

MINUTES OF THE SPECIAL MEETING OF THE BOARD OF TRUSTEES  
SOUTHERN ILLINOIS UNIVERSITY  
AUGUST 14, 2018

Pursuant to notice, a special meeting of the Board of Trustees of Southern Illinois University convened at 10:06 a. m., Tuesday, August 14, 2018, at Southern Illinois University Carbondale, Student Center, Ballroom B, Carbondale, Illinois. The meeting was called to order by Chair Amy Sholar. The following members of the Board were physically present:

Ms. Amy Sholar, Chair  
Hon. J. Phil Gilbert, Vice Chair  
Mr. Joel Sambursky, Secretary  
Mr. Tom Britton  
Mr. Brione Lockett  
Dr. Shirley Portwood  
Dr. Marsha Ryan  
Ms. Molly Smith  
MG (Ret) Randal E. Thomas

Present for the duration of the meeting were: Dr. J. Kevin Dorsey, Interim President; Mr. Luke Crater, General Counsel; and Ms. Misty Whittington, Executive Secretary of the Board. Present for a portion of the meeting were: Dr. Carlo Montemagno, SIUC Chancellor; and Dr. Jerry Kruse, Dean and Provost, SIUC School of Medicine. Dr. Randall Pembroke, Chancellor, SIUE; participated for a portion of the meeting via teleconference.

The Executive Secretary reported and the Chair determined that a quorum was physically present.

The Chair congratulated Student Trustee Brione Lockett who was designated as the voting student member by Governor Rauner.

Chair Sholar made Board appointments. Trustee Tom Britton was appointed to serve as a member of the Academic Matters Committee and Architecture and Design Committee. Student Trustee Brione Lockett was appointed to serve as a member of the Academic Matters Committee and Audit Committee. Student Trustee Molly Smith was appointed to serve as a member of the Architecture and Design Committee and Finance Committee. The Chair removed herself as a member of the Architecture and Design Committee.

The Chair stated that there would be a Public Questions and Comments portion available at the day's meeting.

Dr. David Johnson, SIUC Faculty Association, spoke to the Board. He observed that the SIU system dedicated much of the prior year to infighting. He hoped the selection of Dr. Dorsey as interim president would help the system heal its wounds. He reviewed that there had been controversy on the Carbondale campus regarding Chancellor Montemagno's plan to restructure academic units on the campus. He noted that faculty in some parts of the school supported his restructure and in other parts they did not. In areas where the faculty did not support the Chancellor's proposal, they presented alternative proposals of their own which they believed would better help them grow their programs and serve their students. Dr. Johnson pointed out that the Chancellor would have to decide whether to squash faculty alternatives and impose his new structures on faculty or work with them to make positive change. He remarked that there was a better way rather than a one size fits all approach, and the Chancellor could benefit from the field-specific experience of faculty and choose to listen and compromise.

Mr. Tony Travelstead, SIUC Civil Service, provided his report to the Board. He reviewed the work performed by approximately 1,300 Civil Service employees on the Carbondale campus to ensure students had their needs met while receiving their education and living on the campus. He noted that the Carbondale campus had been passed over again at the Board meeting with any type of pay increase discussion. He reported that the employees on the campus found it discouraging knowing that fellow employees at the Edwardsville and Springfield campuses had received acknowledgement through pay increases for their hard work; Carbondale employees last received a pay increase in July 2013.

Dr. Mary Weishaar provided her report to the Board. She noted she served as the executive director of international affairs and a full professor in the Department of Teaching and Learning at SIUE. She shared that she was a professor at SIUE for 25 years. Dr. Weishaar reviewed her family ties to both SIU Carbondale and SIU Edwardsville and that she was fully invested in the SIU system. She noted every SIU stakeholder had an obligation to provide educational opportunity for all of southern Illinois. She went on to say that she believed each person at the Board table held the best interest of the SIU system in mind and she hoped going forward that they would make the best decisions on behalf of the SIU system.

The following item was presented:

APPROVAL OF SALARY AND APPOINTMENT:  
INTERIM DEAN OF THE COLLEGE OF LIBERAL ARTS, SIUC

Summary

The matter presents for approval the salary and appointment of Dr. Andrew Balkansky for Interim Dean of the College of Liberal Arts, SIUC.

