

RESOLUTION

NO CONFIDENCE IN DR. ROBERT L. BREUDER, PRESIDENT OF THE COLLEGE OF DUPAGE

DECLARED BY THE COLLEGE OF DUPAGE FACULTY

September 10, 2014

We, the faculty of the College of DuPage, hereby inform the Board of Trustees that we lack confidence in the leadership of Dr. Robert L. Breuder. He has shown repeatedly that he lacks the basic qualities and skills necessary to lead the institution ethically and responsibly.

WHEREAS, we expect that the President would be a person:

- * who is able to establish fiscal priorities that are consistent with the College's mission to educate and a respect for the College's responsibility to the taxpayers
- * who has a high level of skill in academic leadership, management, and administration, and an ability to balance those roles
- * who is capable of implementing effective change by building trust in a community of sometimes strongly divergent views
- * who is an inspirational leader with a clear vision and the ability to rally support for his ideas; and

WHEREAS, we require that the President must:

- * be a person of great integrity
- * treat everyone (board members, faculty, staff, students, citizens of the district) with respect and dignity
- * be willing to put together the best possible team of leaders, inspire those leaders, and have the courage to remove ineffectual leaders
- * believe in shared governance, seek input from various groups, use that input in making timely decisions, and be both patient and expedient
- * have extensive teaching and administrative experience, understand and respect the unique culture of community colleges, and believe strongly in the Community College mission of the State of Illinois; and

WHEREAS, we deserve a President who:

- * fosters excellence in people and academic programs
- * can appreciate the history, culture, and the core ethical values of the College of DuPage and its community; and

WHEREAS, it is beyond dispute that these are the fundamental qualities a community college president should have; qualities that are essential to the performance of the job, it is clear that Dr. Robert L. Breuder has shown over his six year tenure that he lacks these basic qualities and has repeatedly failed to live up to the most basic requirements of his job.

NOW, THEREFORE, BE IT RESOLVED,

That the College of DuPage Faculty have no confidence in the leadership of Dr. Robert L. Breuder, President of the College of DuPage, and that we ask the Board of Trustees of Community College District 502 to seek new leadership for the College. Furthermore, this statement of resolution has been published to the faculty prior to their vote of support for it. Facts and dates for particular actions by the president causing this lack of confidence are enumerated below.

Last July, a local taxpayer transparency group obtained an email dated May 9th that was sent by Dr. Breuder to the Board of Trustees. The email detailed a plan to press Governor Quinn for money that had been slated to the college for a building project that had already been completed. In the e-mail, Dr. Breuder states: "There is always the option of telling the Governor we want the money, will bank it until we figure out how to use it, and then build something," As well as acknowledging that there is, "Perhaps no real need" and that it's "Politically attractive" The local and national press republished the story resulting in negative publicity for the school and additional problematic fallout. Though the revelation of Dr. Breuder's email has caused a crisis at the College of DuPage, it is only the latest in a long list of dubious actions that calls into question his ability to continue to lead this College. Taken together, the actions demonstrate beyond a doubt that he lacks the basic qualities and skills necessary to lead the College of Dupage ethically and responsibly. The following is a partial list of these actions.

- 1a. For six years, Dr. Breuder has failed to establish fiscal priorities that are consistent with the College's mission of educating the District 502's residents and a respect for the College's responsibility to the taxpayers and students. He has squandered large portions of \$550 million dollars slated to renovate and rebuild the College over the last six years by spending money on projects not associated with the academic mission of the College. These vanity projects diverted funds needed to renovate and expand the classrooms and spaces related to the academic mission of the College.**
- He directed a massive expenditure of tax dollars on building and refurbishing that failed to address the college's most pressing need in fulfilling its mission: sufficient instructional space.

