

Minutes of the  
NIU Board of Trustees  
**ACADEMIC AFFAIRS, STUDENT AFFAIRS  
AND PERSONNEL COMMITTEE**  
August 25, 2011

**CALL TO ORDER AND ROLL CALL**

The meeting was called to order by Chair John Butler at 9:01 a.m. in the Board of Trustees room, 315 Altgeld Hall. Recording Secretary Sharon Banks-Wilkins conducted a roll call of Trustees. Members present were Trustees Robert Boey, Anthony Iosco, Robert Marshall, Cherilyn Murer, Marc Strauss, Student Trustee Jaemin Robertson and Chair Butler. Also present were committee Liaison Ray Alden, President John Peters and Board General Counsel Jerry Blakemore. With a quorum present, the meeting proceeded.

**VERIFICATION OF APPROPRIATE NOTICE OF PUBLIC MEETING**

Confirmation of Open Meetings Act public notice compliance was provided by Board General Counsel Jerry Blakemore.

**MEETING AGENDA APPROVAL**

Trustee Strauss made a motion to approve the meeting agenda as amended. Trustee Boey seconded the motion. The motion was approved.

**REVIEW AND APPROVAL OF MINUTES**

It was moved by Trustee Murer and seconded by Trustee Iosco to approve the minutes of the May 12, 2011 committee meeting. The motion as approved.

**CHAIR'S COMMENTS/ANNOUNCEMENTS**

As I mentioned at our last meeting, Chair Butler said, we have a dynamic mission to cover three large areas of university activity. Among our information items today, Agenda Item 7.a. officially recognizes the annual results of several programs designed to recognize excellence in faculty and staff performance, including the Board of Trustees Professorships. Agenda Item 7.b. informs the Board of retired faculty for Fiscal Year 2011 who have been designated as emeritus faculty. Finally, Agenda Item 7.c. will provide information on our annual review of external funding for research, public service and instructional projects in a presentation by Vice President for Research and Graduate Studies, Lisa Freeman.

It was especially exciting to come to campus this weekend for the Academic Convocation, where I was joined by Trustees Boey, Marshall and Student Trustee Robertson. I want to thank President Peters, Provost Alden and Vice President for Student Affairs Brian Hemphill for their commitment to this ongoing opening year event. I also enjoyed walking from table to table at the annual Friday Fest where I had a chance to learn about a huge range of student groups and university activities. This was a very impressive day and a very impressive event. I also want to acknowledge the fact that visible all around campus is a variety of construction projects addressing academic and student life priorities. Particularly exciting is the ongoing new construction and renovation associated with NIU's residence hall renaissance. Trustees will be touring a newly renovated Grant Tower C following the committee meetings today. Finally, I want to make special mention of the achievements recently spotlighted in *NIU Today* of the Office of Student Engagement and Experiential Learning (OSEEL), which has issued its annual report. Since I have chaired this committee, we have hosted two presentations on the university's engagement activities offered by Vice President Anne Kaplan. As a result, we understand the importance of this direction, which is also an outgrowth of the Great Journeys Strategic Plan and is further discussed in the

Vision 2020 reports on academic programming; and regional impact, outreach and engagement; and graduate education. Part of the engagement agenda is stewarded by the OSEEL, so I want to extend appreciation to Julia Spears, Nancy Castle and Rachel Munoz Tripodi for their hard work in managing that office and priority.

At this point, I would like to recognize the representatives from the University Advisory Committee to this committee, Kerry Freedman and Andy Small. Professor Freedman stated that she was very honored to be involved in the Board meetings again this year, and she introduced Andy Small, President of the Operating Staff Council, who was also present.

## **PUBLIC COMMENT**

The Chair stated that General Counsel Blakemore had informed him that no members of the public had registered a written request to address the Board in accordance with state law and Board of Trustees *Bylaws*.

## **UNIVERSITY REPORTS**

### **Agenda Item 7.a. – Faculty Excellence Awards for Faculty and Staff**

It is particularly important during times of budgetary restrictions and cash flow problems to take the time to provide recognition and regard for excellence in performance by our faculty and staff, Provost Alden said. I will go through each of the categories, describing them briefly, and then ask individuals who received awards in those categories to stand and be recognized. Fully appreciating that this is a very busy week of starting classes, many of our faculty and staff are engaged elsewhere on campus.

