedule – guaranteed completion time
- Building & facility operational management and maintenance

<table>
<thead>
<tr>
<th>Description</th>
<th>Estimated borrowing cost</th>
<th>Impact of debt service on operating finances</th>
<th>Expected Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alternative General Obligation Bond (Self-financing)</td>
<td>4.15%</td>
<td>Lowest anticipated debt service</td>
<td>AA Rating</td>
</tr>
<tr>
<td>Tax-exempt Private Financing through Public Private Partnership (lease obligation)</td>
<td>6.00%</td>
<td>Higher annual debt service</td>
<td>AA Rating</td>
</tr>
<tr>
<td>Lease Obligation (PBC)</td>
<td>5.00%</td>
<td>Higher annual debt service</td>
<td>BBB to A Rating</td>
</tr>
</tbody>
</table>
Financing options comparison

Under all scenarios CCC must maintain explicit control of the project

**Alternative General Obligation Bond**

**Pros**
- Strong balance sheet
- Low cost of debt

**Cons**
- Choosing and overseeing construction firm, managing construction is not a core CCC competency and will require staffing up
- CCC is not an established issuer

**Public-Private Partnership**

**Pros**
- Partner’s core competency is to finance, build and manage assets
- Potential total lower cost of ownership
- Incentives for project acceleration
- Ability to shift major risk to private party
- Integration of design and construction

**Cons**
- Small number of P3 transactions completed
- Project specification, which is not a CCC core competency, is key to a successful bid
- Approach does not conform to typical government procurement process
- May required legislative amendments

**Public Building Commission**

**Pros**
- History of infrastructure building in City of Chicago
- Provides a lease financing options

**Cons**
- Public sector penalties often applied to bids
- No construction/maintenance optimization
- Uncertainty regarding ability to assume risk of cost overruns and schedule delays
Appendix
Miami-Dade Medical Center Campus

- Established in 1977, the Medical Center Campus now offers 19 health care programs to approximately 8,000 students annually.
- The campus is organized into two “schools,” School of Health Sciences and School of Nursing.
  - There is **no general education instruction** at the Medical Center Campus.
- They operate 3 full semesters / year, **no summer breaks**.

Selective admission – students apply upon completion of general studies at one of the other campuses or elsewhere.

- 1:15 are accepted into PA program; 1:5 into Nursing.
- New: Admission will require completion of **“Introduction to Health Care”**
  - Course includes resume writing, medical terminology, lab, etc.
- Approximately 7,000 students across the MDC system are in a **Pre-Select Program** where students interested in health professions are placed on a prescriptive pathway based on their interest.
- Looking to develop predictive model.
What makes the Medical Center Campus Successful?

**Student Focus**
- Everyone is invested in the Student
- All Admin and Staff wear “Student First” name badges
- All student services (admission, advising, social needs, etc.) in one place

**Committed students**
- Dedication of students makes a difference on this campus.
- They are all extremely focused on their health care studies.

**The Learning Commons** – Success Center and Computer Courtyard includes laptops for checkout by students.
- Library includes highly used study group rooms that only students can reserve, not faculty.