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**UNIVERSITY COUNCIL MEETING TRANSCRIPT**  
**Wednesday, November 2, 2016, 3 p.m.**  
**Holmes Student Center Sky Room**

**VOTING MEMBERS PRESENT:** Arado, Ballantine (for McCord), Barth, Bishop, Block, Boughton, Briscoe, Carlson, Chakraborty, Chen, Chitwood, Chung, Cibrian, Coles (for Dannenmaier), Collins, Doederlein, Elish-Piper, Farrell, Freeman, Haji-Sheikh, Hanley, Hathaway, Hoffman (for Bond), LaGioia, Long, Macdonald, McHone-Chase, Mogren, Naples, Newman, Nicholson, Nobling, Olson, Pavkov, Penrod, Rajagopalan, Reynolds, Russell, Saborio, Sto Domingo, Tan, Thu, Torres (for Krbis), VanderSchee, Wang, Weldy (for D. Baker), Wilson, Zaucha

**VOTING MEMBERS ABSENT:** D. Baker, G. Baker, Bond, Campbell, Cuautle, Dannenmaier, Ghrayeb, Jemison, Kassel, Khoury, Krbis, McCord, Riley, Rodgers, Staikidis, Wyzard

**OTHERS PRESENT:** Bryan, Edghill-Walden, Falkoff, Klaper, Phillips, Stoddard

**OTHERS ABSENT:** Coryell, Johns, Kaplan

**I. CALL TO ORDER**

**L. Freeman:** Good afternoon, everybody.

Meeting called to order at 3:05 p.m.

**II. ADOPTION OF THE AGENDA**

**L. Freeman:** May I have a motion to adopt the agenda.

**T. Arado:** So moved.

**S. Farrell:** Second.

**L. Freeman:** All right, all in favor.

**Members:** Aye.

**L. Freeman:** Opposed, same sign. Great.

**III. APPROVAL OF THE MINUTES OF THE OCTOBER 5, 2016 MEETING**

**L. Freeman:** Now may I have a motion to approve the minutes of the October 5 meeting of University Council.

**C. Doederlein:** So moved.

**L. Freeman:** So we have a motion to approve from Doederlein, and a second from Boughton? Is that correct?

**D. Boughton:** I'll second it.

**L. Freeman:** Okay. All in favor.

**Members:** Aye.

**L. Freeman:** Opposed? All right, thank you.

#### **IV. PRESIDENT'S ANNOUNCEMENTS**

**L. Freeman:** You may have noticed that I'm not President Baker. He sends his regrets. I will tell you that he is enroute to appear on what might be the least watched episode in WTTW history, a segment of Chicago Tonight which features him along with three other Illinois public university presidents who will be speaking starting at 7 p.m. opposite the Cubs game, to the five White Sox fans who care about higher ed. So I hope it gets picked up on Youtube because I don't think he's going to have a commanding audience tonight.

I also want to call attention to the fact that the Annuitants Association has left everybody an announcement, information that they would like to share.

#### **V. CONSENT AGENDA**

#### **VI. NEW BUSINESS**

A. Discussion and review of [human diversity requirement](#) – Pages 3-9

**L. Freeman:** So moving along, we have no consent agenda today. Our first item of new business relates to a discussion and review of the human diversity requirement, and I'm going to ask Dr. Long first to talk about the process, and then Dr. Edghill-Walden to talk about the item.

**G. Long:** Thank you and good afternoon. All right, on pages 3 through 9 of your packet, you've got information with regard to the function of the Baccalaureate Council, and they are obligated to, when they have substantive changes, bring them to University Council as an information item for us. We can respond to that, as you see, if we choose to. But the main point is to have them tell us what they consider to be substantive changes. And I'll turn it over to Dr. Edghill-Walden who can talk a little more directly about the human diversity requirement and provide any information on that, and open it up for discussion.

**V. Edghill-Walden:** Thank you, Dr. Long. Can everyone hear me? So thank you for allowing me to be here today. I'm here to just share briefly about the human diversity proposal, the human diversity baccalaureate requirement. This proposal was originally created by the Committee on Multicultural

Curriculum Transformation made up of faculty and staff. The proposal was then vetted with six college curricular committees and six Faculty Senate committees throughout the university, as well as with the Student Association, which passed a resolution in favor of this proposal. And then in October, we went to the Baccalaureate Council.

