REPORT OF THE PRESIDENT
Dr. Glenn W. “Max” McGee

July 13, 2011

A. REFLECTIONS AND OBSERVATIONS

“Summertime and the living is easy” is a great lyric, but not terribly applicable to life at IMSA as we have opened a busy summer session, which is good, and continue to battle with the new state procurement bureaucracy, which is not so good. On the one hand, several of our IMSA students are teaching our Kids Institute day camps and assisting with our SEAMS residential camp for middle school students. We love having our students back on campus, and the building is buzzing with the energy of inquiry-based, problem-centered active learning. On the other hand, every day brings another challenge from procurement folks in Springfield on both FY 11 and FY 12 contracts, and I fear that because of their delays and obstacles, we may be returning a significant amount of unspent money. While I respect the state’s oversight, we need to move from the state agency procurement model to the higher education model and will be meeting with our Government Relations staff to discuss various options.

In celebration of Chicago Navy Week, Summer@IMSA program students were visited by Rear Adm. Clarke Orzalli, Lt. Cmdr. Pam Bou (IMSA ’95), and other Naval personnel on June 30. The sailors touted the importance of science. You can read more about their visit in this Daily Herald article: http://www.dailyherald.com/article/20110630/news/706309754/#ixzz1QrjpKRUc

Although our students are back home, we have recently received some great news about some of their accomplishments. Neel Patel has made the Beacon first team all area team as a pitcher: http://beaconnews.suntimes.com/sports/6120938-419/the-beacon-news-all-area-baseball-team.html

Also, congratulations to our Biology Club and their sponsor, Ms. Sarah O'Leary-Driscoll! At the recent University of Toronto National Biology competition, the IMSA team ranked 15th out 272 teams. Yan-Yang Feng was awarded "National Biology Scholar with Distinction", with a ranking of 29-30 placing him in the 99.3 percentile! Also awarded "National Biology Scholars with Distinction" were: Nolan Maloney, Sai Parepally, Jeff Zhao, and Nish Reddy who all ranked between the 94th-98th percentiles.

Summer has also been a busy and productive time for our President’s Management Council. Many of the team leaders are involved in refining new action plans as recommended by the Strategic Planning Team, wrapping up the fiscal year details, assisting in writing numerous grants and preparing for the coming academic year. We have also been devoting time to learning and discussing expansion opportunities through an increased on-line presence. Much of the administrative retreat was devoted to first hand experience with interactive projects and learning, and Trustee Naughton, who is an expert in this field, will be conducting a workshop for the team on July 12. Through these
experiences we are learning about design principles, understanding where and where not IMSA could and should have a presence and discussing possibilities for regional based “blended” professional-development activities. Directly working through some student learning modules and having hands on experience setting up projects and classes has been eye-opening to say the least as we have also identified challenges we will face in using an on-line environment to teach teachers the “IMSA way” and provide inquiry-based lessons or modules for talented students. As we continue in our efforts related to this expansion mode, we will keep you informed and also tap your expertise and networks.

Finally, as a reminder of how fortunate we are to be a part of the IMSA community, our ALS Awareness Night with Eric and Kim McLaren as Honorary Chairs was a grand success. It was well-attended by alumni, current students, current and alumni faculty and staff, current and alumni members of both of our Boards, and a host of supporters from the greater Aurora area. I enjoyed having Chairman Isoye and Trustees Naughton and Rydland at my table. The compassionate love and support was inspiring, the energy was tangible, the program by Project A.L.S. was fascinating, and the power of our IMSA network to do good has never been more evident. On its Facebook page, Project A.L.S. posted: “What a force! IMSA is unstoppable. The IMSA family is having a huge impact on ALS research. Go Team.”

B. ACTION ITEMS

1B. Consent Agenda

I recommend approval of the items on the Consent Agenda as presented.