Rationale for Adoption

Policies of the Board require the Board of Trustees approval of the salary and appointment of professional staff who have a proposed salary of \$150,000 or more. This request follows a selection process for the Interim Dean, conducted in accordance with University policies and College of Liberal Arts Operating Paper. The Interim Dean of the College of Liberal Arts serves as the college's chief academic and administrative officer and is responsible for the academic programs, recruitment and retention of students, fundraising, fiscal management, personnel, external relations, and other duties.

The recommended candidate, Dr. Andrew Balkansky, holds the rank of Professor with tenure in the Department of Anthropology at SIU Carbondale. He has served as the Associate Dean of the College of Liberal Arts since 2017. He was selected as Interim Dean by the Interim Provost, in consultation with the Chancellor, in accordance with University hiring policies and procedures and with the Operating Paper of the College of Liberal Arts.

Constituency Involvement

Dr. Balkansky was selected in accordance with the Operating Paper of the College of Liberal Arts, which includes consultation provisions for selection of an interim dean. College of Liberal Arts Chairs and Directors and the Executive Committee of the College of Liberal Arts Council were consulted. Faculty, staff, and students in the College of Liberal Arts had opportunity to provide feedback on nominees for the interim dean position.

Resolution

BE IT RESOLVED, By the Board of Trustees of Southern Illinois University, That Dr. Andrew Balkansky be appointed to the position of Interim Dean of the College of Liberal Arts, SIUC with an annual salary of \$171,900 effective August 15, 2018.

Trustee Lockett inquired about the student involvement on the College of Liberal Arts (COLA) Council for the process of the selection for the interim dean. He noted that in his prior roles he did not believe that Dr. Balkansky had much support. Interim Provost Komarraju reported that there were student members on the COLA Council.

Trustee Lockett noted that he had emailed the student members and had received two messages that graduate and undergraduate students did not have input. Dr. Komarraju responded that the students had opportunity to provide input.

Trustee Lockett inquired about the feedback received by students. The Provost stated that she was not privy to that feedback.

Chair Sholar inquired whether a standard process was used for each appointment, and the Provost confirmed that a standard process was used.

Trustee Ryan made a motion to approve the appointment. The motion was duly seconded by Vice Chair Gilbert. The motion carried by the following recorded vote: aye, Mr. Tom Britton, Hon. J. Phil Gilbert, Dr. Shirley Portwood, Dr. Marsha Ryan, Mr. Joel Sambursky, Ms. Amy Sholar, Maj. Gen. Randal E. Thomas; nay, Mr. Brione Lockett.

The following item was presented:

APPROVAL OF SALARY AND APPOINTMENT:  
INTERIM DEAN OF THE SCHOOL OF LAW, SIUC

Summary

The matter presents for approval the salary and appointment of Cindy Buys as Interim Dean of the School of Law, SIUC.

Rationale for Adoption

Policies of the Board require the Board of Trustees approval of the salary and appointment of professional staff who have a proposed salary of \$150,000 or more. This request follows a selection process for the Interim Dean, conducted in accordance with University hiring policies and practices, including the School of Law Operating Paper. The Interim Dean of the School of Law serves as the school's chief academic and administrative officer and is responsible for the academic programs, recruitment and retention of students, fundraising, fiscal management, personnel, external relations, and other duties.

The recommended candidate, Cindy Buys, holds the rank of Professor of Law and Director of the International Law Programs, in the School of Law at SIU Carbondale. She joined the law school faculty in 2001 as an assistant professor, became associate professor in 2007 and earned her current rank in 2011. During her tenure at SIU, she co-founded and directed the Women in Leadership Workshop and the Immigrant Detention Project. She is active in a number of professional associations. Prior to coming to SIU, she spent ten years in public and private practice in Washington D.C.

She was selected as Interim Dean by the Chancellor, who recommended her appointment to the Interim President.

Constituency Involvement

Professor Buys was selected in accordance with the Operating Paper of the School of Law, which includes consultation provisions for selection of an interim dean. Faculty, staff, and students in the School of Law had the opportunity to provide feedback on nominees for the interim dean position.