The human diversity requirement proposal really would require students fall of 2017 entering to NIU as a new student or a transfer student to complete a human diversity requirement prior to completing their degree with NIU at the undergraduate level. This proposal, and we define human diversity, and I'll read it from the language here: Human diversity is defined as gender, ability, race, ethnicity, citizenship, wealth, material resources, religion, age and sexual orientation. And this requirement would also allow for us to look at one or more of these social categories and include an analysis of power and address people's differing access to resources, opportunities in the present or past.

We are asking that courses that are in each of the colleges be reviewed using this definition and this criteria to determine what existing courses we have at NIU that would meet this requirement, or would be eligible to meet this requirement. And then students would then take those courses, or that course, to complete this or satisfy this requirement.

**G. Long:** Are there questions from anyone? Yes.

**D. Chakraborty:** What exactly do we mean by "ability." What does it contain that the other terms don't?

**V. Edghill-Walden:** That would be, if you're looking at persons with disabilities or understanding disability. So this would be considered one of the social categories that would be analyzed.

**D. Chakraborty:** Thank you.

**V. Edghill-Walden:** I'll also say that students that come to us from other community colleges in the state may have already completed this requirement. And so they come to us from the community college where they might have had a course that might have been marked as an N or a D, which is what you see as part of the requirement. And if the student comes to us already taking that course, then they would not have to satisfy that course at NIU. They would have already completed that requirement for us.

**T. Pavkov:** I understand it now that the requirements for diversity require a specific course. Could that be broadened to include a series of courses, like a package or curricular package to complete this requirement?

**V. Edghill-Walden:** Thank you for that question. One of the things that we did when we went through this process is that we were very responsive to the feedback that came from all of the colleges. And one of the recommendations was that we look at a series of courses. One of the things that we are recommending in those series is that one of those courses would then be the course that you would then have to assess whether the student actually met the outcomes of this 33 percent of the course. And so you could use two courses or three courses, which we did talk about in the

College of Health and Human Sciences. But it would be important to assess whether the student was able to meet those outcomes in at least one of those courses. So part of the language when we talk about this requirement says courses as opposed to course. Any other questions?

**G. Long:** Okay, let's move on. Thank you.

## **VII. UNFINISHED BUSINESS**

A. Program Prioritization update – Lisa Freeman, Provost

**L. Freeman:** Our next item, VII. A., is a Program Prioritization update, and you know that we've been doing these as a standing item on every agenda. So I can tell you today that what's going on is that the authorized faculty searches, based on the prioritization priorities, are moving forward. We have a number of curricular items that are in process at various stages of the curricular process. The next upcoming Board of Trustees committee meeting will have a number of program emphasis deletions that are based on programs that were put up for deletion by their departments in the original Program Prioritization process. We have curricular proposals for new programs that are at all stages, department, college curriculum committee, and all the way up the line. The next meeting of the Executive Budget Committee is this Thursday, and Marc Falkoff from the Academic Planning Council and Sarah McHone-Chase from the Resource, Space and Budget Committee will be attending that meeting so that we can present to them for feedback the constructs we are using to make sure that the priorities that arose from this process are being institutionalized appropriately into how we allocated budget to our mission. The president has just shared in draft form with the cabinet an initial set of recommendations which will form the basis for his progress report, and those were discussed this past Tuesday. They'll be discussed again on Friday and, as that report is finalized, so will the drafts that will be shared of the action plans. So that's where we are with Program Prioritization. Things continue to move. Nothing ever moves as quickly as you would like it to, and the state keeps us hopping. But things are definitely moving forward. Are there any questions?

## **VIII. REPORTS FROM COUNCILS, BOARDS AND STANDING COMMITTEES**

A. FAC to IBHE – Paul Stoddard – report

**L. Freeman:** With that, we'll proceed with the reports from the councils, boards and standing committees, and I believe the first report is from Paul Stoddard, the faculty representative to the IBHE, Paul.