In accordance with Board Policy, “Consent Agenda items will be voted on in the aggregate, in one resolution without questions or discussion. Any item may be removed from the Consent Agenda and placed on the regular agenda for questions and discussion by any Trustee in one of three ways. If possible, Trustees shall notify the Secretary of the Board at least 24 hours in advance of the Board Meeting. If this is not possible, Trustees shall notify the Chairman or Secretary of the Board immediately preceding the Board Meeting or shall indicate their request during the Board Meeting at the time the Consent Agenda is presented.”

Board members are encouraged to contact Chairman Isoye, Ms. Veal or me in advance of the Board Meeting if you have any questions or would like additional information about any item(s) on the Consent Agenda.

2B. IMSA Pay Range Compensation Structures for FY12

To meet its strategic goals, the Illinois Mathematics and Science Academy must succeed in attracting, retaining and rewarding talented and diverse faculty and staff who can build and maintain a quality academic institution. Toward that end, in 2008 the Academy engaged the services of Carlson Dettmann Consulting (CDC) to conduct a comprehensive compensation study.

The Compensation and Classification Study Implementation Report acted on by the Board on January 21, 2009, is available at: http://www.imsa.edu/about/forboard/20090121/Compensation%20Study%20and%20Implementation%20Report.pdf. This included the faculty and staff pay range compensation
structures you approved for FY10. At that time we noted that the Board would review and likely need to adjust the minimums, midpoints and maximums each year.

The following proposed ranges for FY12 represent a 2.7% increase to our current ranges. This is consistent with a 2.7% increase in the Consumer Price Index (CPI-U) for Chicago-Gary-Kenosha, Ill.-Ind.-Wis. over the last 12 months (May 2010 to May 2011) before seasonal adjustment.

**PROPOSED FACULTY SALARY RANGES**

<table>
<thead>
<tr>
<th></th>
<th>Entry</th>
<th>5 yr</th>
<th>10 yr</th>
<th>15 yr</th>
<th>20 yr</th>
<th>Maximum</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>MAXIMUM</strong></td>
<td>$57,615</td>
<td>$68,090</td>
<td>$78,566</td>
<td>$89,041</td>
<td>$99,516</td>
<td>$109,992</td>
</tr>
<tr>
<td><strong>MIDPOINT</strong></td>
<td>$50,413</td>
<td>$59,579</td>
<td>$68,745</td>
<td>$77,911</td>
<td>$87,077</td>
<td></td>
</tr>
<tr>
<td><strong>MINIMUM</strong></td>
<td>$43,211</td>
<td>$51,068</td>
<td>$58,924</td>
<td>$66,781</td>
<td>$74,637</td>
<td></td>
</tr>
</tbody>
</table>

**PROPOSED IMSA STAFF RANGES AND PAY PLAN**

<table>
<thead>
<tr>
<th>GRADE</th>
<th>EXEMPT</th>
<th>MINIMUM</th>
<th>MIDPOINT</th>
<th>MAXIMUM</th>
</tr>
</thead>
<tbody>
<tr>
<td>H</td>
<td>$100,179</td>
<td>$125,223</td>
<td>$150,269</td>
<td></td>
</tr>
<tr>
<td>G</td>
<td>$ 89,711</td>
<td>$112,137</td>
<td>$134,565</td>
<td></td>
</tr>
<tr>
<td>F</td>
<td>$ 80,143</td>
<td>$100,179</td>
<td>$120,214</td>
<td></td>
</tr>
<tr>
<td>E</td>
<td>$ 71,478</td>
<td>$ 89,347</td>
<td>$107,217</td>
<td></td>
</tr>
<tr>
<td>D</td>
<td>$ 63,614</td>
<td>$ 79,518</td>
<td>$ 95,421</td>
<td></td>
</tr>
<tr>
<td>C</td>
<td>$ 56,451</td>
<td>$ 70,564</td>
<td>$ 84,677</td>
<td></td>
</tr>
<tr>
<td>B</td>
<td>$ 49,939</td>
<td>$ 62,424</td>
<td>$ 74,908</td>
<td></td>
</tr>
<tr>
<td>A</td>
<td>$ 43,879</td>
<td>$ 54,848</td>
<td>$ 65,818</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>GRADE</th>
<th>NON-EXEMPT</th>
<th>MINIMUM</th>
<th>MIDPOINT</th>
<th>MAXIMUM</th>
</tr>
</thead>
<tbody>
<tr>
<td>7</td>
<td>$ 42,470</td>
<td>$ 49,965</td>
<td>$ 57,460</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>$ 37,148</td>
<td>$ 43,703</td>
<td>$ 50,259</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>$ 32,309</td>
<td>$ 38,011</td>
<td>$ 43,713</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>$ 27,912</td>
<td>$ 32,837</td>
<td>$ 37,763</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>$ 23,914</td>
<td>$ 28,133</td>
<td>$ 32,353</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>$ 20,278</td>
<td>$ 23,856</td>
<td>$ 27,435</td>
<td></td>
</tr>
</tbody>
</table>