- He shifted 30 million dollars from the reserve fund, built up from deliberately underspent operational budgets, to build a Teaching and Learning Center. He did so to attempt to “shake loose” 20 million dollars more in previously promised but undelivered State funding. (May 9, 2014)
- He de-annexed the College from Glen Ellyn, creating unnecessary lawsuits and expenses as well as bad blood between the College and Glen Ellyn. (2011 - 2012)
- Under his leadership, the LEEDS bioswales were destroyed. These LEEDS certified, sustainable, landscape elements were installed in 2006 – 2007 to remove silt and pollution from surface runoff water as a part of Phase 2 of the College’s Roadway, Parking Lots and Associated Landscape Improvements at a cost of \$16 million dollars. (2009 - 2010)
- He has authorized extensive non-native and non-sustainable landscaping on campus because he claims, without support, that this is the best way to attract new students to campus. No cost benefit analysis was done before this authorization nor has one been done since. (2009 - present)
- He authorized and supervised the planting of expensive, adult non-native trees at the cost of at least \$8,000 a tree. Nonnative plants and nonrenewable flower islands have driven up initial landscaping costs and ongoing maintenance costs for the college campus. (2009 - present)
- As a result of the massive planting of non-native species on campus and the destruction of the College’s natural prairie spaces, upkeep of the campus has become very labor intensive with the need to constantly mow, water, and prune non-native species and plant large numbers of annuals each year. This expensive and time consuming upkeep will need to continue into the future. Our natural areas allowed the College to conserve on spending in the past and he has destroyed this possibility for the future without any rational explanation or justification.
- He installed a campus wide irrigation system in order to water nonnative plants and trees. In 2012, water budget was at least \$100,000 to maintain non native plants. (2013 - 2014)
- He claimed the hill to the East of the Physical Education building looked better covered in sod than in prairie plants and so authorized the sodding of the hill despite the initial expense of sodding and ongoing upkeep of the sod.
- Under his direction, parking lots have been paved and re-paved redundantly (2009 - present)
- Without faculty input and without regard for campus needs, he commissioned a 29 foot waterfall sculpture from John Medwedeff for a total cost of \$500,000. Medwedeff created a 27 foot waterfall sculpture for Harper College’s campus at the time Dr. Robert Breuder was President of Harper showing that the waterfall does not represent a unique vision for renovations at the College of Dupage. It also clearly fails to serve the needs of the students who are more concerned with tuition and expenses than with decorative waterfalls. (2012 - 2013)
- He spent millions of Facility Referendum revenue to build, decorate and equip Waterleaf Restaurant and its wine cellar. The for-profit restaurant does not support the academic mission of the College and competes directly with local restaurants.
- He built and furnished a Boutique Hotel that competes with comparable local hotels with below market prices. The hotel serves no educational purpose.

- Under his direction, the Berg Instructional Center [BIC] architect announced to an internal visioning committee made up of faculty and administrators, that money is to be redirected from the BIC plan and be re appropriated into Culinary and Hospitality buildings. As a result, the BIC building, which contains the largest percentage of classroom and faculty office spaces on campus, had to change its plans for classroom, faculty, and departmental renovations, because money was siphoned off to pay for massive changes to the Culinary and Hospitality buildings, including the building of Waterleaf restaurant and the Boutique Hotel. (April 2009)
- Under his tenure, the campus renovation plans have been changed abruptly and without reason. Buildings have been designed, built, and renovated with insufficient cost/benefit analysis. (2009 - present)
- Because of his poor planning, money diversion, and lack of faculty input, there is now insufficient classroom space during peak class hours. (2009 - present)
- Under his direction, spaces in the BIC that had been classrooms have been converted into administrative office suites with conference rooms, offices, and office suites, which serve no academic function. (2009 - present)
- Under his direction, the presidential suite has been remodeled twice and expanded in size at great expense. This suite serves no academic function. (2009 - present)
- Under his direction, classrooms have been designed without sufficient input from faculty. There are now inefficiently designed specialty area classrooms, such as those in homeland security and culinary arts. Despite the large amounts of money spent on renovation, there are now an insufficient number of computer classrooms and insufficient money has been spent updating the technology in classrooms. Smart classrooms have insufficient sound damping and light management. Classrooms, particularly in the BIC have been badly designed for academic use as a result of the lack of faculty input into the process. Dr. Breuder has treated classroom space as an afterthought and failed to understand its importance to students and faculty. (2009 - present)