**P. Stoddard:** Thank you. The IBHE FAC met October 21 at Richard Daley College, which is part of the City Colleges of Chicago. We got an overview, what they're doing from the college president. They service mostly a Hispanic population. They say they're split evenly between adult ed and what they call the credit side. Distressingly, they find that their new freshman class is highly deficient. Ninety-one percent have deficiencies in math, 87 have deficiencies in English and 74 percent have deficiencies in reading. And this is troubling on the face of it, of course. But also these students have to eat up a lot of their financial aid in order to get themselves up to the level where they're ready to actually start doing college work, and so this is a real problem. And they're trying

to institute what they're calling a developmental education initiative, which is 21 hours of supplemental courses. They don't get any credit for them, the students. It's mandatory for all developmental students, and it's exercising the concept of shared inquiry. They're doing group work. They're taking computer assisted instruction, all trying to get them up to speed. And they find with some of the students the results are very effective, that some of the students actually, after completing this 21 hours, are able to go up, not just to that first level of classes, but sometimes they jump ahead to higher level classes. So they're seeing some successes in there, and that's kind of, they're happy about that.

Other than that, we didn't talk too much about anything terribly pressing. One thing that's on the FAC agenda is the Illinois Public Agenda for Higher Education. This is something that the legislature came out with about nine years ago so the ten-year anniversary is next year. That means it came out in 2007. Many of the things on the Public Agenda are very nice, good sounding initiatives. Unfortunately, they all seem to require an infusion of money, and 2007, for those of you mathematically challenged, was the year before 2008, when the economy crashed. And so there never has been any money devoted toward any of the things in the Public Agenda. And the FAC would like to take the opportunity of the anniversary to see if they can't grease the wheels and remind the IBHE of the Public Agenda and many of the lofty goals that were set. And so we're looking at the best way to present that information to the IBHE.

**L. Freeman:** Thank you. Any questions for Dr. Stoddard?

- B. University Advisory Committee to the Board of Trustees – no report  
Cathy Doederlein, Greg Long, Holly Nicholson,  
Rebecca Shortridge, Kendall Thu, Leanne VandeCreek
- C. Academic Policy Committee – no report
- D. Resources, Space and Budget Committee – Sarah McHone-Chase, Chair – no report
- E. Rules, Governance and Elections Committee – Therese Arado, Chair – report

**L. Freeman:** All right, our next report is from Rules, Governance and Elections Committee, Therese Arado.

**T. Arado:** Good afternoon everyone. I just wanted to give a quick update on Rules, Governance and Elections. We're still working through the various aspects of getting the Policy Library going so that we have better accessibility to all of the various policies on campus. The committee is very dutifully meeting every other week. I've had to miss a few so I thank my committee members for stepping up to the plate a lot more. And we've been looking at things from various other institutions and, as of late, have met with Jerry Blakemore from the – thank you, one of my committee members is helping me here – from the General Counsel's office to talk about a policy management draft and is giving feedback on that draft as well as looking at the templates for in the future policies that are created and going into the Policy Library so that there is some consistency in the form in which they are presented. And looking at, I believe it was North Carolina, had an excellent template that was seen as one to look at as our kind of goal for the future. So we are still meeting throughout the

semester and probably into next semester. We'll keep you updated as things progress. Thanks.

L. Freeman: Any questions?

F. University Affairs Committee – Linda Saborio, Chair – no report

G. Student Association – Giuseppe LaGioia, President – report

**L. Freeman:** All right our next report is from the Student Association. I see Giuseppe is raising his finger, and I note that we also have a press release from the office of the speaker. Giuseppe.

**G. LaGioia:** Just a little bit of an update about kind of some things that the Student Association has planned. On November 17, I'm sorry, November 15, I'm planning on holding a little session for the It's On Us campaign. For those of you that don't know what that is, it's kind of a nationwide initiative to kind of address sexual assault and things of that nature. So we're going to be having different speakers coming in on that. It's an event that I'm really excited for. Still figuring out the room process, that should be finalized today with another colleague of mine that's working on it, so once that is out, I'm sure you'll see the report on it.

In addition to that, we are hosting an election viewing party on the night of the election. Our director of governmental affairs has been working pretty hard on doing that. So that's a little fun thing that the Student Association has planned.

