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

# MINUTES

**MEETING OF THE COMMITTEE ON FINANCE AND ADMINISTRATIVE SERVICES**
**THURSDAY, OCTOBER 1, 2026**

**HAROLD WASHINGTON COLLEGE**
**ROOM 1115**
**30 E. LAKE STREET**
**CHICAGO, IL 60601**

Pursuant to provisions of the Illinois Public Community College Act, as amended by the State of Illinois, County of Cook, a meeting of the Committee on Finance and Administrative Services of the Board of Trustees of Community College District No. 508 was held on Thursday, October 1, 2026, at 12:30 p.m., Harold Washington College, Floor 11, Conference Room 1115, 30 E. Lake Street, Chicago, IL 60601.

## ATTENDEES

### TRUSTEES
Katya Nuques, Board Chair
Marshall E. Hatch, Sr., Vice Chair
Princella "Jaribu" Lee, Secretary
Darlene Hightower
Oscar Sanchez
Kafi Moragne Patterson
Fernando Diaz
Damian Wright (Student)

### CHANCELLOR
Juan Salgado

### PROVOST AND CHIEF ACADEMIC OFFICER
Mark Potter

### GENERAL COUNSEL
Karla Gowen

### CHIEF ADVISOR TO THE BOARD
Bonnie Phillips

### SENIOR ASSISTANT BOARD LIAISON
Emma Mims

### ASSISTANT BOARD LIAISON
Avery Walls

### OFFICERS OF THE DISTRICT
Jeffrey Wong — Deputy Chief Financial Officer
Arleta Porter — Deputy Chief Financial Officer
Carol Dunning — Chief Talent Officer
David Anthony — VC, Administrative Services
Veronica Herrero — EVC, Chief Institutional Advancement Officer
Jacquelyn Werner — Chief Student Experience Officer
Will Barefield — VC, Student Enrollment Management
Angela Arrington Jones — VC, Business and Procurement Services
David Deyhle — VC, Institutional Branding & Strategic Marketing
Greg Williams — Executive Director, IT Service Delivery & Academic Technology
Katheryn Hayes — Associate Vice Chancellor-Strategic Communications & Operations
Lonnie Washington — Executive Director, Business Enterprise Systems
Jen Mason — Vice Chancellor-Legislative & Community Affairs
Christian Collins — Vice Chancellor-Institutional Excellence
Calvin Adenekan — Executive Director - IT Infrastructure
Chris Jensen — Associate General Counsel
Sarah Litchensen Walter — VC, Academic Programs
Dulce Niedzialkowski — Director - Internal Auditing

### PRESIDENTS
Minghai Geng — Vice President(F/O), Harold Washington College
Kimberly Hollingsworth — President, Olive Harvey College
Shawn L. Jackson — President, Harry S Truman College
Andres Oroz — President, Wright College
Katonja Webb Walker — President, Kennedy-King College
David Sanders — President, Malcolm X College
Isaac Zuniga — President, Richard Daley College

## I. CALL TO ORDER

Trustee Diaz called the October 1, 2026, meeting of the Committee on Finance and Administrative Services to order at 12:35 p.m.

## II. ROLL CALL

The Chief Advisor called roll:

| | |
|---|---|
| Katya Nuques | Present |
| Marshall E. Hatch Sr.* | Present |
| Oscar Sanchez* | Present |
| Princella "Jaribu" Lee | Present |
| Darlene Hightower | Present |
| Kafi Moragne Patterson | Present |
| Fernando Diaz | Present |
| Damian Wright (Student)* | Present |

M. Hatch arrived at 12:37 p.m.
O. Sanchez arrived at 12:44 p.m.
D. Wright arrived at 12:54 p.m.

Quorum Confirmed.

## III. WELCOME

Trustee Diaz convened the October 1, 2026, meeting of the Committee on Finance & Administrative Services and welcomed those in attendance. Trustee Diaz thanked President Lopez, on behalf of the committee, for opening the college for the meeting and thanked the trustees for joining them.

Trustee Diaz called on CFO Wong for remarks.

## IV. CFO REMARKS

CFO Wong welcomed Chair Nuques, the Trustees, and the Chancellor to the October 1 Finance and Administrative Services Committee meeting. He noted that fall was a season for reaping the benefits of work done in the spring and reflected on the progress City Colleges had made over the previous nine years, which had recently been highlighted during the Chancellor's address to the City Club of Chicago. He noted that he had attended the event and was pleased to see trustees, partners, alumni, and others in attendance.

CFO Wong emphasized that, as the Chancellor had noted, the work was not finished. While City Colleges had made tremendous progress, there were still thousands of

Chicagoans who could benefit from a City Colleges education. He stated that the committee would hear from Vice Chancellor of Enrollment Management Will Barefield regarding ReUp, a revenue-generating opportunity to reconnect former City Colleges students with the credentials and opportunities they had set out to pursue. He noted that by helping students return and complete their education, the initiative had the potential to increase enrollment, generate revenue, and, most importantly, change more lives.

