

**Oakton Community College  
District 535**

**Minutes of the Oakton Community College Board Meeting  
April 18, 2006**

The 594<sup>th</sup> meeting of the Board of Trustees of Community College District 535 was held on Tuesday, April 18, 2006, at the Oakton Community College Ray Hartstein Campus in Skokie, IL.

**Call to Order and Roll Call**

Mr. Wadhwa called the meeting to order at 6:15 p.m. in room A151 and the roll was called:

Mr. Wadhwa	Chair	Present
Dr. Rosen	Vice Chair	Present
Mr. Williams	Secretary	Present
Dr. Alexopoulos		Present
Dr. Barshis		Present
Mr. Collins		Absent
Dr. DiLeonardi		Present
Mr. Krzyminski	Student Trustee	Present

**Closed Session**

Dr. Barshis offered a motion to go into closed session for the purpose of discussing litigation, collective negotiations, and the appointment, employment, compensation, discipline, performance or dismissal of employees. Dr. Rosen seconded the motion; a voice vote was called and the Trustees along with Dr. Lee, Mr. Chirempes, Ms. Lucas, Mr. Oudenhoven, Ms. Rizzo and Dr. Smith went into closed session at 6:15 p.m. in Room A151.

Dr. Barshis offered a motion to adjourn the closed session. Dr. Alexopoulos seconded the motion; a voice vote was called and the meeting was adjourned at 7:25 p.m.

**Call to Order and Roll Call**

Mr. Wadhwa reconvened the 594<sup>th</sup> meeting of the Board of Trustees at 7:44 p.m. in room P103/104 and Secretary Williams called the roll:

Mr. Wadhwa	Chairman	Present
Dr. Rosen	Vice Chairman	Present
Mr. Williams	Secretary	Present
Dr. Alexopoulos		Present
Dr. Barshis		Present
Mr. Collins		Absent
Dr. DiLeonardi		Present

Mr. Krzyminski

Student Trustee

Present

Also in attendance were Dr. Margaret Lee, Mr. George Chirempes, Ms. Bonnie Lucas, Ms. Barbara Rizzo, Dr. Joianne Smith, Mr. Joseph Appel, Ms. Bridget Archer, Mr. Maurice Archer, Ms. Robyn Bailey, Dr. Kalyani Banerjee, Dr. Trudy Bers, Mr. Paul Boisvert, Ms. Michele Brown, Ms. April Chermak, Mr. David Cole, Master Kevin Conroy, Mr. Carl Costanza, Mr. John D'Anca, Ms. Cynthia DeBerg, Dr. Pamela Drell, Dr. Carlee Drummer, Mr. Adrian Emmanuel, Mr. Will Frank, Ms. Boya Fu; Mr. Avinoam Gabi, Mr. Chad Ganger, Ms. Juliet Garver, Mr. Anish Gheewala, Ms. Virginia Gibbons, Mr. Dennis Graham, Dr. Hollace Graf, Mr. Sulman Mohsin, Ms. Patti Interrante, Ms. Hanna Kaftanska, Mr. Alan Kalnikoff, Ms. Donna Keene, Ms. Linda Korbel, Mr. Joseph Kotowski, Ms. Roxann Marshburn, Mr. Larry Marks, Ms. Marion Miller, Mr. Jeffrey Moro, Ms. Carol Murphy, Mr. Gary Newhouse, Dr. Gwen Nyden, Mr. D. Arnie Oudenhoven, Ms. Ellen Parmalee, Ms. Michele Reznick, Ms. Patty Rodriguez, Ms. Toni Rowitz, Ms. Pamela Schmidt, Ms. Sheila Schulman, Ms. Doreen Schwartz, Ms. Lynn Seinfeld, Ms. Kristy Shanahan, Mr. Mohsin Shah, Ms. Carole Shapero, Ms. Sara Shlimon, Mr. Mark Sprecher, Dr. Richard Stacewicz, Mr. William Strond, Mr. Ronald Thomas, Dr. Terry Trobec, Mr. Elik Vodovoz, Ms. Carol Ward, Ms. Cheryl Warmann, Dr. Sherrill Weaver, Mr. Robert Whitman, Ms. Cathy Willis, Mr. Brad Wooten, Ms. Linda Zimmerman, Mr. Wen Rui Zhang, and Mrs. Yinan Zhang.

Ms. Barbara Dayton represented the Adjunct Faculty Association; Ms. Jillian Verstrate represented the Classified Staff Association; and Dr. Laura Saret represented the Full-time Faculty Association.

Ms. Melissa Woo represented the *OCCurrence* student newspaper. Ms. Patricia Dalzell was present as recording secretary to the Board.

### **Pledge of Allegiance**

Dr. DiLeonardi led the Pledge of Allegiance.

### **Approval of the Minutes of March 21, 1006, Board Meeting**

Dr. Alexopoulos offered a motion for approval of the minutes of the March 21, 2006, meeting. Mr. Williams seconded the motion. Dr. DiLeonardi offered a correction to the minutes of page 1 of 21, stating that Dr. Barshis' name was missing from the roll call for the regular meeting and that he was present at the March 21, 2006, Board meeting. A voice vote was called, and the Minutes of the March 21, 2006, meeting were approved as corrected.

### **Statement by the President**

Dr. Lee welcomed everyone to the first Board meeting in the new Art, Science and Technology Pavilion at the Ray Hartstein Campus. She thanked those who made the new Pavilion dedication ceremony possible as well as the Instructional Media Services team for their work in getting the room ready for the Board meeting.

The President extended April 18<sup>th</sup> birthday wishes to Trustee George Alexopoulos. She congratulated Yazmin Raclawski, Technology Assistant in the Center for Professional Development, and Anu Khullar Advising and Counseling Specialist, on the recent birth of daughters. Dr. Lee extended condolences to Katherine Schuster, Assistant Professor, Education, and Coordinator, International Programs, on the passing of her grandfather; to Jay Cohen, Associate Professor and Chair, Accounting, on the death of his father; to Patricia Donahue, Mathematics & Technology Division Clerical Assistant, on the loss of her husband; and to Joe Schmidt, Public Safety Officer, on the recent passing of his mother-in-law.

Dr. Lee noted several special recognitions: to Kristin Koenig-Morel, student of Adjunct Instructor Davida Schulman, whose artwork was one of 56 works selected from over 600 entries in the Illinois Board of Higher Education 2006 Annual Collegiate Artists Competition; to the *OCCurrence* student newspaper staff who won four statewide first place awards, two second place awards, and two honorable mentions in the overall excellence category at the Illinois Community College Journalism Association spring convention; to Niya Mathew, a nursing student who works as a student employee in the Library Cataloging Department and collected books that were weeded out of our collection, sending them to the Kottayam Diocese Library Project in Kerala, India at her own expense; to Gwen Nyden, Professor of Sociology who was named as one of 11 outstanding trainers in the American Association of Community College's national project on service learning; and to Carlee Drummer and the College Advancement team for capturing two Paragon awards from the National Council for Marketing and Public Relations -- a silver medal for the bilingual "Start Here. Go Anywhere in a Career," brochure, and a bronze medal for the Foundation Annual Report.

The President gave accolades to two students, Boya Fu and Sulman Mohsin, who were nominated by the College for the 2006 All-USA Academic Team for Community Colleges. She stated that they were also recognized in the April 4, 2006, edition of the *Chicago Tribune* for their scholarly achievements of being "the best and the brightest" along with other talented students enrolled in community colleges across the nation. Dr. Lee noted that the award is presented by the American Association of Community Colleges, Phi Theta Kappa International Honor Society & *USA Today*. She asked Sulman's father and Boya's family members to accompany them in receiving their award presented by the Board Chair. Both students received a loud round of applause for their achievement.

President Lee stated that tonight would be Mr. Krzyminski's last Board meeting as the Student Trustee. She thanked him for his dedication and commitment to the College as the Student Trustee by providing great leadership to the student body. Mr. Wadhwa presented Mr. Krzyminski with a plaque for his service which read "In recognition of and with deep appreciation to Alex Krzyminski for his dedicated service from January 2005 through April 2006 as the student member of the Board of Trustees."