And then, of course, this budget rally that's going to be tomorrow that I'm going to let Christine talk to you a little bit because she took the reins on that so, Christine, if you want to talk about it.

**C. Wang:** All right, so there's a lot to talk about so bear with me, please. But first I do want to dive into what senate has been doing. We've been very, very busy in the last two months as we've been dealing with a lot of issues. The first thing is the DeKalb City Tour was successful. It was on October 12, and they really loved it. The city of DeKalb is also hosting student leader meetings every Wednesday at 5 p.m. so they're working together with students to kind of create the communiversity feel. We also held that round table discussion that Giuseppe was also a part of with other student leaders, with Dr. Baker, as well as Dr. Walden and other faculty. So that was to address diversity on campus. And then we also have passed an Open Meetings Act bill and resolution so that we can officially remove any kind of question of whether or not we were fulfilling the Open Meetings Act. That way in the future there won't be any of those questions. And then we also held a senate workshop. We went over lobbying. Elena Sakopoulos from Young Invincibles was able to give that presentation, and then we also held one on argumentation, Yanelly Villegas was able to give that one. We also have Pizza with Pritchard. So Bob Pritchard was there, Rep. Pritchard, as well as Rep. Demmer. They talked about things ranging from, obviously, the biggest thing which was the budget, and then the environmental concerns that we might have, to disability. So it was a really cool, kind of round table discussion that they had. And then next month, we'll talk more about that.

So, on to the budget rally. So the budget rally is happening tomorrow. You guys should have the press release in front of you as well as those flyers. You should have more than one. Please hand

those out to your students or to anyone else that you might think would appreciate those. I have more if you want so, if you want to come up and grab some more, you're certainly welcome to. But it is really important that we get a very big group out there. Last year we had about 200, 250. This year we're looking to get around 250 to 300. So we're hoping to exceed that. The only way we can do that is if we let all the students. If you all come out and show up. It is really, really important.

Just to go over some of the statistics in the press release that I'm sure you have all heard of, but I just wanted to go over one more time. Over 5,000 undergraduate students here receive MAP grants. That makes about 37 percent of all students. That's over a third of our student population, many of whom are low income, first generation college student. At this point, this is what we want to hit tomorrow. This is no longer a funding issue. It's a civil rights issue. Depriving low income, first generation students from an education means that you're widening the wealth gap in the future. Education will no longer become a right, it is now a privilege if this continues on, and that's unacceptable. And that's what we want to hit on tomorrow, is to fund our future, fund the future of the next generation, of our generation, your children's generation. So it's imperative that we push that tomorrow. We have a number of speakers. I'll quickly go over them. Dr. Baker will be speaking. Reggie Bates, he's a MAP recipient. John Rey, Mayor Rey of DeKalb. Bob Pritchard will be there and speaking. Justin Smith is the Governors State Student Senate president. Pat McGuire said he would be able to come, but he sent me an email earlier today saying that he was unable to come due to some personal issues so that's unfortunate but he does send his support along. Mariah Tyler is a MAP recipient. Dr. Long, Greg Long, will also be speaking as well on behalf of the faculty so thank you very much. Stephanie Torres who is sitting right behind me will be speaking as she's a MAP recipient. Rep. Kelly Burke, she's also a representative from the Illinois State, she's a Democrat, she will also be speaking. Zachery Cramer, he's the president of RHA. Dan Alarcon, he's a MAP recipient. Linnea Laszkowski from Safe Passage. Amirius Clinton from NAACP. Mark Pietrowski from DeKalb County Board Chairman. Dr. Freeman. And Dr. Weldy. And, of course, me. So, obviously, we have a very full agenda tomorrow. I hope you will all come out for it. We all have some really amazing stories to tell and a lot of agendas to push tomorrow. So it's incredibly important that you come out and support students. This has been my baby for the last month, and this has been the product of many hours of not just me, from my staff and also from my senators as well, and as well as members from the executive side as well. So, this is the culmination of a lot of hard work, and I'd also like to recognize those who have helped me out. I've had Dr. Baker and Mike Mann help me figure all of this out as well, which is really great.