1b. Dr. Breuder has also diverted large amounts of money from academic endeavors in order to support the projects listed above as well as to build up a \$200 million balance fund:

- He instructed the Deans that academic budgets are only spent to 90%. The remaining amount has been shifted for six years into the balance fund. Expenditures for supplies, professional development, curriculum development, the honors program, technology and the library were reduced for 2009 - 2011. These were partially restored in 2011, but at much reduced levels. (2009 - present)
- He has stated in an article in *The Community College Journal* that was excerpted in the *Community College Times* that his “solvency plan includes raising tuition, growing enrollment and cutting expenses by replacing full-time faculty with part-time adjuncts.” All departments, at the college, particularly those teaching general education requirements have seen an increase in part-time faculty. (July 2011). He later requested a retraction of the above statement.

- Under his leadership, academic deans have been instructed to hire as low as possible on the salary matrix rather than focus on quality.
- He commissioned a \$54,000 mascot statue to be paid for 51% out of student activity fees and 49% out of the construction budget. (September 17, 2012)
- He put into the Board Policy manual the possibility for alternate tuition for select programs. This led to the doubling of tuition for nursing and dental hygiene students. (March 2009). He instituted the idea of “variable tuition” for the Pharmacy Technical Program. (2012)
- He raised tuition to support the now depleted educational fund while blaming faculty salaries for financial problems and the depletion of the educational fund. At no time did he mention publically the diversion of money from the educational fund to support the new Waterleaf restaurant and boutique hotel, nor was there any mention of the underspent academic budgets to build up the reserve fund. At the July 2014 board meeting, he reduced tuition after claiming the need to raise it just three months before. (2009 - 2014)
- Under his direction, the College built and now runs a for profit restaurant that operates at a loss with consumables paid for out of academic funds. Restaurant employees, including waitstaff and dishwashers, report to an Academic Dean. Few students work at or benefit from Waterleaf.
- Prior to the opening of Waterleaf, an event was held at the Country Bistro (the restaurant run by Jean-Pierre Leroux, manager-to-be of Waterleaf) that cost \$8,445.94. (Aug. 24, 2010 receipt)
- Under his direction, the College built and now runs a for profit hotel operated out of academic funds. Employees report to an Academic Dean.
- He spent an additional \$2,207,750 to install a waterfall on Compass Hill after it had been recently re-landscaped. (*Courier*, November 4, 2011)

2. He has shown repeatedly that he does not possess the skill necessary to balance his roles in academic leadership, management, and administration.

- He has behaved repeatedly in a way that has caused negative national attention to be brought to the College. July 25, 2014 *Inside Higher Education's* lead headline was “A careless email has cost one community college president \$20 million, and potentially saved Illinois taxpayers that same amount.” The article details the fallout from his May 9, 2014 email to the board.
- His repeated efforts to justify his email and his approach to gaining the funding has prompted the executive director of the Illinois Community College Board, Karen Anderson, to describe the College as out of step with other community colleges in the state of Illinois: “I think all the other colleges would approach these requests much differently. It’s not a typical system approach,” and a spokesperson for the Governor to characterize the actions as “extremely alarming” (July 25, 2014)
- He has maintained a strict focus on building, while delegating many of the internal responsibilities to a newly created Executive Vice-President. Little attention has been paid to the academic institution itself or the costs for long-term upkeep and maintenance of new spaces and buildings.