I recommend approval of a 2.7% increase to the minimums, midpoints and maximums of our pay ranges as presented.

**3B. FY12 Compensation Adjustments**

In January of 2009, the Board approved a compensation philosophy that laid the foundation for the development and ongoing maintenance of a salary administration program for faculty and staff. Initial goals were to establish and maintain market competitiveness and internal equity while providing flexibility to meet the unique needs of the Academy and its evolving nature. The Board also approved pay structures and ranges,
In accordance with our compensation program and our primary goals, I recommend variable salary increases for FY12 for faculty and staff based on compa-ratio, retroactive to July 1, 2011, as follows:

<table>
<thead>
<tr>
<th>Increase Ranges:</th>
<th>Non-Exempt</th>
<th>Exempt</th>
<th>Faculty</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt;85% Midpoint</td>
<td>4.80%</td>
<td>4.80%</td>
<td>4.80%</td>
</tr>
<tr>
<td>85% Midpoint and &lt;90% Midpoint</td>
<td>4.00%</td>
<td>4.00%</td>
<td>4.00%</td>
</tr>
<tr>
<td>90% Midpoint and &lt;95% Midpoint</td>
<td>3.20%</td>
<td>3.20%</td>
<td>3.20%</td>
</tr>
<tr>
<td>95% Midpoint and &lt;100% Midpoint</td>
<td>2.40%</td>
<td>2.40%</td>
<td>2.40%</td>
</tr>
<tr>
<td>100% Midpoint and &lt;110% Midpoint</td>
<td>1.60%</td>
<td>1.60%</td>
<td>1.60%</td>
</tr>
<tr>
<td>110% Midpoint and &lt;Maximum of Salary Grade</td>
<td>0.8%</td>
<td>0.8%</td>
<td>0.8%</td>
</tr>
<tr>
<td>Maximum of Salary Range and &gt;</td>
<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
</tr>
</tbody>
</table>

In addition, as announced by Chairman Isoye, I have elected to have my salary frozen at the FY11 level due to the State of Illinois’ financial crisis and to help IMSA continue to implement our new compensation plan despite the challenging fiscal times.

The average increase for FY12 will be approximately 2.8%, which is comparable to the 2.75% increase average reported by two of six community colleges in our first concentric circle. The four remaining comparative institutions are currently involved in negotiations with their employee groups and have not yet reached resolution on salary increases for FY12:

- Elgin Community College TBD%
- Waubonsee Community College 2.5%
- Illinois Valley Community College TBD%
- Joliet Junior College TBD%
- Kishwaukee College TBD%
- College of DuPage 3.01%

It is important to note that this recommendation does not introduce a performance component to address our third primary goal, rewarding exemplary performance. We are not ready for this yet, though we have made progress with our interdisciplinary team in developing a performance enhancement system. An overview of the system was recently presented to the PMC, and the team had several recommendations and questions including engaging more staff in identifying the core competencies and associated behaviors that will form the foundation of the system. While we had hoped to have a system in place this year, with Roger’s departure and the PMC response, we will need additional time to work with staff and the contractor to design a system that will ultimately improve the productivity, work processes and engagement of our entire community.