So with that being said, we'll also have a number of things at the rally. So we have early voting will be held in the Blackhawk Annex. It's also business passport approved as well as honors engaged so hopefully get students. They'll get free hot chocolate and coffee if you'd like to get some of that. There's also a place to look up your legislators and then write to your legislators with a handwritten letter. And those will all get sent out. So there's also a number of people, schools, who will be coming so I know Elgin Community College has confirmed. Bradley University, TransVac ???, Hope Haven, COD, Augustana, University of Illinois Springfield, and Governors State. There are a number of universities that said they'd like to attend but cannot, ironically enough, due to budget concerns. So that includes SIU, EIU, Western. So that's unfortunate, but they do send their support along. So that's essentially what's going to be happening tomorrow at 4:30.

And then finally, one last thing, I know I've been talking a lot, but at 6:30 there is going to be a



meet-and-greet with legislators, and I would like to invite you all to come out. You can speak to them. It's going to be a way for all of us to unite and come together to show that we all are affected by this issue in varying degrees and that we do support our students, we do support the next generation.

So with that, one last thing is that we have lobby days on November 15, which is, we're bussing students to Springfield. And then on November 29, that's a senate only, but we're going to Springfield to lobby during the veto session.

With that, I open to any questions.

**L. Freeman:** Virginia.

**V. Naples:** Yes, I would like to say that, as the newly elected president of the United Faculty Alliance, the tenured and tenure-track faculty, we have a campaign for postcards that we are asking people to sign and we will take responsibility for collecting them and bringing them to the attention of the legislature. We plan to come and join you and provide lots of postcards. We would hope that students would be available to sign them and give them back to us. We will be responsible for them, because when the legislature gets a large number of pieces of information from their constituents, who also have parents who vote, even when the students are not as active in voting as we would like them to be, that gets attention. So we will plan on being there and handing them out and I would hope that some of the faculty union members would be willing also to go and to support the rally, support our students. Thanks you.

**C. Wang:** Thank you. For that, I'd actually like to extend an offer for you to bring those postcards tomorrow. I'll have people signing them along with the handwritten letters. If they don't have a lot of time to write the letters, they can certainly fill out one of those postcards, and we'll hand them back to you afterwards.

**V. Naples:** Yeah, the postcards are quick and very simple and straight forward. And they did make an impact when we had a postcard campaign the last time. So we hope it will have an even broader impact this time.

**C. Wang:** Wonderful, thank you.

**L. Freeman:** Thank you, Christine, for all of your hard work. And Giuseppe and everyone else from the Student Association. I saw Christine at a reception last week and she had the worst case of laryngitis, and she told me it was because she made how many phone calls to legislators?

**C. Wang:** So last week on Tuesday, I made over 70 phone calls to legislators, to student governments, to community members. It was rough. I was also sick at the same time, but it was important.

**L. Freeman:** So the administration is really thankful for your efforts. Your voices carry a lot of weight because you're the ones who are most directly impacted by the insanity in Springfield. And, in addition to bringing the legislators here and allowing them to see the swell of support, I know a

couple are staying overnight, and they're going to be touring some of our special facilities with Dr. Phillips the next day. I know he has a steam tunnel and a classroom in Reavis and what else do we have on the agenda?

**A. Phillips:** Possibly Adams.

**L. Freeman:** Possibly Adams Hall and perhaps Stevens. So we're going to show them all of the highlights of campus. It's like the deferred maintenance tour. We've done it before and we'll do it again. But thank you for helping us get this opportunity out.

**C. Wang:** Thank you. It's my privilege.

H. Operating Staff Council – Holly Nicholson, President – no report

I. Supportive Professional Staff Council – Cathy Doederlein, President – report

**L. Freeman:** We have SPS Council report from Cathy Doederlein.

**C. Doederlein:** Sure thing. Just very quickly actually. Wanted to make sure that everyone was aware of the announcement that we sent out for a call for nominations for our Presidential Supportive Professional Staff Award for Excellence. So if you have any Supportive Professional Staff members in mind for this award, it does require a nomination letter and then three letters of support, and those are due December 1. And we really appreciate the participation in that process. The nominations that we receive, even just that nomination, is really some great recognition for the Supportive Professional Staff and is much appreciated. So thank you for your participation in that process.