Prior to introductions of those present, Dr. Lee made two announcements: tickets were still available for the Foundation fundraiser *Late Nite Catechism* on Saturday May 6<sup>th</sup>; and, tickets were also available for the Six Piano Ensemble conducted by Professor Glenna Sprague on April 29 and 30.

Jillian Verstrate, President of the Classified Staff Association, introduced classified staff members Marion Miller, Business Services; Pat Dalzell, President's Office; April Chermak and Mark Sprecher, Instructional Media Services; Will Frank, Television Services; and Pete Rasmussen, Television Services, operating the direct cable feed in the Television Studio at the Des Plaines Campus.

Laura Saret, President of the Full-time Faculty Association, introduced faculty members present: Bridget Archer, Coordinator, Computer Networking and Systems, Associate Professor, Computer Technologies and Information Systems; John D'Anca, Professor, Student Development; Cynthia DeBerg, Professor of Health Information; Pam Drell, Professor, English, and Co-coordinator for Reading; Hollace Graff, Professor of Philosophy, Chair of Humanities/Philosophy and Chair of the Council of Chairs; Virginia Gibbons, Professor, English; Patti Interrante, Associate Professor, Speech, Theater; Joseph Kotowski, Professor, Mechanical Design, Chair of Engineering; Michele Reznick, Professor, Computer Technologies and Information Systems, Coordinator, Computer Information Systems; Toni Rowitz, Professor of English and Speech; Ronald Thomas, Professor of Management; Pamela Schmidt, Professor, Computer Technologies and Information Systems; Carole Shapero, Professor of Mathematics; Paul Boisvert, Professor of Mathematics; Carol Murphy, Associate Professor of Mathematics; Gwen Nyden, Professor of Sociology and Coordinator of the Service Learning Program; Chad Ganger, Professor and Chair of Facilities Management and Engineering and Air Conditioning, Heating and Refrigeration Technology; Kristy Shanahan, Associate Professor, Medical Laboratory Technology; Richard Stacewicz, Associate Professor, Social Sciences and History, Chair, Honors Program; Bill Strond, Associate Professor, Biology; Terry Trobec, Professor, Biology; Carol Ward, Professor, Chair, Biology; Sherrill Weaver, Professor of Library Services and Chair, Library; and Linda Zimmerman, Professor, Student Development.

Mr. Krzyminski introduced students Adrian Emmanuel, Boya Fu, Avinoam Gabi, Anish Gheewala, Sulman Mohsin, Patty Rodriguez, Elik Vodovoz and Melissa Woo.

Barbara Dayton, President of the Adjunct Faculty Association, introduced instructors present: Joe Appel, Business; Jeff Moro, Computers; Kalyani Banerjee, Chemistry; Ellen Parmalee, Nursing; Juliet Garver, English; Hanna Kaftanska, English; Sheila Schulman, English as a Second Language and Vice President of the Adjunct Faculty Association; Cathy Willis, Psychology; and Larry Marks, Psychology.

The administrators present included Maurice Archer, Director, Accounting Services; Robyn Bailey, Assistant Director, Lifelong Learning Programs and Operations; Trudy Bers, Executive Director, Institutional Research, Curriculum and Strategic Planning and Executive Assistant to the President; Michele Brown, Director, Admission and Enrollment Management; Carl Costanza, Director, Facilities; Carlee Drummer, Executive Director, College Advancement; Dennis Graham, Dean, Science and Health Careers; Donna Keene, Senior Director of Lifelong Learning Programs and Operations; Linda Korbel, Dean, Languages, Humanities and the Arts; Roxann Marshburn, Director, Grants and Alternative Funding; Gary Newhouse, Dean, Library and Instructional Media Services; D. Arnie Oudenhoven, Director, Human Resources; Doreen Schwartz, Business Services; Lynn Seinfeld, Director, Adult and Professional Education, and

Acting Director, Business and Professional Development Institute; Cheryl Warmann, Director, Student Financial Assistance; and Brad Wooten, Dean, Social Sciences and Business.

Guests present included Robert Whitman, Sara Shlimon, Yinan Zhang, mother of Boya Fu, Wen Rui Zhang, grandfather of Boya Fu, and Kevin Conroy, cousin of Boya Fu. Mohsin Shah, father of Sulman Mohsin was also present.

The President thanked everyone for their words of support and encouragement as she continues to recover from shoulder surgery.

### **Comments by the Board Chair**

There being no comments from Mr. Wadhwa, Board Chair, he asked for Public Participation comments.

### **Public Participation**

Ms. Kristy Shanahan requested permission to speak to the Board. Prior to her statement, President Lee congratulated her for being awarded the Scholar-in-Residence in Washington, D.C.

Ms. Shanahan focused her remarks on the Dr. Mark Walter Memorial Scholarship Fund. She thanked the many people who contributed to the fund and stated that they have accumulated \$6,200 with a target goal of \$10,000. Ms. Shanahan remarked on Dr. Walter's dream of providing science scholarships to deserving Oakton students and stated that contributions to the fund enabled our students to offset the high cost of tuition. In closing, Mr. Shanahan stated that there would be a dinner fundraiser on May 11 to benefit the Dr. Mark Walter Memorial Scholarship Fund.

### **New Business**

#### **Consent Agenda**

##### **4/06-1 Recommendation for Seating of Student Member of the Board of Trustees**

Dr. DiLeonardi offered:

“Whereas, an election for the Student Member of the Board of Trustees was held on April 11-12, 2006. The election was conducted in all respects as provided by law and according to Policy No. 1005. The Ballot Box Attendants and the Judges of Election were fully qualified to perform their duties. The returns of such election have been duly canvassed by the Judges of Election. The student meets all qualifications for Trustees as specified in Policy No. 1004.”

“Therefore, the Board of Trustees declares that Adrian Emmanuel, having received the highest number of votes for the office of Student Member of the Board of

Trustees, is hereby elected to serve as the Student Trustee with a term commencing on April 18, 2006, and concluding in April 2007.”

Dr. Alexopoulos seconded the resolution.

A voice vote was called and the resolution to seat Adrian Emmanuel as the new Student Trustee was approved.

Mr. Wadhwa thanked Mr. Krzyminski for his service to the Board and commended him for his maturity and wisdom.

Mr. Wadhwa adjourned the meeting *Sine Die* so that Mr. Emmanuel could take his seat at the Board table. Once Mr. Emmanuel was seated, the roll was called:

Mr. Wadhwa	Chair	Present
Dr. Rosen	Vice Chair	Present
Mr. Williams	Secretary	Present
Dr. Alexopoulos		Present
Dr. Barshis		Present
Mr. Collins		Absent
Dr. DiLeonardi		Present
Mr. Emmanuel	Student Trustee	Present

#### **4/06-2 Organizing the Board for the Term Commencing April 18, 2206**

Mr. Wadhwa called for nominations for the office of Chair of the Board.

Dr. DiLeonardi nominated Mr. Jody Wadhwa for the office of Board Chair; Dr. Barshis seconded the nomination. There being no further nominations, Mr. Wadhwa called for nominations for the office of Board Vice Chair.

Dr. DiLeonardi nominated Dr. Jeffrey Rosen for the office of Board Vice Chair; Dr. Barshis seconded the nomination. There being no further nominations, Mr. Wadhwa called for nominations for the office of Board Secretary.

Dr. Alexopoulos nominated Mr. Emory W. Williams for the office of Secretary; Dr. Barshis seconded the nomination.

There being no further nominations, Mr. Wadhwa requested that Secretary Williams call the roll appointing Mr. Wadhwa as Chair, Dr. Rosen as Vice Chair, and Mr. Williams as Secretary.

Mr. Williams called the roll.

Mr. Wadhwa	Aye
Dr. Barshis	Aye

Mr. Collins	Absent
Dr. DiLeonardi	Aye
Mr. Williams	Aye
Dr. Rosen	Aye
Dr. Alexopoulos	Aye

Mr. Wadhwa was re-elected Board Chair; Dr. Rosen was re-elected Board Vice Chair; and Mr. Williams was re-elected Board Secretary.