The Board of Trustees Professorship Award, designed to recognize national and internationally known scholars who also are excellent in engaging students in their research and creative activity, is considered one of the top awards for senior faculty. He asked those awardees who were present to stand and be recognized. Present were Professors Jeffrey Chown from Communication, John Hartmann from Foreign Languages and Literatures and Gerald Jensen from Finance.

The Presidential Teaching Professorships are for faculty who have been selected as being among NIU's best educators, and I ask those individuals who are here today to please stand and be recognized. Present were Professors Harvey Blau from Mathematical Sciences and Greg Long from Allied Health and Communicative Disorders. The Presidential Research Professorships are those faculty who have been selected by a rigorous process to be recognized for their excellence in research and creative activity. Present was Professor Dhiman Chakraborty from Physics. The next award, Presidential Engagement Professors, represents a new category, Dr. Alden said. It recognizes that we are particularly focused on engagement, engagement partnerships with external constituencies and particularly those partnerships that provide our students with learning experiences through that engagement. This is the first time we have given this award. The three awardees, Professors Clifford Mirman of Engineering Technology, Susan Russell of Anthropology and Kendall Thu of Anthropology were all present. The next category, Excellence in Undergraduate Teaching Awards, is unique in that these individuals have been nominated by their students. So, obviously, the students felt that these people went above and beyond the call in teaching. The next category is Excellence in Undergraduate Instruction which recognizes our instructors for their excellence in teaching. The Operating Staff Outstanding Service Award recognizes excellence among our operational staff for outstanding service. Present were all four awardees: Jill Draves, Office Support Specialist, Teaching and Learning; Mary Kain, Office Administrators, Nursing and Health Studies; and Renee Page, Program Administrative Assistant, Visual and Performing Arts, External Programming. Our final category is the Presidential Supportive Professional Staff Award. This is awarded among our Supportive Professional Staff for excellence in professional service to the university. Recognized were Dan Nichols, Specialist, Music in the College of Visual and Performing Arts, and Patricia Sievert, STEM (Science, Technology, Engineering and Mathematics) Outreach Coordinator Research Associate, NIU Outreach P-20.

We are only as good as all you award winners, Trustee Boey said, so thank you for all your efforts, because you represent the best that we have. Congratulations.

### **Agenda Item 7.b. – 2010-2011 Faculty Emeritus Recognition**

This item continues our recognition and regard for distinguished service to the university, Dr. Alden said. These are faculty who have retired in good standing over the past year and are recognized by the emeritus award. This distinction provides long-term service recognition. Being recognized are 28 faculty in 22 programs and departments who retired over the past year, and we greatly appreciate their service. Many of these individuals continue to be active members of the NIU community by teaching, or in research and creative activities, and many continue to interact with their peers and provide university citizenship. We appreciate all of their long-term service.

We are honored, as always, to acknowledge the service of each of these faculty members and look forward to their continued contributions to the NIU community, Chair Butler commented. I echo Trustee Boey's recognition of all of our awardees, Trustee Murer said. I agree that we are only as strong as our faculty because that is at the heart of what we do. In regard to emeritus professors, perhaps you might expound upon the value of emeritus and give us a better sense of the tenure of these individuals, she observed. Also, can you give us an estimate on how long we are able to pull upon that long-term experience after retirement?

In general, when people retire from the university, they have put in the amount of time it takes to retire from the SURS system, which can be as long as 30 to 40 years of service or being vested at five years, to be eligible. But some of these people may have been a faculty member elsewhere. These are generally our senior people who are at the associate or full professor level and have retired in good standing with the university, so they are people we often invite back to teach and share their experiences with the students, and many of them continue to do scholarship sometimes with their colleagues at the university. Some provide administrative input to help in the transition to a new professional service to the university or to the community at large. As more and more of our faculty are eligible to retire, we hope to continue that process to help the university thrive and transition to new faculty.