## **IX. COMMENTS AND QUESTIONS FROM THE FLOOR**

**L. Freeman:** Great. That concludes the formal portion of the agenda. Are there comments or questions from the floor?

**E. Mogren:** I don't know what we want to do with this or not, but one of the things we've been considering for the last few months is our freedom of expression policies here. And our freedom of expression policies have, in the conversation, been largely focused on classroom participation and things like that. I'm wondering, in light of this broad conversation, we ought to take a look at the current poster policies that we have on campus. It may not seem like a big thing, but I don't know if you've actually read the poster policies recently, but all postings on campus require prior approval before they can be posted. And some of the requirements for that, I think, seem a little arcane and, I think, also somewhat restrictive. I don't know if we want to change any of them, but I think that, given our conversations, it's something that we ought to look into going forward on this. If we want – I don't know where to go with this – if we want to make a motion or if we want to revisit it at some point in the future here, but I encourage you all to look at it. I do think there are some things in there that have arguably a chilling effect on expression. Things like posters must be in English, for example, or they won't be approved. No posters that are sponsored by departments can be posted without prior approval by the approving body. That seems a little odd. It's clear that we're

trusted in the classroom but somehow not trusted to put up our own posters. You know, these are things that, I think, may need to be considered in light of this. I don't know how to proceed with that comment, other than that, if we want to have a motion or if we want to just have one of the subcommittees take it up, or if we just want to ignore it.

**G. Long:** And I can respond that I was just this week informed and been made aware of the concerns that have been raised. It would make sense to me that making a motion to delegate this to perhaps the University Affairs Committee for further discussion would make sense so we can come back with kind of an informed discussion and opinion on how this works. Because certainly I agree that number of things you've mentioned are of worry.

**E. Mogren:** Well great, then I guess I'll make a motion to have the – which subcommittee would be most appropriate – University Affairs?

**G. Long:** I would go with University Affairs?

**E. Mogren:** Okay, so I make a motion that we ask University Affairs Subcommittee to investigate this a little bit and perhaps come back with more thorough commentary than I can provide now at some time in the future.

**K. Thu:** Second.

**L. Freeman:** If everyone's comfortable with a voice vote, all in favor.

**Members:** Aye.

**L. Freeman:** Opposed. Thank you for bringing that forward. It's an important issue and I'm glad to see it addressed. We certainly don't want to have anything that appears to be chilling or stifling of the freedom of speech or expression on our campus. And I also want to say it reminds me of just another comment I'd like to make. We have folks in this room doing great work as Therese Arado reported, building a Policy Library and a structure and a template to make things more apparent and clear. And one of my great fears is that we'll build the library and the template, and we'll forget to update the policies or read them as we start to transform them into the new format. And I think everybody here knows that we have many, many policies that probably haven't been looked at which will offer surprises when we read them and will cry out for revision or reconsideration, so thank you for that.

Other comments or questions from the floor?

**K. Thu:** Yes, I'm just wondering whether you might comment, either you, Lisa, or Al, on the \$20 million hold-back that President Baker asked for. Is there information on how that's being deployed or the strategy for doing that?

**A. Phillips:** We've been meeting over the last several weeks with all of the divisions to identify additional reductions and funding as a result of state not funding the university. As you know, we received about \$26 million last year, \$26.4 million against \$91 million that we received in 2015. So

far this year, we've received – well we haven't actually received it – but \$48.3 million that will take us half way through the year, and our hope is we'll see an additional appropriation. Needless to say, that doesn't quite get us through the end of the year, and we are, like we did in '16, using working capital to cover the shortfall in hopes that we would get additional appropriations from the state, which we will be discussing with them in addition to the MAP funding that they also owe us for '17.

As a result, if we don't get adequate funding, then our expenses exceed our revenue, and we have to find other ways to address that. What we're doing now is looking at those areas where we can make reasonable and sensible reductions. The original target was a five percent cut, and we were looking at \$20 million in reductions. Right now we probably have close to \$10 million on the table that we think certainly are realistic that we can find that we can take those cuts. I'm not sure how much more we'll be able to do, but we'll continue to look at doing that.