- He destroyed some of the natural prairie throughout campus. The prairie is an important outdoor learning space that attracts the public and future students, provides good public relationships through highlighting our active stewardship of the land, refuge for wildlife, and flood control. Care of the natural prairie had been very inexpensive largely limited to mowing of walking path once or twice a year. The public universities in our state are emphasizing their green efforts. Nationally, colleges and universities are scrambling to add sustainable green space and community gardens and his action regarding green spaces on campus demonstrate that he is unaware of national trends regarding green efforts and care of natural resources.
- He restructured the office of public relations and renamed it the COD News Bureau. The Bureau's purpose is to propagate his political perspective and opinion on internal issues through weekly newsletters, management of the college's website, and strategically placed articles in local newspapers. The student newspaper, the *Courier*, is now a branch of this office, with the same oversight and with a restriction on their rights to print freely. In short, he has created a "Ministry of Propaganda," which he alone oversees.
- He has made numerous inappropriate comments in media indicating that he is completely out of touch with current standards of professional courtesy and decency. The *Courier* quotes him defending the money he spent on the campus appearance, saying to a Student Leadership Council Representative: "If I was a guy looking for a lady, I'm going to make that judgment call before I even go over to talk to her." (*Courier*, Sept 14, 2012)
- He is quoted swearing in a widely distributed and read national publication of higher learning. The article, about the email of May, 2014, quotes him saying "[But] if you build...you're shit out of luck." The national embarrassment of the underhanded nature of the email is compounded by the inappropriate profanity. (*Inside Higher Ed*. July 25, 2014)
- At the Fall 2012 convocation Breuder told faculty that he drank so much the night before at a Waterleaf restaurant event that he had to stay in the campus' hotel. This projects a negative image of both the school and Dr. Breuder.
- At the Spring 2014 convocation Breuder told faculty that he didn't see the end of the BCS national championship game because he "drank a bottle of Jim Beam Honey Bourbon and fell asleep."

3. For six years Dr. Breuder has destroyed trust internally at the college and externally with the College District and so cannot implement effective and responsible changes within the College nor between the College and the district it serves.

- He initiated a protracted and expensive dispute with the Village of Glen Ellyn beginning in 2011 that demonstrated lack of regard for the community. Mediation was eventually required to resolve this dispute, with legal fees on both sides running to several hundred thousand dollars that has been borne doubly by the taxpayers.
- He met with faculty to extract concessions from the faculty's existing contract. During this session he promised confidentiality to those present. However, he then reported on the meeting

to the press before the topics of the concessions were discussed among the faculty. As a result of breaking this confidentiality, he and his assurances are no longer trusted by the faculty. (May 4, 2010)

- He announced in a *Daily Herald* article that the College had hired him before the Board had finished interviews and before the board had released their decision publically. (October 28, 2008)
- He directed the use of the College's main web page as a propaganda tool during negotiations with faculty and with the Village of Glen Ellyn. This misuse of College resources prompted at least three board members to call for a halt to the practice. (April 2012) Several faculty indicated that these actions destroyed faculty morale, damaged relationships with faculty, and damaged the reputation of the College.
- He led the entire administration in not showing up to a bridge-building meal with faculty, administrators and the board of trustees by rescinding their invitations the day of the event. (April 2012)

4. Dr. Breuder is a coercive, authoritarian and secretive rather than an inspirational and collaborative leader. Tactics of intimidation and isolation, up to and including threats of dismissal have become commonplace during his tenure, creating a hostile and toxic workplace environment throughout the College. He lacks vision beyond the next building project and so does not bother to rally support from the College community for his ideas.

- He created a workplace environment that the faculty have identified as operating coercively through several key measures on the nationally normed PACE Survey given to all employees by administration. (Spring 2014)
- The culture of intimidation and threats created by his management style has generated a record number of formal grievances, arbitrations, and unfair labor practice claims against the College. He and his management team consistently and willfully violate or misinterpret the faculty's contract. Rather than working with the faculty to create an exceptional educational experience, he has worked to undermine them at every turn and create conflict where there should be cooperation.
- Under his direction, recent Memos of Understanding crafted as addendums to the faculty contract are interpreted in ways that were not part of the agreement just signed by both sides, which has led to more formal faculty grievances.
- He has publicly attacked individual faculty members and censured them through Human Resources for asking direct questions in open forums. He has created an environment where his word cannot be questioned.
- For purely personal motives and with no justifiable reason, he insisted that the popular student and faculty-supported Community Farm be relocated from its position on the east campus to two temporary sites on the west campus, neither of which were appropriate for the project. These

moves not only disrupted the self-sustaining Farm's operations but also incurred significant, unnecessary costs to the College.