I recommend approval of the FY12 variable salary increases as presented. This action will result in an increase of approximately $310,000 in employee base pay.
4B. CADRE Faculty Contract Revisions

The Career Development Reinforcing Excellence (CADRE) Program Review in 2009 produced the following recommendations:

- Increase personalization in the CADRE process, that is, ensure that the relationships between teachers and Instructional Facilitators (IFs) are supportive
- Improve orientation towards CADRE
- Address the mentor role, by clarifying expectations and providing training,
- Eliminate the mixed signals in the initial contract
- Revisit the IF role (address selection, training and feedback) or modify Curriculum and Assessment Leader (CAL) role
- Clarify the significant performance concern process
- Translate the Expectations into specific understandings within each discipline
- Strengthen the self-assessment process, and
- Tweak the Plans for Professional Growth, perhaps by expanding them to be collaborative, or changing them to a calendar year.

Last year, we made substantial changes to address the first five recommendations related to the initial two contracts. At the start of this year, we adopted Charlotte Danielson’s Framework for Teaching for all teachers in the initial two contracts. The use of this framework has served us well. The framework overlays the existing Expectations for IMSA teachers and provides greater detail, but does not establish new expectations for IMSA teachers. We recommend replacing the existing Expectations for IMSA Teachers with the Danielson Framework.

Continuing Contract: One of the recommendations in the Program Review in 2009 was to strengthen the self-assessment process and the Professional Growth Plan in the Continuing Contract. The CADRE Committee recommends the following changes to the Continuing Contract, and Dr. McLaren and I concur:

- The Three Year Professional Growth Plan (PGP) must be linked to the team work plan. A portion of the Professional Growth Plan must align with and advance the team work plan.
- The faculty member must share the PGP with other members of the discipline team.
- The PGP will be posted in a repository accessible to all faculty members.
- The formal written self-assessment is due at the conclusion of the three-year cycle. Notes and artifacts of the PGP must be compiled and submitted to the Principal annually. Teachers on the continuing contract will still meet annually with the Principal.

The current contract showing all the proposed revisions is linked to the agenda.

Our next step is to clarify the Significant Performance Concern process.

Dr. McLaren will review this item and address questions. I recommend approval of the proposed revisions as presented.

5B. Strategic Plan Proposed Revisions

This spring, the Strategic Planning Team reconvened for what likely will be our final update session; you’ll recall that our current Plan is for 2007-2012. Part I of our update session was held March 7-8. At that time, we:
• reaffirmed our Beliefs, Mission Statement (with a minor edit) and Objectives.
• reaffirmed and retained as written Strategies 1 (whole person development), 2 (personalized learning), 3 (expansion of products and services), 5 (innovation and entrepreneurship) and 6 (funding diversification).
• reaffirmed the need for a scholarship generation strategy, Strategy 4. To strengthen our commitment to produce and share evidence/data/metrics/indicators of the value of "the IMSA way" (ref: standards of significant learning, core competency, etc.), we rewrote Strategy 4 as follows: "We will generate scholarship that demonstrates the effectiveness of our practices and transfers knowledge produced by our work."
• asked leaders of Strategy 1 and 3 to continue implementing their action plans.
• asked leaders of Strategy 2 to redesign their action plans and present recommendations to the Planning Team in June.
• asked leaders of current Strategy 4 to continue implementing their action plans and asked that a new Action Team be established to write new action plans for the revised Strategy 4 (I subsequently named Arnold Crater to lead the new Action Team).
• credentialed Strategy 5 action plans as “sufficiently operational” and asked the leaders to write some new action plans, including at least one dealing with mobile and social technologies, and present recommendations to the Planning Team in June.
• asked leaders of Strategy 6 to rewrite one action plan and possibly others, consider IMSA 25, and present recommendations to the Planning Team in June.

