

Minutes of the  
**BOARD OF TRUSTEES**  
**OF NORTHERN ILLINOIS UNIVERSITY**  
December 5, 2013

**CALL TO ORDER AND ROLL CALL**

The meeting was called to order by Chair John Butler at 9:04 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, Wheeler Coleman, Robert Marshall, Cherilyn Murer, Marc Strauss, Student Trustee Elliot Echols and Chair Butler. Not present was Trustee Anthony Iosco. Also present were Board General Counsel Jerry Blakemore and President Douglas Baker. 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**

Chair Butler asked for a motion to approve the meeting agenda. Trustee Murer so moved, seconded by Student Trustee Echols. Trustee Strauss made a motion to amend the agenda to include the following on a consent agenda: President's Report No. 88, Action Items 9.a.(1), (2), (3), (4) and (5), and our receipt of Information Items 9.b.(1), (2), (3), (4), (5), (6), (7), (8), (9), (10) and (11), and 9.c.(10). The Chair asked for a second to the motion to approve the meeting agenda as proposed. Student Trustee Echols seconded the motion. The motion was approved.

The Chair welcomed NIU Student Association President Jack Barry, who was present at the meeting.

**CLOSED SESSION**

Chair Butler asked for a motion to close the public meeting to conduct an executive session to discuss the following subjects authorized by the Illinois Open Meetings Act, as amended: Personnel Matters as generally described under §2(c)(1), (2) and (3) and (21) of the Open Meetings Act, Collective Bargaining Matters as generally described under §2(c)(2) of the Open Meetings Act, Litigation and Risk Management Matters as generally described under §2(c)(11) and (12) of the Open Meetings Act, and Executive (Closed) Session Minutes Matters as generally described under §2(c)(21) of the Open Meetings Act. Trustee Strauss so moved, seconded by Trustee Marshall.

A roll call vote of the Trustees to recess to Closed Session was as follows:

Trustee Boey	Yes	Trustee Butler	Yes
Trustee Coleman	Yes	Trustee Marshall	Yes
Trustee Strauss	Yes	Student Trustee Echols	Yes
Chair Murer	Yes		

The roll call vote of the Trustees to recess to Closed Session was unanimous.

## **BOARD OF TRUSTEES MEETING RECONVENED**

Chair Butler reconvened the public meeting of the Board of Trustees at approximately 10:55 a.m.

## **REVIEW AND APPROVAL OF MINUTES**

### **October 15, 2012 Executive Committee**

Chair Butler asked for a motion to approve the minutes of the October 15, 2012 Executive Committee Meeting. He was advised that it is appropriate to have the full Board review and approve the minutes of that meeting since those Trustees who were members of the Executive Committee in October 2012 were present to approve the minutes. Trustee Boey so moved, seconded by Trustee Murer. The motion was approved.

### **December 6, 2012 Regular Meeting**

The Chair asked for a motion to approve the minutes of a regular meeting of the Board on December 6, 2012. Trustee Murer so moved, seconded by Trustee Strauss. The motion was approved.

### **May 23, 2013 BOT Special Meeting**

Chair Butler asked for a motion to approve the minutes of a special meeting of the Board on May 23, 2013. Trustee Strauss so moved, seconded by Trustee Marshall. The motion was approved.

### **September 19, 2013 Regular Meeting**

Chair Butler asked for a motion to approve the minutes of a regular meeting of the Board on September 19, 2013. Trustee Strauss so moved, seconded by Trustee Marshall. The motion was approved.

## **CHAIR'S COMMENTS/ANNOUNCEMENTS**

The Chair recognized the members of the University Advisory Committee: Alan Rosenbaum, Deborah Haliczzer, Andy Small, Greg Waas, Rosita Lopez and Dan Gebo. Ms. Haliczzer expressed appreciation for the efforts of President Baker, Vice President Cunningham and Vice President Kathy Buettner on pension issues. She noted that the result was not what our employees and retirees would have wished, but we appreciate all you can do.

Many exciting things have happened since our last Board meeting, Chair Butler remarked. We are on the eve of a potential three-peat at the Mid America Conference Championships in Detroit. On behalf of this Board, we congratulate Coach Rod Carey, his coaching staff and the players of this extraordinary football program. We look forward to a win at tomorrow night's game in Detroit where they take on the MAC East Division Champions, Bowling Green.