5. Over the course of his employment at the College of DuPage, Dr. Breuder has demonstrated a pattern of behavior that seriously draws into question his commitment to the College's core ethical values of honesty, integrity, respect, and responsibility. Individual faculty members, staff, board members, students, and citizens of the district have publicly commented about being treated by him with a lack of respect and dignity.

- He released publically details of his contract with the College prior to the board approval of his hiring. (October 2008)
- He communicated with the press regarding "concessions" made by the faculty in a closed door session of contract discussions. During this session he promised his confidentiality to those present. (May 4, 2010)
- He has censured faculty members for asking questions during public forums. In one case, 204 faculty members signed petitions of support for the censured faculty member. (December 2011)
- He referred to Glen Ellyn as "Shucking and jiving" in the *COD This Week* and in the aftermath then denied the racist and historical implications of this remark. (July 2011)
- He referred condescendingly to the College as looking like the "Little House on the Prairie" prior to his arrival and that "No seventeen year old wants to move in with Laura Ingalls." (*Crain's Chicago Business*, October 28, 2013)
- He inappropriately joked about the eating habits of a large student athlete during a board meeting. (2009)
- He has exhibited a pattern of arriving late for meetings, showing disregard for the time of staff members, faculty, administrators, and visitors.
- He has walked around and whispered to administrators during Board Meetings to signal dismissal of comments by faculty, the community, and trustees. (June, July 2014)
- He has shown an ongoing pattern of disregard for faculty and student events and performances. He has never attended a Martin Luther King Jr. breakfast, frequently shows up an hour late to student receptions, including a recent scholarship reception. He has never attended the Outstanding Faculty presentation and speech and ignores recipients at the luncheon. When attending honors events, he ignores students. He has exhibited a pattern of writing and whispering during student presentations at board meetings.
- He has shown an ongoing pattern of disregard for faculty at events. For example, directing the cancellation of administrative attendance of the annual Board/Faculty dinner on the day of the event. (April 25, 2012)
- According to negotiators for the Board, he became unreachable for a period of five hours on the last day of contract negotiations with faculty on May 25-26, 2012. This necessitated both the negotiation teams, including the College's externally hired lawyer, staying at the college until

2:00 AM to complete and sign the new contract. The agreement nearly fell apart because of his disappearance and his micromanagement of the board negotiation team.

6. He has not put together the best possible team of upper level administration, but instead, has hired administrators at very high salaries without comprehensive job searches, contrary to Board Policy 15-5, leading to accusations of cronyism.

- He brought administrators with him from Harper College: Mia Igyarto, Earl Dowling, and Catherine Brod, leaving the impression he is more interested in hiring those who will do what he directs than finding the most qualified person for the job.
- He has hired other senior administrators who have little or no experience at community colleges. Tom Glazer (previously worked at Stroger Hospital) Jim Bente (previously worked at hospitals) Linda Sands-Vanker, and Lynn Sapyta (previously worked at the Chicago Transit Authority).
- He hired his former parish priest, Fr. Patrick Brennan, as a speaker and as a consultant. (August 20, 2009 and January 19, 2012)
- He hired Jean-Pierre Leroux, a personal friend of the president at the Country Bistro in Barrington, to be the general manager of the Waterleaf and Inn at Waters Edge.
- He hired Diana Martinez to be the new director of the MAC Arts Center, and bragged at the August 21 board meeting that he wooed her personally.
- **He nearly doubled the size of the upper administration.** In 2008, according to the organization chart in the College's CAFR report there were 7 vice presidents, associate vice presidents, and assistant vice presidents. The organization chart effective July 25, 2013 indicates 13 vice presidents. This does not take into consideration the various directorships.
- Under his leadership there has been a high turnover rate among low-level administrators, which has given us a bad reputation nationally. Faculty on search committees report difficulty filling positions that are nationally very competitive, such as the Associate Dean of Fine and Applied Arts, because of too few applications. This turnover is due to his heavy-handed management style, and it destabilizes the institution.
- He has imposed a business model, wherein associate deans are seen as managers instead of academic leaders and programs are led by managers rather than faculty or educators. He has approved the hiring of associate deans with minimal or no full-time teaching experience.
- He has created a disproportionate salary system for upper administrators and given bonuses to upper level administrators out of education funds. Vice presidents recently hired by him, including Development and Grants, Public Information, and the CFO, earn nearly twice the average salary reported for those positions by the ICCB, as does the vice president of Data Processing. The Chief Academic Officer has the highest reported salary for that position in the state community college system. (*Fiscal Year 2014 Salary Report for the Illinois Public Community Colleges*)