I want to congratulate all of our presidential professors, President Peters said. We are seeing a number of faculty retire for a couple of reasons. One is the demographics of the profession. A lot of Baby Boomers are retiring. The uncertainty of the pension system has caused anxiety on the part of all of our employees so that as they become pension eligible, they worry about whether the State will fulfill their commitment to them. Many of them have no social security and, therefore, depend solely on the SURS pension, and so we are seeing higher than normal rates of retirement. If the State alters the benefits of existing and future annuitants who are in the system, we will see an inordinate number take advantage of retirement right now. I think this is what Trustee Murer is getting at, because she and I have talked about the constant need to refresh the professoriate. You can never replace the experience that is printed on this page, so you always have a mix of junior people who are hired along with senior. This cropped out on the margins of Vision 2020. We need to have a very thoughtful plan of how we replace our retiring faculty, in what areas and at what level. We will have to call upon every academic department, the deans and the Provost to lead that and to ask the general question, where is NIU going in 2020 and what sort of academic talent do we need? What sort of people do we want to attract and retain here? What are the characteristics we look for in an NIU professor? Having been an academic for most of my career, I know that you need a specialist at the department level because it fits your discipline, it fits your graduate program. We also want someone who is committed to engaged learning, who is committed to the NIU commitment to social justice. Across the nation, we are concerned about this because the supply of qualified PH.D.'s and terminal degree people that is coming out of the programs is not what it used to be. It is the crucial personnel issue that we are facing to make sure this university continues to be prestigious and thrive. We have to attract and retain the best faculty.

As Dr. Peters said, we have spoken at length about that, Trustee Murer stated. We can capitalize on Vision 2020 as the greatest opportunity before us or we can watch that opportunity dissipate. I believe the university is going to step up and see that this is a time of opportunity, not fear. Whenever you have change, which is where we are right now, it allows us to recalibrate our programs, to recalibrate our resources and to rethink how we are going to position ourselves not only today, tomorrow and the next day, but we are here to preserve this university for the next decades. Academics are at the heart of what we do, and we really need to rely on the creativity of our deans, led by our Provost, under the direction of our President to really look at our resources and look at this as opportunity where we have openings and not fall into the trap of just doing the same old thing. The tragedy would be to just repeat the past doing the same as we had done without thinking it through and making a conscious decision.

### **Agenda Item 7.c. – Fiscal Year 2011 Funding for Research, Public Service and Instructional Projects**

In the continuing theme of looking upon excellence and achievement, Provost Alden said, this is the time when we look at what we have done in research, public service and instructional projects, and Vice President Lisa Freeman is here to present the annual report on external funding in these areas.

What I will be presenting this morning, as the Vice President for Research does every year at this time, are the data that reflect our success in both submitting and receiving sponsored projects awards related to research, instruction and public service that are collected by our Office of Sponsored Projects. Through Vision 2020, we have been taking a very strategic view of the research mission of the university, and I would like to take a minute to make sure that strategic vision is informed by the correct operational and tactical definitions and then go on to talk about the proposals we have submitted in Fiscal Year 2011, the awards we have received in 2011. I will talk about selected projects and highlight their importance to the university and finish by putting those data in the context of current challenges and opportunities.

So, what is a sponsored project? When we talk about a sponsored project, we are talking about a project that is carried out under the direction of an NIU faculty or staff member funded by an external source who we call the sponsor. That can be a funding agency, a foundation or an industrial partner. This is the key differentiator of sponsored projects: With that funding comes specific expectations. There are specific deliverables expected for that project by the funding agency or by the sponsor. The funds may come to us in the form of grants or contracts or cooperative agreements. The activities that are defined, the deliverables that are expected may be related to research, public service or instruction. When we talk about research, we are talking both about applied and fundamental or basic research, enhancing our knowledge or understanding of something. When we talk about instruction, we are talking about a learning activity, usually related to a degree program, but not always. And when we talk about public service, we are talking about using NIU's resources to help solve a community problem.