On June 8, the Planning Team reconvened to review recommendations and make decisions for Strategies 2, 4, 5 (one plan was moved to 3), and 6. The results of our work are linked to the agenda. At the Executive Committee meeting, Trustee Núñez asked that we note several highlights:

• Strategy 2: The new action plan is designed to address a key question that Dr. McLaren articulated at our session: “How do we more effectively trigger responses and interventions when students struggle on benchmark assessments?” In addition, we are dropping several action plans related to a formalized system of PLP (personalized learning plan) mentors and advisers assigned for all students in favor of more effective utilization of existing staff positions and parents who already have relationships with students.
• Revised Strategy 4: The new action plans focus on documenting, packaging and sharing “the IMSA way.” The Action Team jump-started thinking on how to do this, and the Planning Team asked Dr. McLaren, Ms. Kolar, Ms. St. Pierre and me to further develop the action plans.
• Strategy 3: Strategy 5 leaders proposed an action plan related to “IMSA online.” The Planning Team finalized the wording to be “Design IMSA’s online learning presence” and moved this action plan to Strategy 3, a more appropriate placement. As we think about “expansion” going forward, we are very excited about the opportunity and responsibility to envision and enact a portfolio of distinctive offerings for IMSA’s online learning presence, offerings that enable us to reach and serve more teachers and students in substantive and meaningful ways.
• Strategy 5: The new action plans focus on empowering (give license to) and enabling (give support to) faculty, staff and students to be more innovative and entrepreneurial. Design thinking and methods, a safe “sandbox” environment to test emerging technologies, and identification and elimination (or mitigation) of “prototyping constraints” are three specific ideas in the action plans.
• Strategy 6: The most significant change is the rewrite of the action plan to increase funding from federal sources. The revisions emphasize an approach based on collaboration with other institutions and consortia.
I and other members of the leadership team will review this item and address questions. I recommend approval of the proposed revisions to IMSA’s Strategic Plan as presented.

6B. **Student Transportation Services Contract**

IMSA’s Student Transportation Services contract supports two major programs: Student Inquiry and Research (SIR) and Co-Curricular Activities. This is the first full year under our new, five-year, annually renewable contract with RichLee Vans, Inc., which went out to bid and became effective last January 1st. Since the FY11 portion of this contract did not exceed $100,000, it did not require Board approval. However, the amount of the one-year contract period that began on July 1st is $130,000. This amount represents a significant reduction in the cost of these transportation services to the Academy.

In prior fiscal years we have utilized multiple vendors to provide these services with none of those vendors exceeding the Board approval amount. IMSA also utilizes primarily income and locally held funds for its student transportation expenses. In previous fiscal years the State of Illinois Comptroller’s office has treated these expenditures differently as separate transactions. Under the new procurement code “all funds regardless of source” are now subject to the State’s review and the procurement code including contract requirements. [As another example, in FY11 for the first time ever, we had to formalize a contract with the provider of the Advanced Placement exams where students actually paid for the cost of the test but since the student payments were held in our income fund, we had to go through a sole economically feasible source procurement process and establish a contract with the test provider.]

This contract now aggregates all student transportation needs under one vendor. The pricing provided as a result of the competitive procurement process is substantially lower than what IMSA had been paying prior to the bid. Also, the estimated annual expenditure is high due to the State’s current aversion to adding cost to contracts. This contract is difficult to estimate due to varying transportation needs on a year to year basis and also with the volatility of fuel costs.

The terms of this contract call for an indexed motor fuel adjustment every six months, due to commodity pricing volatility. Any other contract cost increases must be documented by the vendor and will be negotiated annually prior to a July 1st start-date. Services provided under this contract will not begin until our residential students return next month.

I recommend approval of the Student Transportation Services Contract as presented.

C. **FEATURED AGENDA ITEMS**

1C. **Strategic Plan: Strategy 5**

Last July we updated the board on Strategy 5: “We will develop innovation and entrepreneurial talent and capacity.” At that time we took a look at the new CoolHub.IMSA platform early in its beta release by pioneering a video presentation for the board. CoolHub is a cornerstone of Strategy 5 as many of its projects are innovative and entrepreneurial. Fortunately, in January we received two years of funding from Tellabs Foundation ($145,000) that will take CoolHub.IMSA from its current beta release to a full release 1.0. The CoolHub evaluation plan was designed using the first logic model to be fully developed. An initial evaluation based on
this model has been completed and a second more in-depth evaluation, included in the Tellabs grant, is planned to begin later this summer.