7. He does not demonstrate a commitment to shared governance of the institution with faculty and other constituencies, so does not seek real input from various groups when making decisions. Rather than undertake true efforts at communication with the faculty, the President chooses to “communicate” through weekly missives vetted through Public Relations.

- He does not engage with any group other than his created Senior Management Team. Instead, Dr. Joseph Collins, Executive Vice President, runs the monthly constituency meeting in his place, insulating the President from any valuable input. Instead of engaging with faculty across a wide range of existing formal and informal networks, he created an alternative faculty group that circumvents the role of elected faculty leadership.
- He dissolved Leadership Council after he was hired, the shared governance council that managed the College’s issues through a meeting of faculty and administrators. The current iteration of Shared Governance Council is a hierarchical body that communicates management initiatives to staff and makes recommendations only on constituent initiatives to the president. Governance issues are not brought to the Council. He, alone, dictates all decisions.
- An administrative “white paper” was accidentally sent to faculty leadership that outlined drastic changes to how our counseling colleagues would do their jobs. After the leak, the administration responded by stating that the white paper was just a brainstorming exercise. They then formed the ReSET committee to “enhance the student experience” (*Courier*, October 7, 2011). This committee was tasked with exploring every avenue in their quest to improve the student experience. At the end of the process the results were written up by several administrators who kept the faculty on the committee in the dark until the last possible minute. The “white paper” recommendations were all included despite the strong objections of the counseling faculty. At the roll out meeting, attended by over 200 faculty members no questions were allowed. (January 2011) One faculty member was censured by the President for attempting to ask a question at this meeting.
- Under his leadership, there have been ongoing changes in policies that affect student enrollment and completion in classrooms without any faculty input into these changes, which include student class withdrawal, incomplete, add and refund policies. With insufficient input, cost analysis and effect on the students’ education could not be completed and so decisions that have a large effect on students and classroom were made improperly.
- He rewrote the board policy manual by himself even though it had just been revised by a committee of board members. (February 2009)
- He has marginalized faculty leadership. He has repeatedly attacked faculty leadership at board meetings and in his weekly internal missive to employees, *COD This Week*.
- Rather than answer a question directly addressed to him, he will direct his vice presidents to respond. For example, at a board meeting, Jim Bente, responded condescendingly to Glenn Hansen’s earlier question about the PACE survey results. (June 2014)

- He told a Faculty Senate vice president that he was going to marginalize the vice president. A Unfair Labor Practice against him was filed resulting in with an agreement that required him to treat faculty leadership with respect.
- He has censured faculty members for asking about the direction of the institution.
- He reprimanded a faculty member for analyzing COD's budget figures at a Board of Trustees meeting. They were COD's own numbers that it published and misinterpreted.
- The administration unveiled "Critical Program Review" or CPR which has been used to silence the faculty advisor for the *Courier* and to fire a faculty member who was not towing the Breuder line. (Spring 2011)

8. Dr. Breuder neither understands nor respects the unique culture of community colleges and has, through his actions shown that he does not understand the Community College mission of the State of Illinois.

