

<p><i>1. Board Convenes the Committee of the Whole Meeting</i></p>	<p><i>1. Call to Order and Roll Call</i></p> <p>Chair Griffin called the meeting to order at 5:00 p.m.</p> <p>Trustees Present: Mr. Anderson, Dr. Griffin, Ms. Howland, Trustee Newsome, Ms. Shroka, and Student Trustee Ms. Thoman.</p> <p>Trustees Present Virtually: Mr. Iftekhhar, Mr. Stanton</p> <p>Others Present: Dr. Suddick, President; Ms. Fay, Executive Director of Human Resources; Mr. Gotsch, Vice President of Business Services & Finance; Mr. Harden, Chief of Staff/Vice President of Strategy; Ms. Hlavin, Vice President of Student Development; Dr. Williams, Vice President of Education; Mr. Peterson, Executive Director, CLC Foundation; Mr. Welch, Director of Facilities; Ms. Dikelsky, Assistant Chief of Staff; Ms. Cooke, Executive Assistant to the President/Recording Secretary; Ms. Rodriguez, Assistant to the Vice President of Strategy; Mr. Schlater, Media Technology Specialist; Mr. Chung, Media Technology Specialist; and other guests.</p> <p>Others attending virtually: Mr. Kozak, Chief Information Officer; Ms. O’Brien, Vice President of Community and Workforce Partnerships, Ms. Kravitz, Controller; Ms. McCarty, Vice President, Buildings, Cotter Consulting</p> <p>Chair Griffin thanked everyone who joined the meeting via live stream on the You Tube link and reminded Trustees to speak directly into the microphones so that everyone watching via the live stream could hear comments.</p>
<p><i>2. Approval of the Agenda</i></p>	<p><i>2. Approval of the Agenda</i></p> <p>Chair Griffin requested a motion for approval of the agenda as presented.</p> <p><u>It was moved</u> by Shroka and seconded by Howland for approval of the agenda as presented.</p> <p>Upon roll call, the vote was as follows: Student Advisory Vote: Aye - Thoman Ayes: Stanton, Anderson, Griffin, Howland, Iftekhhar, Shroka, Newsome Nays: None The vote being (7) Ayes and (0) Nays, the Chair declared the motion carried.</p>
<p><i>3. Receipt of Notices, Communications, Hearings, and Petitions</i></p>	<p>Chair Griffin announced that this was the point in the meeting where the public may address the Board. Due to the circumstances of the coronavirus pandemic, the posted agenda provided a description of how any member of the public could submit a</p>

	<p>comment. Public comments were accepted via email to president@clcillinois.edu by 2:00 p.m. on February 2, 2021.</p> <p>As of the deadline of 2:00 p.m., no comments or requests for video or teleconference statement were received.</p>
<p><i>4. Three-Year Financial Plan Overview</i></p>	<p><i>4. Three-Year Financial Plan Overview</i></p> <p>President Suddick and Vice President Ken Gotsch presented the three-year financial plan. The purpose of the presentation was to provide key information and obtain guidance related to the FY22 budget process and long-term planning.</p> <p>Key discussion points included the FY22 budget assumptions. Board guidance and input were obtained on the assumptions, with specific focus on the planned revenues for enrollment, tuition and fees.</p> <ul style="list-style-type: none"> • Planned enrollment decline of 12% is a part of planning conservatively while allocating and investing strategically for growth <p>Trustees Howland, Shroka, Anderson, Stanton expressed 12% seems reasonable.</p> <p>Trustee Shroka inquired about whether the College sought feedback from students about their COVID experience and future plans.</p> <p>President Suddick indicated a survey of students was recently completed, is being analyzed and will be used for planning.</p> <p>The tuition and fee rate in the budget assumption is to remain unchanged in FY22.</p> <p>Trustee Howland offered insight and caution about challenges this decision may have on budget management.</p> <p>Trustee Anderson also shared caution in no change and that small incremental changes are better than a large increase. He stated he would not oppose a small increase.</p> <p>Board Chair Griffin expressed that the College has reserves that can be used and in a pandemic would be an appropriate time to do so.</p> <p>Trustees Iftekhar and Stanton inquired as to whether strategies are in place to prevent a 12% decline and how analysis is being completed. President Suddick assured the Board the budget assumptions are designed after careful review of many scenarios and data analysis. She also emphasized that planning for a 12% enrollment decline is a method in conservative budgeting to prevent a mid-year challenge in an unpredictable climate, but that planning budget for a decline is a safety net fiscal strategy. Strategic investments and planning priorities in the enrollment pipeline will remain in place to mitigate a decline and build growth as currently prioritized.</p>

Chair Griffin affirmed that he supports no change in tuition.