Mr. Emmanuel, Student Trustee, concurred.

Following the organization of the Board for the term commencing, April 18, 2006, Dr. Barshis offered:

“Now, therefore, be it resolved by the Board of Trustees of Community College District No. 535, County of Cook, and State of Illinois that:

1. The Board is hereby organized for the term commencing April 18, 2006.
2. The time and place for the regular meetings of the Board are:

May 23, 2006	March 20, 2007
June 27, 2006	April 17, 2007
August 15, 2006	May 22, 2007
September 19, 2006	June 26, 2007
October 17, 2006	August 14, 2007
November 14, 2006	September 18, 2007
December 12, 2006	October 16, 2007
January 16, 2007	November 13, 2007
February 20, 2007	December 11, 2007

Beginning at 7:30 p.m., in the Board Room (Room 1506) at Oakton Community College, 1600 East Golf Road, Des Plaines, Illinois, which times and places shall be published and proper notice and agenda posted as required by law.

3. All Board rules, policies, and procedures in effect during the previous year shall remain in effect.
4. George L. Chirempes is hereby appointed Treasurer to serve at the pleasure of the Board for no additional compensation, provided that before entering upon his duties, the Treasurer shall execute and deliver to the Board a bond, as required by the Illinois Public Community College Act.”

Dr. DiLeonardi seconded the motion.

Mr. Williams called the roll.

Dr. Barshis	Aye
Mr. Collins	Absent
Dr. DiLeonardi	Aye
Mr. Williams	Aye
Dr. Rosen	Aye
Dr. Alexopoulos	Aye
Mr. Wadhwa	Aye

The resolution passed. Mr. Emmanuel, Student Trustee favored the resolution.

**4/06-3a Approval of Adoption of Consent Agenda**

Dr. DiLeonardi offered:

“Be it resolved that the Board of Trustees of Community College District 535 approve adoption of the Consent Agenda.”

Dr. Barshis seconded the resolution.

A voice vote was called and the resolution to adopt the use of the Consent Agenda was approved.

**4/06-3b Approval of Consent Agenda Items 4/06-4 through 4/06-8**

Dr. DiLeonardi offered:

“Be it resolved that the Board of Trustees of Community College District 535 approve resolutions 4/06-4 through 4/06-8.”

**4/06-4 *Ratification of Payment of Bills for April 2006***

*“Be it resolved that the Board of Trustees of Community College District 535 hereby ratifies expenditures and release of checks by the Treasurer of Community College District 535 in the amount of \$5,071,018.33 for all funds as listed and for all purposes as appearing on a report dated March 2006.”*

**4/06-5 *Acceptance of Treasurer’s Report for March 2006***

*“Be it resolved that the Board of Trustees of Community College District 535 receives for filing as a part of the College’s official records, the report of the Treasurer for the month of March 2006.”*

**4/06-6 *Quarterly Report on Investments***

*“Be it resolved that the Board of Trustees of Community College District 535 authorizes the acceptance of the Quarterly Report on Investments.”*

**4/06-7 *Ratification of Actions of the Alliance for Lifelong Learning (ALL) Executive Board***

*“Be it resolved that the Board of Trustees of Community College District 535, in its capacity as governing board of the administrative district of the Alliance for Lifelong Learning Program, ratifies and approves the actions of the Executive Board in items a to d and hereby approves the expenditures in the amount not to exceed \$7,636.00 for all funds listed in item a.”*

**4/06-8 *Approval of Clinical Practice Agreement***

*“Be it resolved that the Board of Trustees of Community College District 535 approves the following cooperative agreement:*

*For the Physical Therapist Assistant Program  
Manor Care, Inc. d/b/a HCR Manor Care – Toledo, Ohio.”*

Mr. Williams seconded the motion.

Mr. Williams called the roll.

Dr. DiLeonardi	Aye
Mr. Williams	Aye
Dr. Rosen	Aye
Dr. Alexopoulos	Aye
Mr. Wadhwa	Aye
Dr. Barshis	Aye
Mr. Collins	Absent

The motion carried and the Consent Agenda resolutions were approved.

Student Trustee, Mr. Emmanuel, favored the resolution.

**4/06-9 *Authorization to Approve April Purchases***

Dr. Alexopoulos and Dr. Rosen asked that the resolution on Authorization to Purchase Printing of the *Oakton Class Schedules* be removed from the omnibus resolution for discussion and separate vote.

Dr. Rosen offered:

*“Be it resolved that the Board of Trustees of Community College District 535 authorizes the approval of the attached resolutions 4/06-9b through 4/06-9f.”*

“Be it further resolved that resolution 4/06-9a *Authorization to Purchase Printing of the Oakton Class Schedules* be removed from the omnibus format for separate vote and discussion.”

<u>Description</u>	<u>Vendor</u>	<u>Amount</u>
b. WebCT Software License	WebCt	\$94,265
c. Professional Services for a Site & Facility Survey Assessment Study	Advanced Technologies Group, Inc.	\$43,350
d. Replacement Carpeting	Vortex Commercial Flooring	\$49,232
e. Integrated Services Digital Network (ISND) PRI Circuits Contract	SBC Global Services, Inc. d/b/a AT&T Global Services	\$14,400
f. Meeting Services for Vital Focus	Crown Plaza Chicago O’Hare Hotel	\$35,000
Grand Total:		\$236,247.”

Dr. DiLeonardi seconded the motion.

Secretary Williams called the roll.

Mr. Williams	Aye
Dr. Rosen	Aye
Dr. Alexopoulos	Aye
Mr. Wadhwa	Aye
Dr. Barshis	Aye
Mr. Collins	Absent
Dr. DiLeonardi	Aye

The resolution was approved. Mr. Emmanuel, Student Trustee, favored the resolution.

**4/06-9a Authorization to Purchase Printing of the *Oakton Class Schedules***

Dr. Rosen offered:

“Be it resolved that the Board of Trustees of Community College District 535 authorizes the purchase of Printing of the *Oakton Class Schedules* from Warner Offset, Inc., 640 Stevenson Road, South Elgin, Illinois 60177, for a total not to exceed \$140,104 in accordance with their low bid in response to Invitation to Bid #0317-06-12.”

Dr. DiLeonardi seconded the motion.

Dr. Alexopoulos opened discussion on the purchase of the *Oakton Class Schedules*. He stated that the amount looked excessive to him, asked if the \$140,104 from

Warner Offset was the low bid, and if it would be possible to reproduce the class schedules in-house.

Dr. Rosen explained that the \$140,104 from Warner Offset was the low bid as that information was included in the narrative. He stated that he took issue with the resolution in regard to our need to inform the public while being proactive with our marketing strategy. Dr. Rosen remarked on the large number of colleges and universities using the web to market their courses. He stated that last month's presentation to the Board included information on Oakton's web services and the increase in students registering online for their courses. Dr. Rosen suggested that the College look into eliminating the need to send the Oakton Class Schedule to every home in District 535 in the future and print only enough schedules for placement in community centers, libraries and other public access areas.

Dr. Lee commented that the President's Council discussed this issue when Dr. Rosen first raised the question regarding the need to print so many copies of the Oakton Class Schedule. She stated that there were many concerns raised, one of which was that our continuing education courses are included with the credit course schedule and that this community of students uses the printed materials as a resource for information and registration over that of web registration. The President further stated that getting the word out to those who do not have access to a computer is an important part of being the community's college although web access for this type of information is our ultimate goal.

Ms. Rizzo commented that the Alliance for Lifelong Learning students rely heavily on the written word. She stated that although web registration has increased, the emeritus population, the English as a Second Language basic education students, as well as our secondary populations who are not computer literate, all use the printed Oakton Class Schedule; therefore, it would be very difficult to market the programs and courses exclusively through the web.