- Under his leadership, College of DuPage has made no significant commitment to developing our online infrastructure or training online instructors. Instead, budgets for online development have shrunk. There are still no budgets for online curriculum development, which will cover the costs of embedded technology in courses, now a standard practice in higher education when a college commits to online education development.
- Under his leadership, the College of DuPage went from being a college that prided itself on its flexibility and innovation to meet its unique, nontraditional student body's needs to a college with "prime classroom hours," and a push for enrolling a traditional student body.
- He does not understand that we are a teaching institution and that our value comes through the great teaching that has long been a tradition at the College of DuPage. He has taken every opportunity to devalue and degrade teaching and demoralize teachers.
- Community Colleges, especially the College of DuPage, are the most economically and ethnically diverse colleges in the country. College of DuPage, under Dr. Breuder's leadership has gone backwards, not forward, in promoting diversity and understanding the economic and social hardship faced by our students. When he became President, all upper level administrators of color either left or were reassigned and not replaced by anyone of color. (2009)

9. He does not foster excellence in academic programs.

- He has eliminated functional academic programs like Graphic Arts Technology and Journalism. Popular community-based programs such as the Community Farm, Buffalo Theatre Ensemble, New Classic Singers, Arts Center Jazz Ensemble have been eliminated despite vocal support from the community for such programs.
- He has redirected the operations of the MAC to support revenue through lowest common denominator entertainment instead of academically significant high quality programming. His

goal appears to be dinner and a show for the well to do, rather than educational and cultural opportunities for the students and community.

- When full-time faculty have retired or resigned, their positions have not been refilled with another full time faculty member in programs including, Photography, Journalism, Foreign Languages, English, and Math. This reduction in full time faculty members has had a significant impact on student advising, program development, and curriculum development.
- Faculty who coordinate and direct programs teach fewer classes because of the time spent organizing and running the program spend most of their time doing administrative work for the program and so teach fewer classes than other faculty members. Under Dr. Breuder's direction, program directors and coordinators must teach more classes while still maintaining the programs. The extra workload for the faculty member reduces the time the faculty can spend directing the program, reducing overall program quality and student experience.
- Faculty members do not oversee transfer disciplines because he has never implemented Area Coordinators.
- Programs are now run by Classified Personnel Program Specialists, instead of faculty who control the curriculum and serve the academic mission of the college. Program specialists do not meet the same educational requirements that faculty must and the educational integrity of programs has been ignored and severely compromised.
- He reduced all academic budgets while improperly directing operational savings into the Balance Fund: \$180,000,000.
- New faculty have been hired at lowest steps of the salary schedule without regard for experience or credentials. This reduces morale and promotes turnover.
- He has directed the reduction of full time faculty over the last five years from 315 down to 281, negatively affecting the overall student educational experience. (2013 CAFR Report)
- He created a climate that led to more than 60 faculty members leaving in the last 3 years, many taking the early retirement option at a "cost savings" that has resulted in a major "brain drain" at the College.
- Adjuncts are now overseen by two Assistant Deans, not the Deans or faculty of the discipline they are hired to teach. This has negative consequences for the students because academic standards and curricular integrity are not be prioritized outside of the academic discipline.
- The Honors program was reduced and reconfigured by Administration with very little faculty input. The faculty coordinator was told she was being removed from the position by Administration at a meeting.
- Retired full-time faculty members are no longer hired to teach part-time as they had traditionally been. College of DuPage is now one of the few Illinois colleges to not recognize the value of retirees. Dr. Breuder responded to SURS Return to Work legislation with a no hire policy except with his personal approval.
- In order to get additional funding from the academic fund, programs are made to compete with each other for "Excellence," which is measured through enrollment growth and the ability of the program to make money for the college. This is essentially an internal grant program that pits

programs against each other for resources with no consideration for students served or academic integrity.

- He directed the deans to deny faculty access to negotiated faculty development funds, leaves and sabbaticals, and travel reimbursements for professional conferences in order to underspend their budgets. At the same time, he spent a reported \$24,000 on a shooting club membership for himself.
- Corporate speakers touting for-profit education are brought in to speak to faculty regularly and paid for out of professional development funds.
- Under his leadership the Board of Trustee negotiations team negotiated not with the goal of reaching an agreement satisfactory to both sides but to squeeze the faculty without regard to the consequences to academic standards of the College. The result is a loss for both sides and enduring anger on the side of those harmed by this contract.
 - Online class loads were increased to 35 students
 - Program review is no longer in the hands of faculty
 - Class loads for English Composition classes were increased

10. Dr. Breuder has shown a total lack of respect for the history, culture, and the core ethical values and mission of the College of DuPage and its community by systematically destroying and replacing them with his preferences and vanity projects.