The video for this featured agenda item uses new multi-media elements merged with video from events that highlight our progress on the operational Results Statements and look at our anticipated future focus based on the outcome of the Strategic Planning Team session. The video concludes with some “critical questions” we face as we move this strategy forward. Joining the Strategy 5 leaders at the Board meeting will be IMSA students Rahul Maheshwari and Mitch Bieniek.

To view the video, click on this link: http://vimeo.com/25779744 Password: strategy5

The following are also linked to the agenda: CoolHub Funding FAQs, CoolHub Net Generation Values and Tools with Matrix, and CoolHub.IMSA Project Release Plan.

2C. Data Reporting: Admissions and Academics

Continuing our follow up from the Board Data Retreat, today we introduce what will become our second featured agenda item at each meeting this year, selected data reports. All of the reports will address one or more of “parts” of our key question: What data and evidence will provide the Board with appropriate and sufficient information to improve our policies and practices, demonstrate return on investment to Illinois taxpayers and other funders, achieve our strategic objectives, and ensure our innovation and leadership for the future?

Today we will review our student retention and academic probation trends disaggregated by gender, geographic region and racial/ethnic groups. Please note that we have also included two tables of three-year average of selected admissions data which has been similarly disaggregated. These tables are important as a foundational context for the retention and probation data because they show that disaggregated groups more likely to encounter academic difficulties are the same groups that had lower average entry scores likely due to the fact that their “home schools” did not have the resources to provide them the access and opportunities that peers from more resource-rich schools were likely to have. We will focus our discussion on the first component of the key question, i.e. the extent to which this evidence should or should not initiate policy review or significant changes in institutional practices that might improve retention rate or decrease the number of students placed on academic probation.

We will be highlighting some relevant background data, discussing programs that have been implemented in recent years to address concerns of student achievement, and discuss what the data trends may mean for future policy considerations. Barb Miller, director for enrollment and academic services, and I will present this item. We would like to ask Board members to identify any other high level policy issues that merit further study based on this data. Chairman Isoye and I will lead the Trustees’ discussion.

The following documents are linked to the agenda: IMSA Admissions and Academics Data Tables and Data Discussion: Policy and Program Considerations.
D. INFORMATION ITEMS FOR DISCUSSION

1D. Use of Financial Forecasting Tool

At our last meeting, Mr. Furlong previewed our new financial forecasting tool. Today I will provide a brief demonstration of how we can use the tool for various scenarios, including what the short- and long-term impact on IMSA would have been had the Senate budget proposal been approved. If time allows, I would also like to demonstrate both how can use this tool for forecasting by program (e.g. outreach), category (e.g. administrative staff) and fund (e.g. special purpose trust fund) as well as for the entire operation.

2D. IMSA25 Visual Identity and Brand Story

Welcome to IMSA’s 25th Anniversary year! We will conclude today’s Board meeting with an overview and soft launch of our visual identity and brand story for this significant institutional milestone. Last year a committee representing various IMSA constituencies began planning in earnest, working closely with Fleishman-Hillard, a global leader in marketing and communications, http://fleishmanhillard.com/.

In light of various developments this spring as well as new opportunities that are emerging, we have paused, appropriately so, to reassess and recalibrate our plans. We anticipate being able to announce several IMSA 25 special events at our Board meeting. We also will show you the logo, described as “clever” by several people at our Executive Committee meeting, tagline/theme and examples of application, plus review our brand story.

Jennifer Spuehler, Jane St. Pierre and Cathy Veal will present this item.

Happy quarter of a century birthday, IMSA, thank you to all who have made our first 25 years amazingly successful, and with you and many others who will join us, we’ll make the next 25 years all the more so.

Linked to the agenda are: IMSA 25th Overview and IMSA Brand Story.