When we look at something and try to decide if this is a sponsored project, if it is something that will be going through the Office of Sponsored Projects and be reported to you in the presentation today, ultimately, we are looking at whether there is a defined scope of work. Are there articulated goals? Is there reporting required? Is there a specified level of personnel effort? Is there a detailed budget and justification? Are there expectations regarding performance targets, periodic reports, publications? The reason I am defining this in detail is because I want you to also understand what is not being discussed this morning in terms of external funding. When the university gets gifts and there are no specific deliverables expected, and there is no economic benefit to the donor other than a tax credit for the donation, that does not count as a sponsored project. That would not be reflected in this morning's presentation. Things like named laboratories, scholarship, endowed professorships are very important to the university, and our deans and the Provost work very hard along with the President and Development staff to bring those types of funds into the university, but those are not covered in the data that I am going to talk about this morning. Also not reflected in what I will be speaking about is private faculty consulting. Private faculty consulting is very important to NIU, and it is very important to NIU's relationship to the community and to industrial partners. But if the compensation is not paid through NIU, if the activity does not use NIU resources, those dollars would not be captured in my presentation.

The Office of Sponsored Projects is one of the units under the Division of Research and Graduate Studies, the unit that I oversee. It is led by Associate Vice President for Research, Dr. David Stone and directed also by Dara Little. This office assists faculty and graduate students in seeking and obtaining external funding to support their research and creative activities. It helps with the submission of projects, everything from finding the opportunity, developing the budget, seeking collaborative partners, pressing the computer button that gets the grants sent to Washington electronically, and then also with the acceptance of awards. The office also has a compliance and ethics function in terms of making sure that all of the legal and ethical obligations associated with acceptance of the awards are met.

Now I am going to give a brief overview of the proposals that were submitted during Fiscal Year 2011. Approximately \$102 million in proposals or requests for funding were submitted during FY11. As you would expect for a regional, public, research university with our mission, most of these proposals were in the areas of research, public service and instruction. Comparing the number of proposals we submitted and to previous years, you can see that the breakdown in research and public service is generally similar from year to year and that we continue to trend generally upwards in research submissions. I want to point out that when we are doing a three-year comparison of Fiscal Years 2009, 2010 and 2011, FY10 will always be an outlier because of the opportunities created by the American Recovery and Reinvestment Act or the stimulus funding. There was more money on the table that year and more opportunity to seek those dollars. Also in the data I will be presenting, you will notice that there is an outlying point in what we ask for and what we receive in the public service category, and that is because of our incredible activity and success in the broadband area, which I will talk about in more detail later in my presentation. Comparing FY11 to FY09, we continue to write proposals that are larger, and that reflects the experience of our faculty and their increasing competitiveness for the larger awards authored by federal sponsors and others.

So now I'm going to continue on and talk about the awards that we received. The first three slides look at the number of awards we received in Fiscal Year 2011, how those break down by category and what the chronological trends are. We received 343 awards total. Forty percent of them, or about 140, were for research, and the rest were fairly evenly split between public service and instruction. We have been pretty consistent in the number of awards received over the last five years. Normalizing these data to the number of tenure-track faculty, which is a surrogate for the number of people who are eligible to submit the awards, you can see, again, that we have been fairly constant in the number of awards received.

Last year, during the question and answer session associated with my presentation, I told Trustee Strauss that flat was the new up. We are looking at a five year period when the amount of funds available, with the exception of the stimulus blip, actually went down, the competition for those funds increased, and our faculty and staff held constant in the number of awards we received. You will see that we have some people who are excellent performers and year after year fulfill the expectations of the funding agencies and sponsors, and as such are asked to continue in their roles.

Looking at the data for awards received in terms of dollars for total external funding in millions of dollars, and, again, Fiscal Years 2007, 2008, 2009, 2010 and 2011, you can see that we have done very well in the last two years. We broke \$100 million in external funding this year, but a lot of that success was enabled by the great opportunity created by the stimulus. We now have 19 ARRA or stimulus awards. It was very competitive to get those. We have created new opportunity, so you can look at it as seed funding or seed corn for growing the future. The largest increase in funding occurred in the public service category which, again, reflects our commitment and our success in laying broadband fiber to serve the northern Illinois region.

Awards that had a significant impact on our campus or would be of considerable interest to the Trustees include what we affectionately call IBOP Northwest, the Illinois Broadband Opportunities Partnership; two awards that enabled the campus to purchase a wonderful new resource in terms of the computing cluster; and a sustainability award that will be of special interest to Trustee Boey and President Peters.

We had a lot of press related to our receipt of the broadband award which totaled a little over \$60 million, \$48 million of which were attributable to stimulus funding. You could see on the previous slide what an important opportunity that represents to us and how important it will be for us to capitalize it. The following video clip really captures the opportunity in a way much more eloquently than I could.