Dr. DiLeonardi stated that the Oakton Class Schedule is a very valuable resource to remind those in our community what Oakton has to offer. She further stated that although she has used a computer for many years, she has friends in the community who do not. She noted the fact that the publication reaches out to many people who have no intention of taking a college course or enrolling in a program; however, they may decide to enrich their lives at some point in the future based on the information in the Oakton Class Schedule. Dr. DiLeonardi commented on the College's revenue being funded by tax payer dollars and that spending less than \$1 per household to send out the Oakton Class Schedule does not come close to the hundreds of dollars that they pay in taxes.

Dr. Rosen stated that he appreciated the points made and noted the importance of the printed word. He reiterated his statement that many public institutions across the country are moving away from the printed catalog and that we need to consider this as part of a larger conversation in the future. He suggested that we make certain

sections of the catalog available on our website as a PDF file so that those interested could print off materials at their own expense.

Dr. Alexopoulos restated his request to produce the Oakton Class Schedule in-house stating that it could be accomplished with an office copy machine. He commented on the College's need to optimize expenses by reducing this printing cost from \$150,000 to \$50,000 with the concept of eliminating it completely over time.

Mr. Williams stated that there are many people who live within District 535 and could attend Oakton Community College but do not take advantage of what we have to offer for one reason or another. He noted the importance of reaching out to these people through publications such as the Oakton Class Schedule. He further stated that many of our residents are still not computer literate and by eliminating their access to the printed materials greatly reduces their chances of ever coming to Oakton.

Dr. Rosen compared the \$94,000 purchase of the WebCT software license with the printing of the Oakton Class Schedule as having one foot in the past and one foot in the future. He stated that it is important that we recognize the redundancy of the printed document, that we should consider reducing it next year and focus on marketing it in public places to reduce costs.

Dr. Lee remarked that prior to the existence of the web, the Oakton Class Schedule was the single most frequently cited response to how people found out about what Oakton offered and would ask Dr. Bers to substantiate this information. In response to Dr. Alexopoulos' request to print the Oakton Class Schedule in-house, the President stated that she would ask Ms. Schwartz for a brief analysis of the cost to do this. She commented on Dr. Rosen's remarks of having one foot in the past and one in the future, and stated that we are in between two worlds, one dying and one struggling to be born. She noted the importance of serving those who are in both worlds and stated that we would be lacking in our responsibility by withdrawing support from either one

Dr. Barshis expressed his concerns on the large number of Oakton Class Schedules that end up in the recycle bin and commented on using them as a marketing tool instead. He noted the redundancy of including unnecessary information such as listing every room which takes up the bulk of the pages in the document and suggested that this space be used to creatively market the College and promote our programs. Dr. Barshis asked for examples of what other Colleges do since the class schedule is fading into the past and suggested that we look at ways of enhancing it as a marketing tool.

Mr. Wadhwa thanked the Trustees for their comments, concerns and suggestions on being fiscally responsible regarding the resolution on the purchase of the Oakton Class Schedules.

Mr. Williams called the roll.

Mr. Williams	Aye
Dr. Rosen	Aye
Dr. Alexopoulos	Aye
Mr. Wadhwa	Aye
Dr. Barshis	Aye
Mr. Collins	Absent
Dr. DiLeonardi	Aye

The resolution passed. The Student Trustee, Mr. Emmanuel, abstained.

**4/06-10 Authorization to Use Protection, Health and Safety Funds**

Dr. Alexopoulos offered:

“Be it resolved the Board of Trustees of Community College District 535 authorizes the use of Protection, Health and Safety for the following projects: upgrade of Ray Hartstein Campus security cameras at an estimated cost of \$74,000; repair, resurface and restripe Lincoln Avenue parking lots at the Ray Hartstein Campus at an estimated cost of \$375,000; repair, resurface and restripe College Drive at the Des Plaines Campus at an estimated cost of \$150,000; and sidewalk replacements at the Des Plaines Campus at an estimated cost of \$40,000, for a total estimated authorization of Protection, Health and Safety dollars of \$639,000.”

Mr. Williams seconded the motion.

Mr. Williams called the roll.

Dr. DiLeonardi	Aye
Mr. Williams	Aye
Dr. Rosen	Aye
Dr. Alexopoulos	Aye
Mr. Wadhwa	Aye
Dr. Barshis	Aye
Mr. Collins	Absent

The resolution was approved. Mr. Emmanuel, Student Trustee, favored the resolution.

**4/06-11 Approval of Permanent Easement for Bridge Structure Repair with the Illinois Department of Transportation.**

Dr. Barshis offered:

“Be it resolved that the Board of Trustees of Community College District 535 approves the attached resolutions authorizing the granting of a Permanent Easement for Bridge Structure Repair at Central Road over the Des Plaines River.”

Mr. Williams seconded the motion.

Mr. Williams called the roll.

Mr. Williams	Aye
Dr. Rosen	Aye
Dr. Alexopoulos	Aye
Mr. Wadhwa	Aye
Dr. Barshis	Aye
Mr. Collins	Absent
Dr. DiLeonardi	Aye

The resolution was approved. Student Trustee, Mr. Emmanuel, concurred.

#### **4/06-12 Supplemental Authorization to Pay Professional Personnel**

Dr. DiLeonardi offered:

“Be it resolved that the Board of Trustees of Community College District 535 authorizes the payment of salaries to the persons and in the amounts listed for teaching on a part-time basis during the Spring 2006 Semester; resulting in a revised total of \$2,828,810.76.”

“Be it further resolved that the Board of Trustees of Community College District 535 authorizes the payment of salaries to the persons and in the amounts listed for teaching on an overload basis during the Spring Semester 2006; resulting in a total of \$32,687.60.”

“Be it further resolved that the Board of Trustees of Community College District 535 authorizes the payment of stipends to the persons listed, in the amounts and for the activities specified, the total payment amounting to \$9,012.50.”

Dr. Alexopoulos seconded the motion.

Mr. Williams called the roll.

Dr. Rosen	Aye
Dr. Alexopoulos	Aye
Mr. Wadhwa	Aye
Dr. Barshis	Aye
Mr. Collins	Absent
Dr. DiLeonardi	Aye

Mr. Williams                      Aye

The resolution passed. Mr. Emmanuel, Student Trustee, favored the resolution.

**4/06-13      Authorization to Hire Full-Time, Tenure Track and One-Year Faculty Members**

Dr. DiLeonardi offered:

“Be it resolved that the Board of Trustees of Community College District 535 approve the full time, tenure track faculty appointments for the 2006-2007 academic year of Dr. Gregory Hamill with the academic rank of Associate Professor, teaching assignment of Behavioral Social Studies and annual salary of \$57,604; and Dr. Joo Heung Lee with the academic rank of Associate Professor, teaching assignment of Humanities and Philosophy and annual salary of \$57,604.”

“Be it further resolved that the Board of Trustees of Community College District 535 approve the full-time, one-year appointment of Nancy Hollins for the 2006-2007 academic year with the academic rank of Instructor, teaching assignment of Basic Nurse Assistant Training (BNAT) and annual salary of \$47,269.”

Dr. Alexopoulos seconded the motion.

On behalf of Dr. Prendergast, President Lee commented that she was very pleased with the tenure track appointments and recognized the hard work of the Search Committee in bringing forth such qualified candidates.

Mr. Williams called the roll.

Dr. Alexopoulos	Aye
Mr. Wadhwa	Aye
Dr. Barshis	Abstain
Mr. Collins	Absent
Dr. DiLeonardi	Aye
Mr. Williams	Aye
Dr. Rosen	Aye

The resolution was approved. Mr. Emmanuel, Student Trustee, favored the resolution.

**STRATEGIC CONVERSATION FOR THE BOARD – Shared Governance**

Mr. Wadhwa asked President Lee to open the discussion on the Strategic Conversation regarding shared governance.

President Lee acknowledged the work of Dr. Saret and Dr. Barshis in providing informational materials on shared governance to those who sit at the Board table. She explained that tonight’s

discussion is the beginning of a conversation that took root during full-time faculty contract negotiations. Dr. Lee commented that a Memorandum of Understanding (MOU) was signed along with the faculty contract which directed that the College would form a Task Force for the purpose of discussing shared governance and formulating a model. She stated that tonight's discussion on shared governance provides us with the opportunity to open up the shared governance dialog.

