

**Minutes of the Oakton Community College
Board of Trustees Committee of the Whole Meeting
June 27, 2017**

A Committee of the Whole meeting of the Board of Trustees of District 535, was held on Tuesday, June 27, 2017 at 4:00 p.m. in room 1506, at the Oakton Community College Des Plaines campus, 1600 E. Golf Road, Des Plaines, Illinois.

Call to Order and Roll Call

Chair Stafford called the meeting to order at 4:05 p.m. in room 1506; Secretary Salzberg called the roll:

Mr. Stafford	Chair	Present
Dr. DiLeonardi	Vice Chair	Present
Mr. Salzberg	Secretary	Present
Ms. Burns		Present
Mr. Frank		Present
Mr. Kotowski		Present
Ms. Tennes		Present
Mr. Chan		Present

Also present: Dr. Joianne Smith, President; Dr. Ileo Lott, Vice President, Academic Affairs; Dr. Karl Brooks, Vice President, Student Affairs; Ms. Bonnie Lucas, Vice President, Technology and Data Analytics; and Mr. Edwin Chandrasekar, Vice President, Administrative Affairs.

Chair Stafford began by stating that the purpose of this Committee of the Whole meeting was to discuss the Master Plan. It is on the agenda for approval at the regular Board meeting later in the evening, but the Board did have some questions at the Committee of the Whole meeting on May 23, 2017, that they wanted addressed. Chair Stafford thanked staff for the outstanding work that has been done relating to this process, and he appreciates staff's responsiveness to the Board's inquiries.

Mr. Edwin Chandrasekar, Vice President of Administrative Affairs, thanked the Board for taking the time for this meeting to review the Master Plan update. Mr. Chandrasekar noted that the Master Plan was previewed at the May 23 Committee of the Whole meeting, which was a culmination of the nine month effort, with participation from multiple constituencies from the College. The Master Plan serves as a blue print to advance the College's strategic goals of student success, workforce development and civic engagement. This presentation is an update following feedback from the Trustees at the May Committee of the Whole meeting, and to help the Board better understand the project prioritization.

Mr. Chandrasekar introduced Mr. David Agazzi, who acted as a consultant on the Master Plan project, and who has been instrumental in the creation of the Plan; Jessica Figenholtz, and Michael Dolter, from Perkins + Will; Dorothy McCarty, Cotter Consulting; and Richard Schwass, Oakton's Construction Manager. Mr. Chandrasekar provided the Board with the background of the Master Plan Steering Committee. He also spoke about how data has helped to drive many of the recommendations that are being put forth. Our entire Master Plan process has been guided through a rational plan and data driven decision making. This will be one of the agenda items for approval at the regular Board meeting later in the evening, which after approval, will then be submitted to the Illinois Community College Board, which we are required to do every five years.

A great deal of the development of the Master Plan has been around the issue of Deferred Maintenance. Mr. Chandrasekar relayed that in terms of the process to come up with the Deferred Maintenance projects, identifying what needs to be done, and when it needs to be done, they actually had to go back to a 2006 study, the Facilities Condition Assessment Study. The 2006 plan did identify a number of areas that the College needed to look at, and that was used as a baseline to guide us in terms of decision making to identify which pieces of equipment and what systems had outlived their useful lives, and therefore now need to be reviewed again.

The process of what we identified as the capital projects is in terms of balancing the risks against what funding we have. We are faced with a unique situation in where the state is with its finances, and we also have to look at timing. When we did the entire Master Plan process, we came up with capital projects of \$80 million dollars and through an iterative process of looking at projects based on the priority needs and available funding, projects were then selected. Through this process of identifying what funding was available, some projects fell into what we called future funding beyond the five year time frame. We have to look at our projects in terms of need and function, such as Life, Safety and Health, and critical Deferred Maintenance. The thinking of both of those is one is a must do, the other is you need to do it as soon as possible. For the critical Deferred Maintenance, those are basically trying to get up to speed so we can develop our preventive maintenance. Oakton like many institutions over time, tend to build up a backlog of deferred maintenance projects. Failure to perform needed repairs and renewals as part of normal maintenance management can create safety and security risks. Mr. Chandrasekar talked about the projects that are already underway: Student Street; roof replacement; and monument signs. Life, Safety and Health projects relate to electrical, heating, cooling; environmental, site and natural area projects. The Board previously received extremely detailed information on all of the information being presented. Mr. Chandrasekar acknowledged the work of the Facilities team at the College who have done a stellar job in making the current equipment last for as long as it has. Regarding critical Deferred Maintenance, Mr. Chandrasekar listed the projects that fall into this category such as doors/keying, carpet replacement, landscaping, cellular and cable upgrades, athletics, and capitalized software.

Next, Ms. Dorothy McCarty talked about the update to the Master Plan that was given to the Steering Committee in early June. Feedback that was received after the Committee of the Whole meeting on May 23, which included prioritizing deferred maintenance projects; moving the server room up; moving up the administrative and IT staff that are in temporary space in the basement; rebalancing the budget to avoid the frontloading that we were seeing before; as well as discussion about whether the cafeteria should be a higher priority. Also, Ms. McCarty said that Dr. Ileo Lott confirmed that he is working with his team to revisit scheduling practices. Projects that would be included in the common areas: programming; updates to the cafeteria, the kitchen servery; student street; signage and way finding. The west end, south area is what is being proposed for FY2018 and that will include moving the people out of the temporary office space in the basement as well as the server room. The next piece that will be addressed would be moving the remaining IT staff out of the basement; and the west end, north side would be the final piece of work to include the arts expansion and renovation on the first floor, the adjunct faculty offices, and one large classroom.