**Video Summary:**

**President Peters:** *This is really a step forward. You know, the country, this nation, will only be successful if we adopt these internet technologies, these high-speed technologies. It makes all the difference in the world for education, for providing service to people, whether it's healthcare, whether it's security, financial operations, stimulating small businesses that can use these technologies. Here we have a grant, NIU is right in the lead, that has really helped facilitate this with partners both public and private, and spread this technology to over 500 cities in the northwest part of Illinois, linking up schools, governments, healthcare providers and, of course, with private partners, those venture capitalists in broadband being able to stimulate small businesses. I'm just so proud of what we've accomplished. The big benefit is, however, it provides our faculty with a tremendous opportunity to study, to help and to research these areas because they will be able to monitor and see and evaluate how these broadband technologies spread, diffuse and then whether it does have an impact on our educational level or quality healthcare or reduced costs. This is exactly what a great public research university should be doing for its region, and I'm really proud today.*

NIU does have a lot to be proud of in terms of this award, Dr. Freeman continued. It is a substantial sum of money and a tremendous opportunity going forward, but it is also a reflection of our university culture. NIU has empowered people who are not only faculty members, but staff people to have the creative visions, to pursue funding to see those visions realized and to do that in a way that engages and serves the northern Illinois region. This diagram shows all of the high-speed fiber in the fiber highway that we are laying across the northern Illinois region. Think about everything we can do with that. As the President said, we have a number of potential community partners that we are connecting with: other universities and colleges, community colleges, higher education institutions, K-12 buildings, libraries, healthcare organizations and government offices. We are working very hard across this campus to get the intellectual and creative juices flowing. Vice President Kaplan and I have worked together with Provost Alden, we have made a presentation to the deans, created content based working groups and staffed them with people who have special expertise in obtaining funding and creating IT. We are looking to develop, in all of these areas, ideas for projects that will leverage the opportunity created by the broadband partnership. All of this has led to a significant number of jobs being created in northern Illinois.

The internal opportunity is yet to come, but it has created a number of opportunities across our region for the people who are physically involved with laying the fiber, making the calculations and jobs across the spectrum.

We have let out over \$30 million in construction contracts on the broadband project in the last several months, Wally Czerniak stated, and we have just started building this up. It is part of the requirement of the grant, which John Lewis is in charge of. We are documenting the number of jobs and the jobs that will feed from that.

You talk about the connectivity of the university to the various commercial establishments like Frontier Telephone Company, Trustee Boey said, and I cannot imagine where this is going to end. I just hope that the broadband project continues for a lot longer than we anticipated, because the future is unlimited.

The future is unlimited, Dr. Freeman agreed, and if you look at NIU's broadband opportunity and the people who started out with the smaller project awards at the \$100,000 level, the \$20,000 level, to

create health information exchange and to link a few libraries and schools, the performance they had taught our federal agencies that we were the place to go when you wanted to get something done. We basically control the fiber everywhere outside of Chicago in the state of Illinois, and that is not a coincidence. That is a reward for excellent performance for those specific deliverables that were in the contracts and the statements of work that we delivered on time and on budget. Although we announced this award less than a year ago, we already have realized new extramural funding opportunities.

My recollection of the discussion we had some time ago about the origin of the broadband project was that it started as a way to be able to control our telecommunication costs from one campus to another, Trustee Strauss remarked, and some of the results are serendipitous and some are the result of insightful thought about what could eventually come from that. I am excited to hear about some of the enhancements that are now being considered. But I am wondering to what extent the areas in which we have submissions for sponsored projects have been the result of thought processes about an agenda for sponsored projects as opposed to research interests of faculty, and what the degree of the communication is between the faculty and the Office of Sponsored Projects to come up with an appropriate agenda for areas where you can reasonably expect that there are going to be dollars available.