Mr. Wadhwa asked Dr. Saret to step up to the podium with her comments to the Board.

### **Laura Saret, Chair, Professor, Computer Technologies and Information Systems**

*I would like to thank the Board of Trustees and Dr. Lee for engaging with us in a dialog about shared or participative governance this evening. We are very grateful to have this opportunity. Shared governance is something we care deeply about because we, like Dr. Lee, our other fine administrators, the Board members sitting around the table, and those of you in the audience believe with our heads, our hearts, and our guts in the mission, vision, and values of OUR community college, and we care deeply about the students we serve.*

*By virtue of my elected position as President of the Faculty Association and Faculty Senate, I have a seat at this table, and I get to make the opening remarks on behalf of the faculty.*

*I have an MBA from the University of Chicago and a doctorate from Northern Illinois University in Adult Education and Community College Leadership. I have leadership and management experience both in the business environment and in higher education. I spent 15 years at Oakton as Staff Development Coordinator and, along with an administrator, created the Teaching Learning Center. Currently I am chairperson of the Computer Technologies and Information Systems Department. In addition to teaching computer classes, I teach business, management, mathematics, and college success. Teaching these courses has given me a unique perspective about Oakton students, and I can honestly say that I know a lot about Oakton and the students we serve.*

*Many of our faculty also have leadership and management experiences at Oakton and elsewhere, including law enforcement, business, and health care, to name a few. In addition to their commitment to the community college mission and their passion for teaching and working with the students we serve, they bring to this college a wealth of knowledge gained from their outside experiences and those at Oakton. It would be a shame not to tap into this incredible resource we have.*

*Thanks to Peg's nomination and support and the generosity of this Board, I had an ACE Fellowship 3 years ago—one of the major purposes of the Fellowship is to teach potential college presidents about higher education management and leadership. During the year of my Fellowship, I had the opportunity to work closely with and learn from Presidents of Universities and Community Colleges*

*from all over the country. My mentors were Presidents Phoebe Helm and Marguerite Boyd of Truman College in Chicago. I learned a lot from them about the practice of shared governance, and I had the opportunity to learn from mistakes I made that year about what can go wrong when the right people aren't involved in decision making. Shared governance is messy, and it is time consuming, but like cooking a great meal, the mess and time are well-worth it, when the result is excellence.*

*Everywhere I went during my Fellowship year, I asked Presidents, other administrators, and faculty about governance on their campuses. And I learned that each University and college has its own unique approach to management and governance. This is how it should be because governance must reflect the culture of the institution.*

*While many management fads have come and mostly gone in the past 50 years--one underlying theme has steadily picked up momentum in business and in higher education: increasing the involvement of all stakeholders in decision-making. That is what participative management or shared governance is all about.*

*It is a process of involving those who are affected by decisions, in making the decisions. It is not about usurping the role of our President nor the responsibilities of our Board. Shared governance presumes that all the stakeholders—faculty, students, staff, administrators—have a place at the table. Once everyone has talked things over, expressed their interests, and explored options, those in charge of making the decision, make the final decision, and explain the rationale for the decision to all the stakeholders—and decisions are not made until those in charge have given serious consideration to the full range of opinions and recommendations.*

*Businesses and other organizations, including higher education have learned that when faculty and other stakeholders have a voice, the organization gains in many ways:*

- 1. Better decisions are made. No matter how wise and experienced administrators may be, they do not have as much experience as the total of the faculty and staff. Decisions tend to be better when decision-makers call on a wide range of knowledge, information, and experience. When academic decisions are made in shared governance institutions, those most knowledgeable, the faculty, are involved, and, in fact, primary responsibility for deciding academic matters is often delegated to the faculty.*
- 2. Employee morale is increased. Ask any faculty member at Oakton, and they will probably all say that Oakton is the best place in the world to work. However, we are not merely employees, but professionals with special training and knowledge, thus uniquely qualified to exercise decision-making authority in our areas of expertise. Oakton faculty are granted tenure, and*

*many at Oakton have dedicated their entire teaching career to this college and to its students. We are here “for life,” and we are deeply invested in having and maintaining a high quality institution. While we may believe that we have the best jobs in the world, we still need to feel respected and to believe that our contribution is valued. In fact, the prestigious Baldrige Award, which has been talked about by our new academic vice president, has as one of its concepts “Encouraging employee involvement and empowerment.”*

- 3. Shared governance leads to greater buy-in to decisions. The Higher Learning Commission, our accrediting body, in their AQIP standards, indicates that “Broad-based faculty, staff, and administrative participation encourages better decisions and strengthens individual and group ownership of systems, activities, and initiatives. A culture of involvement draws on the expertise and practical experience of people closest to a situation and helps leaders across the organization anticipate the complex implications of decisions. Such collaboration often helps initiate and implement improvements that better meet student and stakeholder needs.”*
- 4. There is better communication and transparency of decision-making. Transparency means the effective communication of the rationale, the content and the processes of decisions. Consultation with stakeholders leads up to and affects the decision which is then communicated, along with the reasons for the decision, to everyone in the community.*
- 5. Shared governance leads to greater trust. Trust is earned gradually, over time and should not be confused with absolute loyalty or faith. When we trust one another, we can expect the best from each other and depend on one another to work as a team for Oakton’s goals.*

*I learned from my grandfather, who was a house painter his entire adult life and President of his painter’s local union, about the importance of participative management. When Grandpa came to my U of C MBA graduation, I know he was very proud of me. Not only was I the first grandchild to get a college education, I was the first to get a master’s degree. However, his words to me right before we entered the beautiful Rockefeller Chapel were “I can’t believe you are becoming one of them.” Today, we would say that “I went over to the dark side by getting a degree in management.” He also told me something else that I have never forgotten and that is “Listen to the workers. They know what is really going on, and, if you listen, you will be a better manager.”*

*You will hear from several faculty members this evening, each of whom will talk, from their own experience and perspective, about a different aspect of shared governance. We hope you will “listen” as we share our understanding with you through examples and conversation.*

Mr. Wadhwa thanked Dr. Saret for her comments on shared governance and opened the discussion for comments by the Board.

Dr. Rosen commented on Dr. Saret's five bulleted points on shared governance and stated that sharing information and being receptive to it increases employee morale and job satisfaction. He noted that shared governance leads to an understanding of the decisions that are made and how fast we adapt to change, while communication leads to greater trust. He asked if we were prepared to examine areas of improvement once the fundamental values of shared governance were determined.

Dr. Saret stated that much of the time spent on discussing the MOU during contract negotiations centered on the language that would provide the framework for discussion. She remarked that it would not happen overnight and that the faculty's goal tonight was to create an opening dialog on which to build future discussions. Dr. Saret noted the delay due to the personnel change in the Vice President for Academic Affairs office and stated that it was important to wait and include him in discussions; however, they would work on the preliminary structure of shared governance.

Dr. Barshis commented on two issues specific to Oakton regarding our approach to shared governance: (1) the mandated task force of people of good will who would compile a working definition of shared governance as well as addressing procedural issues such as accountability; and (2) wasting time explaining our opinions to those individuals who we feel are already on our side and will support what we think and what we recommend when circumstances dictate a new direction. He stated that we already agree that shared governance is good for the College and if tonight's discussion involves listening to the faculty perspectives, learning from them and then in turn listening to the Board's comments, then it is a good and productive first step of our journey into shared governance. Dr. Barshis noted that shared governance involves lines of communication that are clearly identified so that we can advance the mission and values that are representative of the College and not that of an individual. He stated that the Board already knows that this is a good place to work, that we are all committed to the students, the community and the College and stated that they were very interested in learning about specifics to respond to. He stated that his research on shared governance led him to a piece that denoted three kinds of college environments where decisions are made and where shared governance is practiced.

- the decision making process is not tied to offices, roles, or responsibilities of the college but tied to the best interest of the institution
- consultative process whereby faculty, administrators, board members or outside experts advise the decision makers
- distributive model where decisions are made and accepted by different groups within the college and shared governance is a network of communication lines

Dr. Barshis stated that he did not know where Oakton's position was in terms of the three college environments. He further stated that he hoped tonight's discussion would give him an understanding of the faculty's viewpoint and where Oakton fits into the scheme of things so that the Board could get a sense of what direction they should take.