Resolution

BE IT RESOLVED, By the Board of Trustees of Southern Illinois University, That Cindy Buys be appointed to the position of Interim Dean of the School of Law, SIUC with an annual salary of \$222,000 effective August 15, 2018.

Trustee Britton moved for approval of the appointment. He noted he was personally familiar with the work of Cindy Buys, and she was a good, loyal servant of the Law School since her arrival. He thought she would do an outstanding job.

Trustee Thomas inquired about the status of the search for permanent dean and whether Ms. Buys would be allowed to be included in the search. Chancellor Montemagno responded that a national search had not yet started as they were waiting until the school year began so that all the faculty would be present. Ms. Buys would be allowed to submit her name in the search.

The motion was duly seconded by Vice Chair Gilbert. The motion carried by the following recorded vote: aye, Mr. Tom Britton, Hon. J. Phil Gilbert, Mr. Brione Lockett, Dr. Shirley Portwood, Dr. Marsha Ryan, Mr. Joel Sambursky, Ms. Amy Sholar, Maj. Gen. Randal E. Thomas; nay, none.

The following item was presented:

APPROVAL OF PURCHASE:  
DIGITAL COLOR PRESS AND ASSOCIATED ITEMS, SIUC

Summary

This matter seeks approval to purchase a new digital color press and associated items for its operation by the Printing and Duplicating Office, SIUC.

Rationale for Adoption

The University desires to purchase a new digital color press for its Printing and Duplicating Services office. A sole source justification for the purchase of a newly manufactured HP Indigo 5C 7900 digital press with chiller and associated items needed for its operation has been approved by the State of Illinois, in accordance with the Illinois Procurement Code and SIU Board of Trustee policies.

Printing and Duplicating Services is an in-house printing operation that provides printed products for campus, including for student recruitment, development and alumni relations, campus marketing initiatives, and general communication needs. It

provides high-end variable data color products that require professional results with short turnaround times. The new press will maintain and improve the current level of quality, flexibility and capability to meet the University's demand. The new features available through the HP digital color press will increase productivity and reduce costs. The purchase includes a five-year service contract.

This matter seeks to award this purchase to HP Indigo of America of Boise, Idaho, in the amount of \$882,218.70. This price reflects the trade-in value of other equipment no longer needed by the University. The purchase will be funded by non-appropriated funds from Printing and Duplicating Services.

The Chancellor and the Executive Director of Administration and Finance, SIUC, have recommended this matter to the Interim President.

#### Considerations Against Adoption

The University could outsource work that could otherwise be handled by the HP digital press, but in doing so it would incur greater production costs.

#### Resolution

BE IT RESOLVED, By the Board of Trustees of Southern Illinois University,  
That:

(1) The purchase of a newly manufactured HP Indigo 5C 7900 digital color press with chiller and associated items for its operation from HP Indigo of America, Boise, Idaho, at the cost of \$882,218.70 is hereby approved.

(2) This purchase will be funded by non-state appropriated funds from Printing and Duplicating Services.

(3) The Interim President of Southern Illinois University be and is hereby authorized to take whatever action may be required in the execution of this resolution in accordance with established policies and procedures.

Trustee Ryan made a motion to approve the item. The motion was duly seconded by Trustee Thomas. The motion carried by the following recorded vote: aye, Mr. Tom Britton, Hon. J. Phil Gilbert, Mr. Brione Lockett, Dr. Shirley Portwood, Dr. Marsha Ryan, Mr. Joel Sambursky, Ms. Amy Sholar, Maj. Gen. Randal E. Thomas; nay, none.

The Chair reported that Board Agenda Item F, Approval of Easements: Ameren Illinois, SIUE, was withdrawn for consideration.

The following item was presented:

### PROGRESS REPORT ON FUNDING ALLOCATION STUDY

-The most important objectives used in developing a process for seeking a consultant were:

- Ensuring compliance with State Procurement Code
- Proceeding in a timely manner
- Assuring the scope defined for the project is sufficiently comprehensive
- Engaging the Chancellors & Dean/Provost SOM in the selection of a consultant

-After discussion with the Chair, developing an RFP by August 1 and presenting multiple potential consultants to the Board at its September meeting were chosen as important additional objectives.