We have a really excellent structure in our Office of Sponsored Projects for addressing these issues, Dr. Freeman said, and I wish I could take full credit for it being there, but it was set up by Associate Vice President David Stone before I came here. We have research development specialists out in the colleges who communicate with the faculty, the department heads, the associate deans and the deans. When we are making faculty hires, their voices are heard on search committees about the strategic value of those hires to our overall research enterprise. When faculty enter the university, we are already aware of what they have done in the past and how that fits with NIU. The deans and department heads have discussed that with them when negotiating a startup package, making sure they have the equipment they need. Very early, in the first week they are here, the Office of Sponsored Projects meets with the faculty. David Stone, who has been a national author on this subject, talks about positioning yourself for success, not only for individual success that builds on what you have done before you got here, but how you can advance the university's mission and how you can create those great collaborations within your department, across your department and across colleges. We have faculty in our office and the Office of Sponsored Projects all the time talking about where to go next.

I am pleased to report that yesterday we pushed the button on a grant, submitting NIU's first submission for a research experience for undergraduates to the National Science Foundation. It is evident how important student engagement is to us in everything we have done – the Great Journeys Strategic Plan, Vision 2020, the day-to-day functioning of our faculty, the history we have created with programs like EURA (Engineering Undergraduate Research Apprenticeship) and URAP (Undergraduate Research Apprenticeship Program). We have now taken that and combined it with the sustainability theme that funds our new Institute for Environment, Sustainability and Energy. Because we wanted to tie this to our region, we made community colleges our partners. We then put forward an agenda to say we already do this good student engagement but have not received as much outside funding as we could, so we should create a nationally recognized summer experience. The same thing is done on the research side. We try to bring faculty teams together, and if we do not have the right talent within NIU at any point, a faculty member will come to us with a specific need and ask who is in the region that we can bring on board to help.

Sometimes we do not know where we are until we look back, Provost Alden stated. When I first came here, we did not have electronic systems for tracking grant and contract opportunities, and we did not have the mechanism to submit grant proposals electronically. To a large degree, due to Dr. Stone's office, we have really come into the 21<sup>st</sup> Century within the last five years. So, in terms of identifying potential areas and getting that to the faculty who match the interest, we have really made major strides. President Peters has shown me an announcement of the fiber groundbreaking at the Sauk Community College in Dixon. So our partners are celebrating these events with us.

I will take credit for being on top of the broadband opportunities, Dr. Freeman said, because we really have done a good mining of the requests for proposals that we already have and what we plan to see coming from the National Institutes of Health in terms of patient simulation and from the Economic Development Authority in terms of different partnership opportunities. So I'm hopeful we really will leverage the opportunity that is present in the IBOP Northwest and IFiber initiatives.

The next two awards that I want to talk about are congressionally directed awards from the Department of Defense and the Department of Energy. The first award, from the Department of Defense, is referenced in the narrative you received in your Board of Trustees reports because it is a fairly significant award of just over \$9 million for the large umbrella of medical physics particle therapy and treatment. Under that, in one of the projects, is a definite set of specific goals or deliverables related to improving data acquisition, speed and imagery construction speed.

A second award from the Department of Energy made to Dr. Clyde Kimball, unrelated in some ways and related in others, looks at using desktop computing to try to achieve the speeds that are generally seen in larger units. This is possible because over the past ten years, we have developed boards called game processing units, the things that allow your children to sit in front of the TV with their thumbs going and have large 3-D monsters looming at them can actually be put to a lot of a uses, and they can be linked together fairly inexpensively to create great computing power. This was realized in separate components of these two projects. Just this week, we had delivered to Swen Parson Hall a 48-node GPU/CPU computing cluster. The picture on the right shows the viewing room, which is part of the remodeling effort that's going on in the computing center.

This is the project that I put in especially for Trustee Boey because when we were at convocation on Friday, we had a marvelous presentation from Sarah Stuebing about gate analysis and horses before or after an intervention that used massage. When the gate analysis software was demonstrated at the convocation, I heard both Trustee Boey and President Peters say "Why aren't they analyzing golf swings?" So, I wanted to make sure that you knew we actually are trying to improve the game of golf. This is a very interesting award which came from the Environmental Protection Agency. This award was made to fund student design teams, to work on issues that were related to planet, people and, basically, sustainability issues. This particular project funded an effort to use the byproducts of the ethanol industry to make golf tees where you do not sacrifice the mechanical strength, but you do increase biodegradability and affordability. The name for their proposed project is "The Green Tee," which I think is absolutely great. Three students worked on this project along with their faculty advisor, Dr. Robert Tatara from Technology, and those students were Nicholas DiOrio, David Valtierra, and Srikrishna Suraparaju. They went to the National Mall along with 55 teams from other universities on Earth Day, showed off their tees and had a poster presentation, and this work is continuing. I really wanted you to know that we do have sponsored projects coming in that fund students' efforts and there are specific deliverables like this golf tee.