Mr. Wadhwa suggested that the Board hear from the other faculty members who requested permission to address the Board. He stated that the Board would continue the discussion on shared governance following all the faculty comments.

**Gwen Nyden, Professor, Sociology**

*As a member of last year's faculty negotiating team, I'd like to comment on shared governance in the context of negotiations and the contract. Shared governance was among the interests that the faculty brought to the opening session of negotiations in January of 2005. We included this because we believe it is in all our interests to broaden the role that faculty have in the institutional decision-making process. We care deeply about what happens at Oakton and feel that, as professionals, we have knowledge, skills and expertise that can and should be tapped, especially when there are decisions to be made that will have a direct impact on the work we do and the students we serve. The interest-based negotiating process was the perfect place to begin a conversation on shared governance because, in a real sense, it reflects the spirit of shared governance. Faculty and administrators work together to reach decisions regarding faculty working conditions, salaries, and benefits. Throughout this process, everyone's voice is heard, everyone's interests are made transparent, and the outcomes reflect a mutual understanding of what is best for all the parties involved.*

*After the opening session last year, the six faculty members and four administrators on the working conditions subcommittee talked extensively about how we could address the faculty's interest in shared governance. We explored what shared governance meant and the policies already in place at the College that reflected the committee's understanding of shared governance. Ultimately we decided, given the number of issues on our "list," that we could not give shared governance the attention it needed within the relatively narrow timeframe of our negotiations. At the same time, we mutually recognized and affirmed the importance of establishing processes through which faculty, staff, and students would have the opportunity to provide input and participate in college governance. We wrote a Memorandum of Understanding that is attached to the contract.*

*As outlined in the MOU, the first step in this process would be to create a committee of both faculty members and administrators to complete the following tasks:*

- 1. Identify and study different models of shared governance and then derive a definition of shared governance appropriate for Oakton;*
- 2. Do an environmental scan of current decision-making processes at the College;*
- 3. Identify, evaluate, and recommend changes in areas where existing processes could be enhanced and/or improved, based on the agreed-upon definition of shared governance.*

4. *Issue a report to the Association and the Administration that includes a recommended implementation plan.*
5. *Communicate outcomes and rationale to the college community*

*As part of the MOU, we noted that the concept of shared governance is already reflected in the language of the College's Vision, Mission, and Values statement, defined through Board policies 2004 (Administration -- Administrative Operation); 2005 (Administration -- Line of Responsibility); 2006 (Administration -- Channels of Communication); 2007 (Administration -- The President's Council); and 2008 (Administration -- Oakton Community College Faculty Association, IEA-NEA), and present in the fundamental ways we operate as a collegial body on a daily basis.*

*As outlined in the MOU, the Faculty Association has now formed a committee of faculty ready to move ahead on this interest. We look forward to working with the administration to put into place, both in term of policies and practices, a model of shared governance that will enable us to contribute our collective knowledge, skills and expertise to those areas of the institutional decision-making process which have a direct bearing on what we do as classroom teachers.*

**Hollace Graf, Professor, Philosophy, Chair, Philosophy and Humanities, and Chair of the Council of Chairs**

*President Lee, Chairperson Wadhwa, and members of the Board of Trustees, thank you for this opportunity to address you. As a member of the philosophy faculty, my area of specialization is ethics. With several grants from the Leadership and Core Values Initiative of the Illinois Community College Board, and with the participation of Rinda West and Tom Bowen, I developed and have taught Oakton's semester-long faculty development seminar on ethics in higher education three times. In this seminar we have looked closely at the ethical duties of the college professor from the perspectives of a number of philosophical theories. Philosophers who disagree about many things do agree that college professors as a profession have certain ethical obligations. One such obligation is to promote academic excellence. We strive to do this in our classrooms, but it is not possible to achieve academic excellence unless the institution as a whole is structured in ways that promote it. It is thus the duty of the professor to participate in helping to make policies that facilitate the promotion of academic excellence. I want to stress this because the Oakton faculty seeks to further develop shared governance precisely because of our professional commitment to academic excellence.*

*Of course, in the case of Oakton, we are privileged to have an administration and a Board also devoted to academic excellence. In this situation, why can't faculty just happily teach their classes? We cannot just confine ourselves to that role because faculty members bring to the discussion of academic excellence their areas of special expertise. College professors have traditionally been accorded*

*the status of autonomous professionals precisely because they have special areas of expertise. In matters of such as hiring of faculty and the development of curriculum, it makes no sense not to listen to those who have expertise. Shared governance most basically involves the creation of mechanisms to insure that faculty voices are heard, and hearing these faculty voices gives Oakton as an institution the best chance to achieve its commitment to academic excellence.*

*Although commitments to shared governance go back to the founding of universities in the Middle Ages, the community college is a relatively new kind of educational institution. It is a crucially important institution since over half of college students in this country now attend community colleges. The fact that community colleges are a new type of institution doesn't lessen the need for shared governance; it actually increases this need since we face a situation in which not everyone is even convinced that community colleges are really colleges. My view is that community colleges are not only capable of academic excellence, but are the institutions most suited to exploring and developing innovative discipline-specific teaching methodologies from which other colleges and universities will benefit. We need to creatively explore the models of shared governance that best serve our specific circumstances and allow for this full flourishing of our particular academic excellence.*

*One good example of the positive effect of shared governance can be seen in the faculty search process that the Humanities and Philosophy Department engaged in this year. In 2004-2005 year, despite a hardworking and dedicated search committee, our search failed. This academic year the philosophy faculty proposed conducting the search process in a very different way. Not surprisingly, the philosophy faculty and only the philosophy faculty knew the way hiring works within our discipline. Oakton's past procedure for hiring was at variance with the usual timetables and expectations within philosophy. Thus, Oakton's procedure was a major factor in our failed search. The administration listened to the philosophy faculty and worked with us to modify the search procedure. This resulted in the successful hiring of two excellent new faculty members both of whom increase the diversity of our faculty. In this case shared governance clearly worked for everyone.*

*Shared governance is something that should extend in many directions. The department that I chair – Humanities and Philosophy – has forty faculty members including thirty-five adjunct faculty members. I could not be an effective department chair without continually seeking the input of my entire department and without deferring to those who have expertise in areas other than my own. Let me give a very simple but illustrative example. The faculty members who teach our film history and film appreciation classes have let me know that academic excellence in their classes depends on having special scheduling and special room arrangements, and I didn't know this until they told me. Although I may not be able to always successfully secure the type of classrooms that our film*

*faculty need, surely as a department chair I must create mechanisms that insure that I hear to their concerns, and I must try my best to address these concerns.*

*In closing, I would like to emphasize that the Council of Chairs and Coordinators believes that we should play an important part in a shared governance structure. Our knowledge of our disciplines and our knowledge of what is happening in Oakton classrooms needs to be heard. We say this out of commitment to our professions, to our students, and to Oakton.*

### **Linda Zimmerman, Professor, Student Development**

*As a member of the Student Development Faculty, I would like to discuss shared governance from the viewpoint of the professional faculty who work intimately with students at Oakton. My colleagues and I are charged with the responsibility of counseling students regarding their careers, academics, social and emotional imperatives, and providing crises intervention. Thus, we provide guidance when students are painfully dealing with the divorce of their parents or struggling through their own divorce while trying to keep up with their studies. We are there when students find themselves homeless, financially stressed, academically slipping, depressed, anxious, lonely, frightened, or ill. Our job in these instances is to maintain a connection for the student at the college and to help them make connections to social service agencies in their community. We are on the front line when students are having difficulty with drug, alcohol, or gambling addictions. We identify and connect with students in the psychology classes we teach, or students are referred to us by our colleagues, or they come to the Advising and Counseling Center independently, seeking our counseling expertise.*