CFO Wong concluded by noting that the audit was also underway and would be presented to the Trustees during the winter.

## V. PRESENTATION

Topic: Re-Engaging Adult Learners Through a Partnership with ReUp Education

Presenter: Will Barefield, Vice Chancellor

Trustee Hightower asked whether ReUp would focus on a specific segment of students based on the number of years they had been away or whether outreach would be made to the full population.

Vice Chancellor Barefield explained that the approach would likely be decided during final negotiations. ReUp recommends providing the full population but is open to whatever approach City Colleges chooses, and the District can ultimately determine which populations it would like to target.

Trustee Hightower asked about demographic data, including the age, gender, and race of the potential student population.

Vice Chancellor Barefield stated that he did not have the data with him but could provide it. He added that there may be opportunities to target specific populations and that those decisions would be discussed closer to finalizing the agreement.

Trustee Moragne Patterson asked whether ReUp would reduce the administrative burden associated with outreach to former students or perform work that was not currently being done.
Vice Chancellor Barefield explained that the colleges and marketing team were already conducting this work. He stated that ReUp's intentional, individualized coaching could provide greater results than some of the District's current approaches and noted that resources and efficiency were also considerations.

Trustee Moragne Patterson asked whether some of the administrative burden would be relieved if ReUp became part of the District's strategy.

Vice Chancellor Barefield stated that it could relieve some of the burden but emphasized that the institution still needed to own the work.

Chancellor Salgado explained that the partnership would shift some of the work because existing resources dedicated to serving adult learners would be serving a higher volume

of students, while ReUp would serve as an agent on the District's behalf to bring students back. He described the partnership as completely additive.

Trustee Moragne Patterson asked whether the District was using data to determine how to approach adult learners with different needs, including students who may have stopped attending because of financial barriers.

Vice Chancellor Barefield stated that data received from ReUp would help inform the District's strategies and its efforts to create an environment that encourages adult learners to return.

Trustee Moragne Patterson asked how workforce strategies were being tailored to adult learners, who may be more focused on obtaining a sustaining job than traditional-age students.

Vice Chancellor Barefield explained that the adult learner strategy was intended to become more than an enrollment strategy and would focus on supporting adult learners across the board.

Chancellor Salgado added that career and technical education was prominent across the colleges and that additional short-term programs intended to move students into the workforce more quickly would be coming online over the next several years.

Chair Nuques asked where the students being targeted primarily came from in terms of high school, neighborhood, and ZIP code.

Vice Chancellor Barefield stated that the District had recently pulled the data and that he could provide it for the November Board meeting.

Chair Nuques asked whether cohort models could be considered for adult learners and how many individuals ReUp would assign to City Colleges.

Vice Chancellor Barefield explained that ReUp understood the size of City Colleges' student population and would need to scale its operations accordingly. He stated that he did not have the staffing ratio but would obtain it and provide it to the Board.

Trustee Lee asked what infrastructure currently existed within City Colleges and whether there was currently a team working on the adult learner strategy.

Vice Chancellor Barefield explained that he had recently absorbed the adult learner strategy, which had been part of community outreach. He stated that a couple of individuals at the District Office would help manage the ReUp partnership and the adult learner strategy as a whole, while emphasizing that it would be a full District commitment.

Chancellor Salgado added that outreach to the adult population was already embedded within the outreach being conducted at each college and complemented by the District's marketing efforts.

Vice Chancellor Barefield added that adult learners were already embedded in the District's work and that the Deans of Enrollment had created reenrollment strategies for stop-out students through their strategic enrollment management plans. He stated that the District was considering how to conduct that work at scale with a partner.

Trustee Lee asked for clarification regarding the estimated $20.8 million in tuition revenue, noting that the presentation referenced both three-year and five-year periods. Vice Chancellor Barefield clarified that the five-year reference was an error and that the District had landed on an initial three-year agreement. He added that the District would have an opportunity to review the data and determine whether the partnership had been fruitful.

Trustee Lee asked how student data would be protected and used when working with ReUp.

Vice Chancellor Barefield explained that ReUp would be required to meet the District's vendor requirements for protecting student data. He stated that OIT had met with ReUp several times regarding student and data security and the certifications necessary to protect student information, and that he had received clearance from OIT and cybersecurity before moving forward.

Chancellor Salgado added that data protections are written into vendor agreements and reviewed by legal counsel, emphasizing the importance of ensuring that vendors do everything possible to protect student information.

Trustee Diaz asked about the due diligence process for ReUp, protections related to personally identifiable information, the demographic profile of the student population, and whether information was available regarding ReUp's national efforts and success stories.

Vice Chancellor Barefield stated that ReUp had partnered with Miami Dade and had seen approximately 1,500 students enroll during a six-month period. He stated that he would compile information responsive to the Trustees' questions and provide it to the Board. Trustee Diaz asked how the partnership would be funded, noting that there was no upfront cost.