I would like to finish by putting the data I showed you in the context of the existing challenges and opportunities at not just the state but also the national level. I am going to start with the challenges. The cost of doing sponsored research is going up because personnel, facilities and equipment are more expensive, and also because compliance and reporting requirements are going up due to unfunded mandates that come down from the federal government. When we get awards from the federal government, we get the award that funds the specific project, the direct cost of doing the research and, in some cases, an allowance for funding the associated costs of additional electricity and facilities and having a sponsored projects office. The administrative component of that extra part of the award has been capped by the federal government since 1997, but that does not stop them from passing more regulations. Just yesterday, the National Institutes of Health announced new compliance reporting requirements that will require either a web site showing financial conflicts of interest or the ability to respond within five days to any requests. I do not have to tell you that there is a cost associated with that, but we did not receive any extra money to build that infrastructure. These extra costs are coming at a time of shrinking resources, our state appropriations are going down, federal funding availability is inconsistent. Nothing is helped by the current economic crisis and everybody is scrambling hard to get



dollars, creating more competition for what is out there, and yet, I am optimistic. We have a lot of opportunity and we have discussed some of those this morning. We have an incredibly committed and creative NIU community of faculty, scholars, staff and trainees. Dr. Peters talked about lumpiness in the supply pipeline. There are some spotty areas and there are some shortages, but there are also some great opportunities. There are 40,000 postdoctoral fellows in the life sciences looking for jobs and there are many fewer faculty jobs, on which we are capitalizing. We have made incredible hires this past year in the College of Health and Human Sciences and in the Department of Biology. Faculty with pedigrees and research experience that we would have only dreamed of as an institution ten years ago.

We have the power of Vision 2020 and a campus-wide and community-wide discussion about making strategic investments that allow us to capitalize on our opportunities to get more external funding for research, public service and instruction. There is a very well publicized task force that was put together by the Office of Management and Budget and the General Accounting Office to look at Circular 821 (Circular Letter No. 821), which is like the tax code for external research, to see if they could update and simplify it to provide universities some relief. We were fortunate as an institution to be very highly engaged in that conversation because Professor Jerry Blazey, who is detailed to the Office of Science and Technology in the White House, was a liaison to that committee. While they are having that conversation about reducing the burden, we have the GAO coming out with demands for increased transparency and accountability. An estimate done on the additional cost of tracking jobs and other reportables attached to the stimulus awards or the ARRA awards, is an extra \$8,000 per award. We have 20 ARRA awards. So that is a significant additional reporting cost and there is conversation now going on in Washington about making what we have called ARRA reporting the norm for all awards. Conflict of interest is one of those conversations that is at odds. We want a great innovation ecosystem across this country and we need it for national competitiveness. But we do not talk about the confluence of interest of industry and academia.

This has always been my area of particular interest, Trustee Murer commented, because I believe that research is at the core of our growth. I have witnessed areas in healthcare where the regulations, effective in October, which is the beginning of the federal fiscal year, have been significantly reduced and opened opportunities for healthcare providers to be able to develop programs and capitalize on needs of the community. Hopefully, if we are so connected in terms of our broadband connectivity, maybe some of these requirements of transparency will be eased because of technology. I do believe though that transparency and reporting is critical, even if it is a burden.

I want to note that it is not a coincidence that Lori Clark is sitting next to Dr. Stone. There is a great deal of cooperation between University Relations and the Office of Sponsored Projects, and that should be mentioned as we acknowledge the hard work that is being done here.

#### **NEXT MEETING DATE**

The Chair announced that the next meeting of the Academic Affairs, Student Affairs and Personnel Committee will be Thursday, November 10.

#### **ADJOURNMENT**

Chair Butler asked for a motion to adjourn. Trustee Strauss so moved, seconded by Trustee Boey. The meeting was adjourned at approximately 10:06 a.m.

Respectfully submitted,

Sharon M. Banks-Wilkins  
Recording Secretary