-Two potential paths to bid were available:

-Formal RFP bid process:

- Used on all size projects, required for project of \$100,000 or more
- Process highly regulated by the State Procurement Code
- Specific tasks, reports, actions are requested of consultants
- Structured evaluation process by an evaluation committee
- Cost is required as a significant component of evaluation

-Informal RFP bid process:

- Not regulated by the State Procurement Code
- General Statement of the project is developed
- Potential consultants are asked to respond with a plan to complete the project
- Selection of final consultant can involve Broad discretion
- Restricted to projects costing less than \$100,000

-Numerous RFP drafts for a formal bid process were developed and discussions were undertaken with procurement professionals. It was determined to be extremely difficult to develop a feasible formal bid process that allowed Board discretion in selecting a consultant.

-Work then began to develop an RFP for an informal bid process. The Informal RFP is attached.

-Three viable consultants were identified with an interest in bidding. They are NCHEMS, AGB, and MGT of America.

-The RFP has not been released pending review with the Board of Trustees.

-The following bidding schedule has been established:

-August 6, 2018: Seek suggestions from the National Association of System Heads' (NASH) membership on additional potential consultants.

-August 10, 2018 or before: Seek suggestions from Chancellors and Dean/Provost on additional potential consultants and request to serve to evaluate consultant responses.

-August 15, 2018: Send request for proposals to potential consultants for responses by August 31, 2018

-September 3, 2018: Send consultant proposals to Chancellor's and Dean/Provost with the individual committee member rating to be completed by September 7, 2018.

-September 8 – 12, 2018: Ratings reviewed with the President.

-September 12 -13, 2018: Board Meeting

-Report ratings of all consultants by each individual committee member (coded for anonymity) and combined rating of each consultant.

# Southern Illinois University System

ONE SYSTEM | MANY LOCATIONS | STATEWIDE IMPACT

## **Informal Request for Proposal** **Funding Allocation Study**

### **Description of Services**

SIU, a public university system of the State of Illinois, is seeking a consultant to assist its Board of Trustees in examining its current method for the allocation of State appropriations to campuses within the SIU System and to explore alternate funding methods.

### **Background**

Chartered in 1869, Southern Illinois University, first known as Southern Illinois Normal University, opened its doors for instruction in Carbondale in 1874 in a one-building teacher training institution. In 1947, the name was changed to Southern Illinois University, reflecting the institution's expanding academic mission.

Southern Illinois University has grown to become a modern and comprehensive post-secondary educational system, offering a broad range of academic programs that lead to associate, baccalaureate, masters, specialists, and doctoral and professional practice degrees in 32 fields including law, medicine, pharmacy, and dental medicine. SIU's programs reach not only from the Shawnee National Forest to the bluffs of the Mississippi River, but also through the flatlands of central Illinois to the shores of Lake Michigan. With a total budget of approximately \$860 million, the University employs nearly 7,000 faculty, staff, and administrators who serve over 28,000 students.

Enrollment trends of the SIUC and SIUE campuses have diverged over time, serving as a catalyst for Board discussion of adding enrollment as a factor for allocating state appropriations to each campus. The Board of Trustees, at its June 21, 2018, meeting authorized engaging a consultant to conduct a funding allocation study.

The System's current allocation method dates to before 1990 and parallels the method employed by the State in allocating appropriations to the public universities/systems within the state. The core instructional activities of the University are funded through the System's General Operating (GO) budget. The System's GO budget consists of State appropriated funds and the Income Fund, a Fund made up primarily of tuition. Clinical instruction for the first profession programs in dentistry and medicine are primarily supported by clinical operations revenues.

The SIU System GO budget is divided among the following five Subunits:

- SIU Carbondale, excluding the SIU School of Medicine
- SIU School of Medicine
- SIU Edwardsville
- University Administration (Board of Trustees Office, Office of the President, VP for Academic Affairs, VP for Financial and Administrative Affairs)
- University-Wide Services (General Counsel, Internal Audit, Tax Compliance, Risk Management, Treasury, Shared Services)

### **Scope of Services Required**

At the June 21, 2018, meeting, the Board of Trustees approved a board matter (attached as Exhibit A) that authorizes pursuing a campus funding allocation study. The development of alternative allocation methods is expected to examine selected key factors that might be included.