Chair Stafford said that this is very responsive to what the Board asked for. He did ask for some clarification on the bidding process. Trustee Salzberg commented that what we are seeing here is that projects that fall under Life, Safety and Health, appear to be in the critical range, top priority. Chair Stafford said that it is fair to say that those are the most mission critical right now. Trustee Tennes commented that this is tremendous investment; she wished that the Skokie student street and student center projects were not as far down on the list. Ms. McCarty noted that if things

change with the financial picture, those projects could roll out sooner. Trustee Frank asked if there is a possibility to use any of the \$2.8 million dollar surplus that was projected. Mr. Chandrasekar replied that we are projecting that surplus, but that is largely due to some of the deferrals on expenses in 2017, including holding approximately twenty job vacancies, which translates into approximately \$1 million, only because we did not know where the state was going to end up. That is money that we pushed out to 2018. Chair Stafford also commented that yes, that money that can be used, but the real issue is this plan is financed on a combination of some dollars that we have in our portfolio, but also on bond issues; it is a mix of those two.

Trustee Salzberg commented that he understands how important the Life, Safety and Health projects are, but he agrees with Trustee Tennes' comment about the cafeteria and student street renovations at the Skokie campus. We are all about supporting students, faculty, and in his opinion, five years from now is a long time to wait. This is an issue that the Board should think about, as we do a lot of marketing to promote and retain students. Trustee DiLeonardi agreed, but noted that we need to prioritize Life, Safety and Health projects. Perhaps if the Board had known at the time that critical issues such as the replacement of the fire panels and the sanitary lift station were on the horizon, we may have made different choices in regards to choosing items such as the flooring of the Student Street project. When we built the Lee Center building, we did not take into consideration how it impacted the rest of the campus, for example the water lines and lift station. Trustee DiLeonardi concluded that she wants to make sure that the campus facilities can support the students once they are here. Trustee Burns said that aesthetics are very important for young people. She noted that the cafeteria is in need of remodeling; she also understands that issues regarding the sanitary lift station are very important as well. In terms of enrollment, aesthetics do play a role in students wanting to come to Oakton or for that matter, any other college.

Trustee Tennes talked about other tools that are available to the College to help in financing some of these projects. She asked if the College would possibly qualify for any measure of Homeland Security funding; possibly the backup generator at Des Plaines, the fire alarm panel replacement, and camera replacements would fall into that category. Another course to look into could be philanthropy. There appear to be a number of opportunities for philanthropy, for example, the cafeteria and student street. This could possibly be a project for the Educational Foundation; Trustee DiLeonardi agreed with Trustee Tennes that this could be another avenue to explore.

Chair Stafford pointed out that what the Board will actually be approving is the plan and authorized spending 2017-2018. Next year the Board will come back to this and we can change up the plan if need be. If we get philanthropy or grant money, there is no reason that next year we cannot move certain projects up the list. Trustee Frank also mentioned that community resources may also be a way to tap into money. Trustee Tennes said that with some creativity, the Foundation could approach establishments such as the McCormick Foundation, McArthur Foundation, Rice Foundation, or Sierra Club. Trustee Frank asked if Chair Stafford thought that Northwestern University would possibly be interested in contributing to capital projects for Oakton. Chair Stafford replied that Northwestern is committed to giving the city of Evanston a million dollars a year for the next four years; consequently, he does not think that giving money Oakton Community College would be a priority. Both President Smith and Trustee Tennes agree that when approaching a philanthropic organization, we need to make sure that our request aligns with their mission. We need to look at our Strategic Plan; identify areas where our Strategic Plan aligns with another Foundation's strategic vision and see if there is overlap.

Trustee Salzberg reiterated that he really does not want to wait to remodel the cafeteria for another five years; he also asked about money allocated for the west end. Ms. McCarty said that would include moving people out of the basement, which is currently overcrowded, there is a flood risk in some of those areas, and insufficient HVAC. Ms. McCarty noted that one of the reasons that this is being prioritized is that moving the data center up was identified as a high priority. Once we move the data center up, the IT staff would still be in the basement, and from an operational standpoint that is not the best situation. Besides overcrowding, there are some other issues that Oakton should resolve, the condition of the offices, and the air quality.

In concluding the discussion, Trustee Tennes said that as a Board, she would like the Trustees to get behind and partner with our Foundation to figure out how to raise the monies for those projects that have the potential for being funded by outside parties. Trustee Burns agreed that the Board has a responsibility to step in and support the Foundation in this type of endeavor. In an effort to possibly secure Homeland Security funding, we need to be talking to Congresswoman Jan Schakowsky to find out if this is a real possibility; it is incumbent on us as a group to help the institution to find creative ways of financing. Trustee Kotowski asked if there has been discussion regarding the functioning of the campus during all these projects, as inevitably, such issues as construction equipment, noise, dust, and a variety of risk management issues, cannot be avoided. Mr. Rich Schwass, Construction Manager noted that there have been many discussions, plans and communication regarding those issues.

Chair Stafford thanked Mr. Chandrasekar and Ms. McCarty for their presentation. He also commended the Board for their in depth discussion on all aspects of the plan.

No official action was taken during this meeting.

Adjournment

At 5:20 p.m., Chair Stafford asked for a motion to adjourn the meeting, Ms. Tennes made the motion; seconded by Mr. Frank; a voice vote was called and the meeting was adjourned.

William Stafford
William Stafford, Chair

Joan DiLeonardi
Joan DiLeonardi, Acting Secretary

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