- *Our unique position as faculty who teach and counsel drove us to create programs to help students handle the pressures of drugs and alcohol. Using a methodology known as social norming, based on research by Michael Haines through the Social Science Research Institute at Northern Illinois University, we began a campaign this fall to inform students that not everyone is drinking excessively, smoking, or taking illicit drugs. In other words, we are working on changing students' perception that it is "cool" to indulge themselves in these behaviors. This campaign has sparked many individual and group discussions with students.*
- *Our awareness of the needs of some students for extensive mental health intervention has driven us to establish strong connections with agencies in our community and to create a program to identify and support students who are struggling with clinical depression, anxiety disorders, and other mental health issues. Last semester, we offered free screening and follow-up counseling to students. We brought representatives from local agencies onto campus to speak directly with our students. The connections made both individually by students with the agencies, and collectively between our professional counseling faculty and the agencies, continue to reap benefits for Oakton.*

- *Several years ago, there was a rash of sexual assaults in the Chicago area using the rape drug, Rohypnol. I first became aware of this new problem from a student who was a survivor of one of these assaults. In response, we offered information sessions to students and invited in medical experts from Northwest Suburban Women Against Rape to speak to us about Rohypnol. Later, I was invited to speak to students at Northwestern about our experiences. We created a series of discussions and workshops on date rape that involved hundreds of men and women students on our campus and, hopefully, gave our students the information they needed to protect themselves and their friends.*

*Due to this breadth and depth of interaction with our students we believe we are uniquely positioned to contribute to the creation, shaping, and incorporation of policy initiatives that influence the success Oakton students. We strongly believe that when students' needs are best met, our institutional needs are best served. Therefore, we are very interested in participating in continuing discussions and research with you.*

### **Joseph Kotowski, Professor, Mechanical Design<sup>1</sup>**

*This is my 15<sup>th</sup> year at Oakton. I characterize myself as one of the in-betweeners, neither newcomer nor long-timer. I am looking forward to another 20 years at this institution to which I have given much and which has in turn been so good to me.*

*I have had the pleasure of serving in different capacities since I have been here. I started out as a teaching faculty member, over time I took on additional coordinator responsibilities until I was chair of 4 distinct programs, after which I served as dean for three years. I have since returned to my first loves -- teaching engineering, technology, and mathematics.*

*My experience as dean was eye-opening. Having previously taken for granted much of the inner workings of the college, I never fully conceived the pivotal role a college administrator has to play. A whole world of service and facilitation with frequent and necessary meetings opened up to me. For me, the behind-the-scenes became front and center as I was exposed to other parts of the college I had previously deemed "support". I feel I have a much deeper appreciation of all that goes into running this ship.*

*My collaboration with faculty was an integral part of the job. I found that there was a healthy respect for the roles we were cast to play and that, when I presented supporting rationale and I included involved parties in the decision making process, there was an understanding and an eventual acceptance, even when the outcome was not favorable in the eyes of the beholder.*

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<sup>1</sup> Mr. Kotowski's actual comments to the Board were shortened to conserve time. His complete written statement is included with the minutes of the April 18, 2006, meeting as submitted to the Secretary to the Board.

*It is my perception that Oakton has a tradition of being non-traditional and that our reputation across the state and nation is one of excellence. I have experienced this firsthand through participation at conferences, transfer panels, and National Science Foundation grants. The word on the street about Oakton is good. Recently, an associate dean at UIC called me up to find out how they could get more Oakton students. I came to find out that last year Oakton was the top supplier of engineering transfer students to UIC, ahead of the much bigger COD, and that these students persist and perform at above average rates. This is one of many, sometimes untold, examples of Oakton excellence.*

*Oakton has always been a collaborative place and we have prided ourselves on being creative and ahead of the curve. The way in which we approach shared governance presents us with an opportunity—to become a paradigm of collaboration and communication.*

*We have achieved much by being collaborative and Dr. Lee deserves credit for setting the tone and tempo of the work that we do. I feel valued and respected. Having worked in other places, I find my work here not only more enjoyable but more productive as well.*

*A dean's job is a difficult one (not to say others are not). To straddle the line that divides your role as an administrator and an advocate for the programs and faculty within your division was, at times, a challenge. Not presuming to speak for my former colleagues, when I was dean, there were times I would have welcomed a more structured collaboration.*

*The nature of our work scatters us about -- so that lines of communication get stretched and sometimes meaning and intent get lost. I see shared governance as a natural extension, a formalization to fill in the gaps, of the way I have experienced us doing business for my fifteen years. I see reasonable shared governance as a way for us to renew a place that is reinventing itself. A way for people, who do not have the long storied history the founders of this place had, to get to know each other a little better so that the communication that is essential to what we do comes more easily.*

*As we enter into this initiative, we must recognize that each of us is accountable to someone. Faculty and staff to deans and directors, deans and directors to our respective VP, the VP's to Dr. Lee, Dr. Lee to our distinguished board, and the board to the taxpayers. Ultimately, we are all accountable to the student and this is what binds us all to each other. We need each other.*

*In closing, let me say, it is my belief that well intentioned people with reasonable expectations bound by a common purpose can accomplish much together. I ask for your support as we consider "best practices" of shared governance as they would apply to Oakton Community College. Thank you.*

Following the four faculty comments, Mr. Wadhwa opened the floor for discussion.

Dr. Rosen commended the faculty who addressed the Board. He stated that they all spoke eloquently and with passion and commitment to the students and the College. He remarked on how each statement addressed ways in which the system works so that we have a positive setting in which to begin. He commented on Dr. Graff's example of the failed search committee as it was an important foundation on which to build future models.

Dr. Barshis commented on the critical concept of communication that was addressed by all of the faculty members. He stated that it was very important to focus on how we can better open the channels of communication so that all students, faculty, staff and administrators are heard from. He further stated that the essence of shared governance is moving toward an atmosphere of knowing who will listen to your innovative ideas and who will listen when something goes wrong. Dr. Barshis suggested that as we travel the path of shared governance, we channel our focus toward decision making and improvement. He stated that the community college system as a whole is perplexed with the movement toward the management model of a factory or business system with the students as customers. He further stated that this notion is contextualized with a business doing a good, efficient and effective job; however, education does not work that way. Dr. Barshis commented on how shared governance for those in education is a consensus of working together to get through the difficult parts so that we are more efficient and can better serve our students. He reflected on the Win-Win or interest-based bargaining method used during faculty contract negotiations which pinpoints the interests behind the issues and challenges labor and management to satisfy those interests within the framework of a collaborative, problem-solving relationship. He noted that there's still a lot to be learned from the Win-Win model; however, we are cognizant of the fact that we are all coming from different perspectives but have the same goal of making this a better place in which to work and serve our students.

Dr. Alexopoulos stated that he agreed with the faculty who spoke this evening. He stated that shared governance is important for the College if defined uniquely; however, it would not work in the business environment. He emphasized the importance of defining shared governance so that it meets the needs of the faculty, administration and the Board. Dr. Alexopoulos suggested that the College use the Troika approach.<sup>2</sup> He stated that we need to define the basis on which to build the discussion for shared governance in order to avoid needless meetings and committees.

Mr. Williams commented that he was impressed with the commitment of the faculty who spoke on shared governance. He reflected on how we all have a different opinion, yet are willing to work harmoniously toward a common goal. Mr. Williams commented on his concerns brought forth through the numerous email communications by the faculty a few weeks ago and stated that the conversations tonight are the first step in understanding our differences and forming a plan.

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<sup>2</sup> Troika is a knowledge acquisition technique based on a combination of repertory grids, conceptual graphs and formal concept analyses. Troika is a hybrid approach that combines these three approaches.

He stated that both the administration and the Board members are open to discussion with the hope of moving forward in a positive manner.

Dr. DiLeonardi stated that the key element of shared governance as noted in the faculty comments this evening is mutual respect. She stated that she respects all of the faculty members and the job that they do and hoped that they respected the role of the Board members as through this mutual respect, they are well on their way to an understanding of shared governance. She also commented on the Board's interest in who serves on the search committees as they need to see who the representatives are. Dr. DiLeonardi stated that the Board must adhere to statutory requirements; however, opinions are always welcomed and appreciated. She further stated that establishing an open dialog and working together with an open mind will lead to a shared governance model.