Chancellor Salgado explained that there was no upfront cost and that the agreement was based on a revenue share, with 24% going to ReUp and 76% remaining with City Colleges. He stated that the District was counting on increased student volume and believed the partnership could be revenue-generating, while noting that even if it were cost-neutral, more students would be served.

Vice Chancellor Barefield stated that, if approved by the Board, a dedicated fund structure would be established to track revenue generated through the partnership and support transparency and monitoring of both revenue and cost.

Trustee Diaz asked whether the initiative could be characterized as a capacity-building, self-sustaining initiative.

Vice Chancellor Barefield confirmed that it could.

Trustee Sanchez asked how the partnership aligned with the District's enrollment growth projections.

Vice Chancellor Barefield explained that the reenrollment population was difficult to project because it depended on students' interest in returning. He stated that the District had a goal of 3% enrollment growth and viewed the partnership as an opportunity to help achieve or exceed that goal.

Chancellor Salgado noted the enrollment decline among traditional-age students and stated that maintaining flat enrollment within that population would become increasingly difficult. He explained that achieving 3% growth would require greater persistence and completion among current students, as well as attracting adult learners. He described former City Colleges students as one segment of the broader adult learner population that the District would need to target.

Trustee Sanchez asked where the attention of existing staff would shift if ReUp absorbed some of the current outreach activities.

Vice Chancellor Barefield explained that the District had already developed strong infrastructure through advising, career services, and transfer teams and had improved those systems to create a stronger CCC for returning students.

Trustee Diaz asked whether the program would include a qualitative assessment.
Vice Chancellor Barefield stated that the feedback and data would be both qualitative and quantitative. He explained that ReUp could provide demographic information regarding students who did and did not reenroll and that its individualized coaching could provide qualitative information to help guide future District strategies.

Trustee Sanchez clarified his question and asked what work existing staff would shift their attention to if the District moved forward with ReUp.

Vice Chancellor Barefield explained that the adult learner strategy would be added to the work of District staff rather than replacing their current responsibilities. He stated that systems such as Salesforce and the CRM created automation and operational efficiencies that allowed staff to support additional initiatives.

Trustee Lee asked whether any staff would lose their employment as a result of the project.

Chancellor Salgado stated that the initiative was completely additive and was not a strategy to replace employees. He explained that increased enrollment would enable the District's existing workforce to continue its work and that the goal was to bring more students into City Colleges so the District could do more of its mission.

Vice Chancellor Barefield added that the District's investments in systems would allow staff to take on other projects while leveraging technology to support the work.

## VI. REVIEW OF OCTOBER 1, 2026 BOARD REPORTS

Trustee Diaz initiated the review of the October 1, 2026, board reports.

Provost Potter reviewed Resolutions 1.00 – 1.01; CIO Agarwal reviewed Resolution 1.02. President Webb Walker reviewed Resolution 1.03; CSO Werner reviewed Resolution 1.04. Resolution 1.05 would be moved and voted on at the 2:00p.m Regular Board Meeting. Resolution 1.06 would be moved to the November Board Meeting.

CTO Dunning reviewed Item 2.00 Personnel Report.

EVC Herrero reviewed Item 3.00 Resource Development Report.

Provost Potter reviewed Agreements 4.00 – 4.02; CSO Werner reviewed Agreements 4.03 – 4.04.
CIO Agarwal reviewed Agreements 4.05 – 4.06; Vice President Ming reviewed Agreement 4.07.
President Jackson reviewed Agreement 4.08; President Zuniga reviewed Agreement 4.09.
VC Anthony reviewed Agreements 4.10 – 4.12; CTO Dunning reviewed Agreements 4.13 – 4.14.
Director Niedzialkowski reviewed Agreement 4.15.
VC Anthony reviewed Purchases 5.00 - 5.01.

General Counsel Gowen reviewed Item 6.00 The Payment of Legal Invoices.

## VII. MOTION TO DISCHARGE THE OCTOBER 1, 2026, BOARD PACKET

Trustee Diaz requested a motion to discharge the October 1, 2026, minutes, resolutions (excluding Resolutions 1.05 and 1.06), personnel report, resource development report, agreements, purchases and legal invoices included on the committee agenda to the October 1, 2026, Regular Board Meeting as part of the consent agenda.

<Motion> Trustee Lee
<Second> Trustee Moragne Patterson

Motion carried.

## VIII. ADJOURNMENT

Upon concluding that there was no further business to be brought before the committee, Trustee Diaz asked for a motion to adjourn.

<Motion> Trustee Nuques
<Second> Trustee Sanchez

Motion carried.

Meeting Adjourned at 1:42 p.m.

**Princella "Jaribu" Lee**
**Secretary**
**Board of Trustees**

**Submitted by – Avery Walls, Assistant Board Liaison**