The truth is we're going to be doing this for the long term. We are probably never going to get as much money from the state as we had in the past. One of the things that we're doing is re-engineering projects to do things with fewer resources at less cost with fewer people. Every day we have conversations about how to reduce costs and cut costs and largely through, we've done a pretty good job managing through attrition, not filling positions. I know it's not been balanced and it's created some challenges. But on the other hand, it's prevented us from having to look at eliminating positions with people who are in them to this point.

So this is an ongoing process, but it's a dialog. In some cases, we can't get there, and so we have a conversation what that looks like where we can find other sources or cut in other areas. The truth if we have to fix this on the revenue side. We can't cut our way out of this. So the real challenge is enrollment, finding new and innovative ways to bring in additional revenue. And so we're having a lot of conversations about that as well. I would say we're doing a pretty good job on the cost side, managing that as best we possibly can. As a result, we got through '16. We're going to get through '17, and we're trying to position the institution so that we can get through '18 even with no additional state appropriations.

So over the last two years, the state has underfunded us by \$107 million. When you look at the loss of enrollment over the last two years, that's probably another \$15-\$20 million, so that's very difficult to absorb in a very short period of time. We've managed that as best we can, but we are looking at every way to reduce costs in a reasonable way to find efficiencies and to have the conversation so we make sure that we're not doing something that we really don't want to do or don't understand the impact it's going to have while continuing to support scholarship, academics and student success. It's a daily challenge, and the provost and I, along with the other VPs and deans and other folks talk about this every single day.

**K. Thu:** Thanks, that's very helpful. Do I understand it to mean that there's \$10 million that you haven't found yet. Are we expected to feel that crunch any time soon.

**A. Phillips:** The answer is: don't know. We have what we have. We have some cushion. The truth is we did a little better last year than we projected. That gives us a little more flexibility, but at some point in time we're going to have to make more strategic decisions. We can't cut piecemeal. We're

going to have to look at how we're going to reposition the institution for the future, and that's probably going to drive some of the conversations about the budget going forward as we put together the '18, '19 and '20 budget.

The other thing we're doing is we're having conversations, actually we're in the process of trying to put, as most of you've heard me say, multi-year budgets in place. So we're actually looking at five years. Once we do that, that allows us to make much better decisions based on assumptions or what we think funding will be, appropriations, the level of enrollment. It's one thing to have to make a decision like we are now that deals with something we're going to have to do in the next few months. If I have three or four years to make that decision, that's a whole different conversation. I had a conversation with Rep. Pritchard, and the conversation was that I understand (because they're trying to get the institutions to be more efficient). And I said: Well the truth is, you may have been able to say that two or three years ago, but we've pretty much, if there were inefficiencies, we've wrung them pretty much out of the institution as best we can, as have most of the other institutions. If you tell me where I have to be in five years, I can get there. If you cut our funding by \$107 million in two years, that's a very difficult position to be in, which then ties our hands because I can't make the decisions I want to because of contracts and commitments and other policies. So we end up doing things we don't want to have to do and that actually makes us less efficient.

So we've had those conversations about we need a predictable stream of funding. The University of Illinois is pushing something along those lines, a compact. I don't know if that's going to go anywhere because I'm not sure you could get the General Assembly to agree past next week what they're going to commit to in terms of funding, but we're trying to get them to where they'll fund us, or give us some idea of what the funding's going to look like, so then that makes it much easier for us to manage to that. The last two years have been an anomaly. I think, hopefully, for '18, we'll get back to a more predictable level of funding, it will just be less than what we had in the past.

**M. Haji-Sheikh:** I have another question. We have a fiscal responsibility, according to the state, to make sure that we have a certain amount of reserve cash in hand. All public bodies, I believe, are required by the State of Illinois. Have we touched that yet?

**A. Phillips:** There's no state requirement that I'm aware of. We do have bond covenants that mandate that we keep a certain level of reserve primarily for our auxiliary organizations in order to insure that we can cover the bond payments. If you talk to, and I'll use Eastern and Western as an example. Just before the end of the year, they had gone through all their reserves and were about to start using their auxiliary reserves, which would violate their bond covenants and put them in default of their bonds. So we've been trying to manage that, but if we don't get sufficient levels of appropriation sometime, or if nothing changes and we go based on the assumptions we're working off of, toward the end of fiscal year '18, we will have no money in the bank. There will be no working cash left.