Dr. Lee thanked the faculty members who spoke on shared governance. She reflected on Mr. Kotowski's statements regarding our yearning for respect and communication which has been part of the Oakton culture for the twenty plus years that she has been at Oakton. She stated that over the past few years, we have lost the connection with those who we shared our personal life with and that it is time to reconnect our relationships and improve communication.

Mr. Wadhwa invited other faculty present to join in the discussion on shared governance.

Ron Thomas, Professor of Management, asked the Chair for permission to address the Board. He thanked them for the opportunity to participate in the discussion on shared governance and for their listening to the comments from the faculty. Reflecting on his years in teaching Management, Mr. Thomas disagreed with Trustee Alexopoulos' comments regarding participatory management not working in the business and industry sector. He commented on his conversations with Dr. Saret regarding the "us versus them" debate and our need to break down silos and walls within our institution by reaching out to others with compassion instead of holding back in distrust. He further commented on the need to build richer relationships for real change to happen. Mr. Thomas reflected on comments made by Dr. Barshis and stated that in order to move Oakton from number two to number one, we need to listen to one another and begin living the changes we want to see. He stated that he looked forward to a mutual conversation and understanding of each other's perspective on shared governance.

Melissa Woo, Oakton Community College student asked permission to address the Board with comments on shared governance from the student perspective. She stated that the conversations are very important and asked the Board to consider the inclusion of student involvement in the formation of a shared governance model. She commented on the work of the Board of Student Affairs and stated that it was important to ensure that their voices were heard. She questioned why the Student Trustee's vote was only advisory.<sup>3</sup> Ms. Woo reflected on the amount of work and effort put forth by the student body in February 2006 regarding their opposition to increasing

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<sup>3</sup> Illinois Public Community College Act, Illinois Compiled Statutes, Chapter 110, Act 805, Article 3, 7.24 states "Each community college board shall have one non-voting member who is a student enrolled in the community college under the jurisdiction of the board."

the tuition. She stated that Oakton students are proactive, intelligent and very interested in being involved with matters that impact their ability to achieve their goal of higher education.

Toni Rowitz, Professor of English/Speech, asked permission to address the Board. She stated that as a faculty member with a very long history of teaching at Oakton, it was refreshing and stimulating to listen to the dialog on shared governance. Ms. Rowitz emphasized that in teaching Speech, the most important element of the audience are the people who are listening and the most important component of a community college are the students who we serve. She commented that although the College began with a little over 100 students, we need to go back to the days when we remembered everyone's name as we are part of the whole; that we're interconnected with everyone else and that our choices impact others as well as ourselves.

Dr. Graff, Professor/Chair, Philosophy and Humanities addressed the Board from the perspective of a newer faculty member. She stated that the points made by Dr. Lee and Ms. Rowitz regarding Oakton's past practices are an important part of who we are; however, we cannot recreate the past so we need to find creative new ways in which to communicate. She stated that a formal mechanism is needed for communication and not just the informal gatherings at lunch in the cafeteria. She further stated that it is through the formal mechanisms that we can recapture our old sense of ties and connectedness. Dr. Graff reflected on some of the difficulties experienced by the Council of Chairs and Coordinators in dealing with issues in an institution that is in transition. She commented on the importance of creating formal mechanisms that everyone could understand. She suggested that Oakton not only look to examples of different models of shared governance, but create something new and unique to us based on our traditions and high standards.

Dr. Rosen responded to some of the excellent points made by Dr. Graff. He stated that a shared value system wants to, and expects of itself, a higher standard. He presented examples of competing agendas within the Illinois public and private sector colleges and universities that profess academic excellence as their goal. He also commented on the competing agendas within our state legislature and reflected on his recent futile lobbying efforts regarding funding for community colleges because of all the competing agendas. Dr. Rosen stated that we are caught in the middle of trying to resolve issues by finding a common ground on which to begin. He further stated that we are also advocates on the same side in regard to academic excellence and higher standards and are trying to address the complex issue of shared governance in a sensitive and meaningful way.

Dr. Barshis interjected that we should not negate the proposal made by Dr. Graff to develop something that is unique to Oakton. He commented on the need to work together in solving issues by using our founding history of who we are and moving forward into the future with what we will be, in spite of the lack of funding or any other obstacle thrown at us. He stated that this is the essence of collaborative decision making that is rooted in the best interest of the College. He further stated that a formal mechanism is the vehicle that will move us from number two to number one and would help us recognize the complexity of our mission.

John D'Anca, Professor of Student Development addressed the Board. His remarks centered on comments made by Mr. Kotowski and Ms. Zimmerman. He stated that when we talk about

working together on opposite sides of the desk and entering into authentic and compassionate conversations that will deepen our connection with others, we are talking about shared governance. He commented on the need to look past tonight's discussion and stated that the "devil is in the detail." He noted his 27 years of service at the College and stated that although faculty were told many times that their voice was heard, nothing changed; therefore, did hearing mean listening? Mr. D'Anca reflected on the new energy that has emerged at the College with the combination of seasoned faculty members working together with new faculty members. He stated that in order to have shared governance, faculty need a voice in policies and procedures that require decision making as they are executed. He further stated that the need to put the students' front and center is implicit and that when we do this, we can move forward toward working together on a shared governance model.

Mr. Wadhwa commented on his many years in private industry and how different the academic environment is regarding decision making as debates in academia are encouraged. He stated that it is the Board's intent to move forward with a shared governance model.

Dr. Lee responded that the process of working toward a shared governance model has already been initiated and that Dr. Saret presented a recommended list of faculty for the Task Force. She stated that their shared decision was that the work of the Task Force would include the new Vice President for Academic Affairs; therefore, it would be deferred until his arrival in July. In terms of the next step toward shared governance President Lee stated that the groundwork was laid tonight as we have moved shared governance to the forefront of our consciousness and are mindful of moving forward with the decision making process as noted in Mr. D'Anca's comments. She also addressed comments made by Ms. Woo, explaining the role of the Student Trustee as dictated by law and that creating a shared governance model is part of the memorandum of understanding that is included with the full time faculty contract. She stated that she is also very sensitive to Mr. D'Anca's comments regarding hearing the voices of the faculty versus listening. She remarked that the administration does listen; however it may not be construed as listening if the decision has a different outcome than argued for. Dr. Lee stated that the important outcome of tonight's discussion is that we've listened to everyone's input and will take concrete steps to move forward in creating a shared governance model.

Dr. Rosen suggested that the Shared Governance Task Force be invited to provide a report to the Board at a future date to which Dr. Saret agreed. Dr. Saret then reiterated Mr. D'Anca's comment that the devil will be in the detail. She stated that they should have a good start by September or October and asked Board members and administrators to share ideas and information on shared governance that they come across through work, conversation or travel.

Dr. DiLeonardi asked if the Shared Governance Task Force would include faculty, staff and students. Dr. Lee responded that since shared governance began with and is a part of the full time faculty contract, they would start with faculty representation; however, it could be expanded once there is an understanding of the terminology.

Dr. Rosen elaborated on Dr. Saret's term of "stakeholders." He stated that our students are the greatest stakeholder and that coming to terms with an understanding of the importance of different groups needs to be included in the dialog on shared governance.

## Adjournment

Mr. Wadhwa stated that the next scheduled regular meeting of the Board of Trustees of Oakton Community College, District 535, would be held at 7:30 p.m. on May 23, 2006, at the Des Plaines Campus, 1600 East Golf Road, Des Plaines, IL in the Board Room 1506.

Dr. Alexopoulos offered a motion for adjournment and Dr. Barshis seconded the motion. A voice vote was called and Mr. Wadhwa adjourned the meeting at 10:02 p.m.

*/s/ Jody Wadhwa*

Jody Wadhwa, Chairman of the Board

*/s/ Emory W. Williams*

Emory Williams, Secretary of the Board

/pd  
5/06

A video tape recording of the April 18, 2006, meeting was made and may be viewed by calling the Library and Instructional Media Services office at 847-635-1640.