- He has repeated the false assertion that he is bringing "real management" to the College and that it never had that previously. He made the insulting claim that previous administrations and boards were never "at the table" of previous negotiations.
- He directed the redesign of the Chaparral mascot from a loveable, cartoonish trickster to an angry predatory bird.
- Retired full-time faculty are no longer valued for their experience and cultural memory. Almost every other institutions of higher education in the State of Illinois reworked their human resources systems so they could retain their emeritus and retired faculty members. (Spring 2014)
- He directed a \$290,000 "re-branding" campaign for the "New School of Thought" without first showing sufficient need. He hired the outside firm Ologie LLC to create the brand without input from faculty. The end result is an ambiguous "brand" that overlaps with other colleges, such as New York's famous New School Of Social Thought and a logo that resembles that of the current, popular, and well-known brand H&R Block. (Commissioned Feb 2013; Revealed Spring 2014)
- He tore down the Kent State Memorial without consulting faculty or student leadership. This memorial had been in place **for forty years** and was a symbol, not only of our College's concern over the killing of the students at Kent State and Jackson State, but of the kind of collaboration between administration, faculty and the student body we no longer have. (May 2010)
- He eliminated the Buffalo Theater Ensemble, the faculty-led professional theatre in residence, which had a twenty-six year relationship with COD, on the pretext it was "too expensive." He

claimed it cost \$80,000 per year and had limited involvement with students, despite a petition signed by several hundred students and letters of support from community members.

- He never restored student/faculty art from public spaces in the College after renovations and instead spent money buying new art pieces with no connection to the students and faculty. For example, the mural from the P.E. building was removed despite support for it from members of the board and community and the removal of the collection of film posters from the library.

We the faculty see the College as a having a fiduciary responsibility to the taxpayers and that fiduciary responsibility has been breached most egregiously by its president, Dr. Robert L. Breuder.

While the recent events detailed in the *Chicago Tribune*'s editorial, "Use it or lose it," recount just one example of a coercive style of leadership, overstepping administrative boundaries, and communications of questionable ethics, the faculty have, regrettably, noted, often publicly, a pattern of such behavior throughout the term of the president. The actions listed above exemplify an unnecessarily adversarial style of leadership that overshadows achievements by the current administration. The President's actions and attitudes have created a level of distraction from the core mission of the College—teaching and learning—that is no longer sustainable for the faculty, students, or community the college is meant to serve.

We the faculty of the College of DuPage feel a responsibility to the taxpayers to protect their investment in the College. We respect the families who have sacrificed so much to support the College and we believe that they deserve to see the traditions of the community college mission respected. Many of the families in this community struggle to meet their responsibilities and have been justifiably upset by what they've seen as a squandering of their hard-earned money by Dr. Robert L. Breuder. As with any investment there has to be a return on the investment; money earmarked for education cannot and should not be squandered. We want the college to achieve excellence in all it does to serve students and community and in order to do that, priorities need to be established consistent with the College's educational mission and the taxpayers' trust.

Over the past six years, the leadership of CODFA, individual faculty, and concerned retirees have spoken to the College of DuPage Board of Trustees on multiple occasions, both publically and privately, seeking to reveal and resolve these issues, yet the Board has shown little to no interest in investigating the issues repeatedly brought to its attention, and the Board has not issued an official response to the faculty's direct request for an investigation into the most recent of offences related to the email of May 9, 2014. Therefore, we, the faculty of the College of DuPage, state unequivocally to the Board of Trustees that we lack confidence in the leadership of Dr. Robert L. Breuder. He has shown repeatedly that he lacks the basic qualities and skills necessary to lead the institution ethically and responsibly. As a result of a ballot vote held by the College of DuPage Faculty Association, we ask Dr. Breuder to resign for the good of the College and the district that we serve, and the board to select a new president who is an educator that shares the core ethical values of the College and whose beliefs are aligned with our educational mission as a community College in the state of Illinois and our responsibility to those we serve.