**M. Haji-Sheikh:** In essence, by the way there is, State of Illinois generally requires public bodies to hold some cash in reserve, but that's okay, that's something you probably haven't run across yet, only that my wife's a member of a public body. So you're saying essentially you haven't gotten into the reserve, what reserve cash you have because, at this point, you've been cutting to the point where you don't have to yet.

**A. Phillips:** It's not really reserve cash. It's like our checking account that changes every single day as revenue comes in and revenue goes out. There's no pot of money we set aside. Ideally, what you would want to have is a day's cash on hand. Ideally, I would like to have enough days cash on hand to cover what the state funding level is, which would be roughly three months. We spent, our burn rate is about \$1 million a day, that's what it cost to run the institution. By the end of the year, we will probably have one months working cash on hand at the end of the year if nothing changes. We will have used that all up well before the end of '18 if nothing changes. So in conversation with the board, we're trying to get into a position where we have an established policy for what our reserves could be. Right now in the absence of state funding, that doesn't give us a lot of flexibility, but it has allowed us to be in a much better position than some of the other institutions who have major reductions and cuts. My counterpart at Western Illinois University, they are in a difficult position. They've had a number of staff reductions, and they are so short as a result of lack of funding that he goes in at nights to do payroll himself. We are not to that point because we do still have working capital, working cash.

The way it normally works is at the beginning of the year we tuition and fees for the fall, and that bumps us up, and hopefully we would get a state appropriation every month. That starts to spend down til we get to the spring semester and we get not quite as big a bump. Once you get down to the end of the spring towards the end of the spring, you're pretty much through all the funds. We get a slight bump going into summer, but usually somewhere March, April in the current environment, our expenses for the year exceed our revenue, and we go into a deficit situation. And usually, the last couple of years, have ended the year with a substantial deficit. This year we were short about \$40 million of breaking even based on the fact that the state had underfunded us by about \$65 million.

**M. Haji-Sheikh:** You have, if I remember right, you got your last repayment in 2010 at the beginning of summer.

**A. Phillips:** The way we have it now, where we are now is, even though we received an appropriation for – we received a stop gap of \$26.4 million for '16. On the last day of the fiscal year, we received MAP funding for spring semester, and we received an appropriation of \$48.3 million that we could use against '16, but really it's '17 money. We received none of that in actually '16, and the state really didn't have the money when they made the appropriation. So we received, we've been receiving about several million a month. Of the \$48 million, we've received so far about \$25 million of that. By the end of December, we expect to receive the rest, and then we will receive no more payments unless they appropriate the money. And everything else will be coming out of our operating funds to cover the shortfall.

**M. Haji-Sheikh:** That's what I thought.

**L. Freeman:** Other comments or questions from the floor?

## **X. INFORMATION ITEMS**

A. [Minutes](#), Academic Planning Council

- B. [Minutes](#), Athletic Board
- C. [Minutes](#), Baccalaureate Council
- D. [Minutes](#), Board of Trustees
- E. [Minutes](#), Campus Security and Environmental Quality Committee
- F. [Minutes](#), Comm. on the Improvement of the Undergraduate Academic Experience
- G. [Minutes](#), General Education Committee
- H. [Minutes](#), Graduate Council
- I. [Minutes](#), Graduate Council Curriculum Committee
- J. [Minutes](#), Honors Committee
- K. [Minutes](#), Operating Staff Council
- L. [Minutes](#), Supportive Professional Staff Council
- M. [Minutes](#), University Assessment Panel
- N. [Minutes](#), University Benefits Committee
- O. [Minutes](#), Univ. Comm. on Advanced and Nonteaching Educator License Programs
- P. [Minutes](#), University Committee on Initial Educator Licensure
- Q. [Annual Report](#), University Benefits Committee

## **XI. ADJOURNMENT**

**L. Freeman:** All right, motion to adjourn?

**Unidentified:** So moved.

**Unidentified:** Second. Go Cubs.

**L. Freeman:** Go Cubs. And I want to compliment Dean Elish-Piper on wearing Cubs paraphernalia with business attire in a graceful fashion. Go Cubs!

Meeting adjourned at 3:50 p.m.