The primary goals of this funding allocation study are:

- a) Work with the SIU Board of Trustees and key administration to determine additional key factors that may be considered in the allocation of state appropriations among the five SIU Subunits;
- b) Provide recommended alternative funding methods that include using the key factors as determined by the Board;
- c) Provide a plan for phased implementation of the final funding allocation method, if needed; and
- d) Provide SIU with tools necessary to prepare the funding allocation in future years, as needed.

### **Proposal**

Responses to this request should include a detailed outline of the consultants proposed scope of work, a description of the various implementation tasks for your organization and the University, a timeline for completion of the project and a price. The response should also identify the staff/team that would be assigned to the project along with their resume and a brief description of their responsibilities; and provide references for similar engagements and studies performed by the consultant organizations.

Suggested implementation tasks might include the following:

- a) Examine the history and method by which the State of Illinois appropriates State operating funds to the public universities in Illinois.
- b) Review the history and method by which the SIU System allocates State operating appropriations to its Subunits.
- c) Conduct interviews with the President and Board Members to gain an understanding of the key factors considered important in determining funding based on the mission, priorities, objectives and special populations/purposes served by each of the campuses and to gather information that may be helpful in guiding the study.
- d) Conduct interviews with the Chancellors of SIUC and SIUE, and the Provost/Dean of the School of Medicine to better understand the unique mission and roles of each campus.

- e) Interview the Senior Vice President for Finance and Administration to discuss past funding approaches for University Administration and University Wide Services and to access system wide data sources.
- f) Gather and analyze relevant factual data as needed to perform calculations.
- g) Develop alternative funding allocation methods that incorporate the key factors selected by the Board for further consideration.

#### Milestones and Deliverables

- 1) Prepare a summary report that discusses the pros and cons of using an allocation method for distributing State funds among Subunits that differs from the method employed by the State for appropriating funds among its public Universities.
- 2) Prepare a summary report to the Board of Trustees that proposes additional key factors that could be considered in developing the System's funding allocation method. Enrollment and deferred maintenance needs, factors already discussed by the SIU Board of Trustees, should be considered.
- 3) Compare the financial impact on each of the five Subunits of using the alternative methods to using the current funding model.

#### **Proposal Delivery Method and Due Date**

Responses to this request must be emailed to [dustucky@siu.edu](mailto:dustucky@siu.edu) no later than 2:00 pm (Central), August \_\_\_\_, 2018.

All questions should be directed to:

Duane Stucky, Senior Vice President for Financial and Administrative Affairs  
Stone Center, MC 6801  
1400 Douglas Drive  
Carbondale, IL 62901  
Phone: 618-536-3475  
[dustucky@siu.edu](mailto:dustucky@siu.edu)

The material submitted becomes the property of the University upon delivery.

The University reserves the right to issue an award to more than one vendor. The University is not obligated to award a contract pursuant to this solicitation. If an award is offered, the University will contact the organization who can best meet University needs and initiate contract negotiations. If negotiations do not result in an acceptable agreement, the University shall reject the response and may begin negotiations with another Respondent.

## **Pricing**

**Proposals in excess of \$99,999 will not be considered.** Pricing should include an estimate for all charges including, but not limited to, professional and support staff services, supplies, materials, equipment fees, copy charges and travel expenses with a maximum price not to exceed \$99,999.

## **Standard Terms & Conditions**

Attached as Exhibit B are the State of Illinois standard certifications that the successful vendor will be required to include as part of any resulting contract.

President Dorsey introduced the progress report to the Board. He noted that the study should be fair, based on reliable data, and performed by an experienced firm who can look at the data and weigh the options. He expressed the need to have input from all constituents and have the process be transparent and timely. Results of the study should be implemented in such a way that budgetary planning could be done so no institution, college, or department was crippled by the process.