The budget assumption includes no change on course specific fees. A clarification was provided that 516 existing courses will have no change in fee proposed. However, of 28 new courses, 8 will come forward for Board approval to establish a course fee.

No concern was expressed by Trustees.

President Suddick explained that based on the current revenue and expense assumptions, the current gap that will be addressed through the budget process is \$8,719,462. The strategic levers that will be used to close the gap and advance strategic priorities are as follows.

- Reallocation of existing underutilized resource
- Cost efficiencies and reductions
- CRRSAA funds
- One-time use of reserves/fund balance after CRRSAA
- Modify budgeted contingency
- Manage size and timing of debt issue

Vice President Gotsch provided a historic review of OPEB liability, the recent audit findings and provided several options for Board consideration to financially plan on this issue.

Trustee Anderson made inquiry on all four options. Based on the discussion of the options presented, the Board's guidance is to pause and monitor annually.

Connie Kravitz, Controller, provided an overview of CARES resource allocation and the new CRRSAA guidelines.

Highlights of the overview include:

- Data overview of the number of students receiving CARES resources and the additional resources distributed through the Lancers Keep Learning fund, which is made up of College and Foundation resources.
- The College will receive \$11.5M in funds through the CRRSAA Act.
- The student aid portion must be the same dollar amount as in CARES (\$2.5M)
- The institutional portion will be \$9M.

Congress made six major changes to the program, which are being reviewed and will be considered in the development of an allocation model.

Student Trustee Thoman inquired into the requirements for students to receive aid from CRRSAA funds.

	<p>Ms. Kravitz responded that changes now allow a broader group of students to access the resources, beyond the Pell-eligible requirement with CARES. However, guidelines are not yet complete by the Department of Education.</p> <p>Trustee Shroka shared she would like to understand the revenue losses suffered by auxiliary aspects of the College due to the pandemic in order to make a recommendation on the institutional funds allocation.</p> <p>Vice President Gotsch provided an update on major capital projects underway at the College and the associated funding sources, including:</p> <ul style="list-style-type: none"> ○ Southlake campus new classroom building – project not funded and would require college match that is not yet in place ○ Classroom modernization – project complete. \$800K DCOE grant, with College match \$400K. Awaiting release of DCOE funds. ○ Performing Arts Roof Repair - project released for bid. Funding in place. Anticipate completion, August or September of 2021. ○ Roof replacement/solar energy - project fully funded and underway. \$300K college match will be returned as was covered by Green Fund. ○ Lakeshore Campus Student Center – project underway and fully funded. ○ Science building - final punch list items being completed and \$58K in residual funds being returned to the College. ○ The four CLC ICCB Deferred Maintenance projects and emerging technology projects related to the Master Plan were reviewed as follows: Grayslake Campus Parking Lot 4 asphalt – project has State and Board authorization to proceed. Funding being put in place. ○ Various Life/Safety Upgrades – projects submitted and pending. ○ Building Repairs – projects submitted and pending. ○ Aging mechanical and electrical systems – projects submitted and pending. ○ Emerging Technology Projects – there is a need to replace the current Enterprise Resource Planning (ERP) system, which is a core technology infrastructure that touches all operations of the College. This project is being considered as part of the Master Plan financing framework. Cybersecurity and technology infrastructure is being evaluated as well. These projects are estimated to total \$20M. <p>President Suddick outlined that the February meeting reports will include the IT annual update that will focus on the ERP project funding and timeline, as well as cybersecurity.</p> <p>Trustee Anderson asked if the ERP project could be spread out over time. President Suddick affirmed this is a possibility.</p>
<p>5. Master Plan 2.0</p>	<p>5. Master Plan 2.0</p>

President Suddick shared the proposed priority order to be accomplished in the Master Plan and highlighted a couple of important elements since the Board's last review:

- Priority 1 – Phase 0 projects already funded and underway
- Priority 2 – Building related projects and optimizing existing spaces
- Priority 3 – The remaining projects focused on new spaces and transformation across the three campuses
- A financing framework is outlined in the funding summary, including the integration of a capital financing campaign.
- The deferred maintenance elements of the plan were integrated throughout the phases and started earlier than in prior proposals.

Trustee Anderson asked about the previous master plan renovations and what they accomplished. President Suddick explained that while these renovations were significant and definitely added critical functional space, there are still gaps in spaces to achieve student engagement and high quality programming. This master plan builds on the prior work and advances to the next step.

Student Trustee Thoman shared having the student center and associated spaces as depicted in the Master Plan would be a great service to the students.

Trustee Iftekhhar asked about timelines, deadlines, and accountability. President Suddick explained the details of a timeline and project planning would be the next step completed upon Board approval of the Master Plan document.

President Suddick reviewed the proposed Capital Financing Framework that will be used with the Master Plan. A three-pronged approach for resourcing these capital projects will be used, including CLC funds, State funds (via RAMP projects) and other funding sources (Foundation Capital Campaign and Grants).

President Suddick introduced Kurt Peterson, Executive Director, CLC Foundation, to give an overview of the steps proposed to move forward with a capital financing campaign.

Steps outlined include:

- Conduct a feasibility study conducted through external expertise.
Recommend action FY21 resourced through existing budget.
- Establish a steering committee that would involve the Foundation, the Board, and Community at large
- Staffing adjustments in the Foundation to support campaign work in FY22, which would be budget neutral.
 - Entry level database administrator
 - Director of Development
 - Supported by a 5% allocation from donations

President Suddick opened the floor to the Board for questions and sought guidance.

	<p>Trustee Shroka offered a feasibility study will be key and that using Foundation funds to support positions is a shift.</p> <p>Trustee Shroka asked if the new Director of Development role would be an internal or external hire. President Suddick shared the position would be posted both internally and externally.</p> <p>The Board agreed a feasibility study is necessary.</p> <p>Trustee Iftekhar asked if an increase in scholarships is in the planning.</p> <p>Mr. Peterson affirmed that the Foundation’s scholarship task force is working on increasing scholarship opportunities each year.</p> <p>Board Chair Griffin shared the Board has general support for the proposal of the Foundation but could not make a commitment until seeing the results of a feasibility study.</p> <p>Trustee Anderson shared that donors typically respond to exciting opportunities, and inquired which activities would be presented to donors.</p> <p>Mr. Peterson explained the projects he feels will create the most buy-in from donors are the Urban Farm, the Lakeshore Renovation and Program Revision project, the Wellness and Recreation Center, and the IT sector focus of the strategic plan.</p> <p>In summarizing next steps, President Suddick shared:</p> <ul style="list-style-type: none"> ○ Budget development – based on guidance ○ Evaluation of CRRSAA resource and development of allocation plan. ○ Execute on feasibility study ○ ATC and IT reports in February ○ Revisions to Master Plan <p>Board Chair reminded the group about the guidance on no increase in student tuition.</p> <p>President Suddick shared a reminder about the National Legislative Summit being held virtually February 8-10, and that Board would be receiving documents in the near future to support their participation in the Summit.</p>
<p>6. <i>Adjournment</i></p>	<p>It was moved by Anderson and seconded by Newsome that the meeting be adjourned at 6:53 p.m.</p> <p>Upon roll call, the vote was as follows: Student Advisory Vote: Aye - Thoman Ayes: Stanton, Anderson, Griffin, Howland, Iftekhar, Shroka, Newsome</p>

Minutes of the Committee of The Whole Meeting of the Board of Trustees of Community College District No. 532, County of Lake and State of Illinois, held at the College of Lake County Grayslake Campus in Room A011, 19351 W. Washington Street, Grayslake, Illinois on February 2, 2021 at 5:00 p.m.

	Nays: None The vote being (7) Ayes and (0) Nays, the Chair declared the motion carried.
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William M. Griffin, Chair

Richard A. Anderson, Secretary