Senior Vice President for Financial and Administrative Affairs Duane Stucky reviewed the information item. He noted that the item provided the details on the development of the Request for Proposal (RFP). It listed some of the objectives pursued in developing the RFP. Two options were available for selecting a consultant. One option was a formal bid process. He reported that the process was highly regulated by state procurement code, and the most limiting factor was that the evaluation team assigned to rate the response to such a bid makes the final choice of the consultant. He found it impossible to find a practical way to provide the Board meaningful input into that process. Dr. Stucky reviewed an informal bid process whereby the state procurement code allows additional input in selecting the consultant but that process limits the cost to \$99,999 or less. He noted that considerable time was spent pursuing the formal bid process, and he

thanked state procurement and procurement officers on the campuses for all the time they spent regarding that process. A practical way could not be found to give the Board a part in choosing a consultant so the Vice President pursued the informal bid process and the resultant RFP was before the Board. He anticipated that responses would be presented to the Board at its September meeting along with the ratings of the consultants by the Chancellors, the Dean and Provost of the medical school, and himself.

Chair Sholar thanked President Dorsey and Vice President Stucky for the presentation of information.

At 10:24 a.m., Chair Sholar moved that the Board take a ten-minute recess and reconvene in the Vermillion Room for the executive session portion of the meeting.

At 10:41 a. m., Trustee Ryan moved that the Board go into closed session for the purpose of considering pending, probable or imminent court proceedings against or on behalf of the Board; collective negotiating matters or deliberation concerning salary schedules for classes of employees; and information regarding appointment, employment, compensation, discipline, performance or dismissal of specific employees of the public body. The relevant sections of the Open Meetings Act Statute that allow for the closed session are 5 ILCS 120/2(c) (1), (2), (11). The motion was duly seconded by Trustee Britton. The motion carried by the following recorded vote: aye, Mr. Tom Britton, Hon. J. Phil Gilbert, Mr. Brione Lockett, Dr. Shirley Portwood, Dr. Marsha Ryan, Mr. Joel Sambursky, Ms. Amy Sholar, Maj. Gen. Randal E. Thomas; nay, none.

At 1:24 p.m., Trustee Britton made a motion to return to open session. The motion was duly seconded by Trustee Sambursky. The motion carried via voice vote.

At 1:36 p.m., the Board resumed the meeting in open session in Ballroom B.

Chair Sholar discussed the presidential search structure and process. She announced that the Board is in the process of engaging two external consultants, Association of Governing Boards (AGB) and the Bryan Cave Law Firm. AGB is helping to assess SIU's governance structure, and Bryan Cave is helping assess a review of system and offices structures. The firms are going to help the University evaluate its strengths and weaknesses and help assess and develop some best practices. She spoke of the need for SIU to make sure that its' house was in order to attract the best possible candidates for the presidential search and so that a successor president can lead the system effectively. The Chair noted that the Board would start developing a road map for the presidential search. She further noted that the Board would take its time to review the process carefully, and that the process had started and would be ongoing through the rest of the year.

Vice Chair Gilbert concurred with Chair Sholar's comments. He noted that he was eager to receive feedback from the consultants which would give the Board ideas of how to make the presidential search attractive to get a broad pool of qualified candidates. He confirmed that the process had started but that it would take some time.

Trustee Thomas expressed agreement with Vice Chair Gilbert's remarks and stated he had full confidence in the Chair's direction and in the assistance that President Dorsey was going to provide for the Board.

Trustee Ryan expressed agreement with the presidential search process outlined. She noted the Board was doing rewarding work piecing the Board back together

on behalf of the system. She invited active positive participation of everyone throughout the organization. Further, she reported the day's meeting was exceptionally good, and she congratulated Chair Sholar on a meeting well done.

Trustee Britton added that there were some opportunities which came from the controversy that had occurred over the past few months. The Board was utilizing those opportunities for the betterment of the University. The Board might not move at the pace some may hope, but he felt that pursuing goals for the University in a deliberate, thoughtful way was the pathway to a successful future.

Trustee Portwood expressed agreement with the plan outlined. She thought the direction discussed was very positive. She recognized that the process would take some time, but it would not want to be rushed because hopefully the next president will be at the University for years to come.

Trustee Thomas moved that the meeting be adjourned. The motion was duly seconded by Secretary Sambursky. The motion to adjourn passed unanimously by voice vote.

The meeting adjourned at 1:41 p.m.

---

Joel Sambursky, Secretary