On campus, we have enjoyed some successes as well. This meeting's agenda contains several items that reveal a pattern of a new president working in partnership with a governing board to put into place reforms in the way the university operates to increase enrollment and improve student retention, enhance our academic and research capabilities, responsibly manage our fiscal resources, collaborate with and within our community, connect our alumni with our current students, and commit ourselves to ethically inspired leadership. President Baker has organized these priorities so that they are not pursued as separate, disconnected initiatives, but to share a common objective: student career success. This concept has challenged us to consider the relevancy of much of what we do, our organizational routines and habits, assumptions that we rely on and the practices to which we have become accustomed.

Another achievement of the past three months, one in which I had the pleasure of participating, was the inauguration of Dr. Baker in November. Representing the Board at that very special occasion, I was pleased to articulate again the goals of the Board when we set out to identify the next CEO of the

university. We were attracted to Dr. Baker's boldness, his willingness and apparent capacity to identify challenges and listen to stakeholders, formulate strategies and set the pace of change. I noted that he had experience dealing with many of the same challenges, particularly fiscal challenges that NIU, like most public colleges and universities, particularly in Illinois, are facing. It should not be surprising that this Board embraces the steps President Baker is taking. Indeed, we are actively engaged in this journey with him. Today's agenda and in future meetings, the Board, through its committee structure, will further reveal that there is a pattern of a new president working in partnership with a governing board. We have added a new standing committee to focus on compliance, audit, risk management and legal affairs. We have created an Ad Hoc Committee on Sponsored Research Activity and Technology Transfer. We have invested time and resources and exploited the expertise of our talented Board to develop financial literacy, to understand the contemporary challenges associated with enrollment within public higher education and examine our information technology capacity. These are indicators, again, of a pattern of a new president working in partnership with a governing board, and so, this Board welcomed President Baker's announcement of a reorganization between the last meeting and now of many areas of administration, including the creation of a new position, the Vice President of International Affairs, to be led by Ray Alden. This is a role in which he has already excelled, evidenced by the collaboration between two Chinese universities whose delegations have just recently left the campus, but are still in the states for unprecedented formal talks intended to create a long-term partnership that will be to our mutual advantage. The reorganization has also formally commenced a new approach to managing the institution's financial resources. Today, we will welcome a new interim chief financial officer who will focus on the university's accounting function and initiate a new budgeting model that links our resources to our priorities.

The reorganization has also resulted in the search for a new Executive Vice President and Provost; the appointment of a well-regarded leader, Dr. Lisa Freeman, to function in that capacity on an interim basis; and an opportunity for Dr. Lesley Rigg to continue the important work of the Division of Research and Graduate Studies, also on an interim basis. We take action today on a recommendation to search for a new associate vice president to enhance our approach to student recruitment and retention. And this reorganization demonstrates President Baker's recognition of the importance of strong leadership in the areas of operations, personnel and facilities, and marketing and communication.

Today, you can expect to observe a Board that continues to embrace reform and seeks to determine the most effective and productive means of driving that reform as a function of governance. The Vision 2020 update will no doubt involve some articulation of what is important to us in that regard, what information we wish to have on a regular basis, and what is important to us as we consider our role as fiduciaries and trustees appointed by the governor with the consent of the legislature.

## **PUBLIC COMMENT**

The Chair asked Board General Counsel Jerry Blakemore if any members of the public had registered a written request to address the Board in accordance with state law and Board of Trustees Bylaws. Mr. Blakemore stated that no requests had been received.

## **REPORTS OF BOARD COMMITTEES AND BOARD LIAISONS**

### **Executive Committee**

The Executive Committee did not meet.

### **Academic Affairs, Student Affairs and Personnel Committee**

Committee Chair Robert Marshall reported that the Academic Affairs, Student Affairs and Personnel Committee met on Thursday, November 7. At that meeting, the committee voted to endorse and send to the President for inclusion in his report, the recommendation to approve the Open Access to Research Articles Act Task Force membership. Information items included: a report on the recent NIU Diversity

Leadership Summit, a general overview of faculty and staff diversity showing relatively unchanged statistics for the past year, a report on enrollment management designed to answer a number of questions raised in previous meetings. Also given were an update on the scheduled Higher Learning Commission Accreditation Visit and a report on university oversight of academic programs.

### **Compliance, Audit, Risk Management and Legal Affairs Committee**

Committee Chair Robert Boey reported that the Compliance, Audit, Risk Management and Legal Affairs Committee (CARL) met on Thursday, November 7. As has been our practice, we continue to focus on one of the substantive areas of the committee. At our inaugural CARL meeting, we received a presentation from Ethics Officer and Special Council, Jim Guagliardo, focused on the role and responsibilities of the university's Ethics Officer. At the November meeting, Ms. Danielle Schultz, Director of Internal Audit, gave a brief presentation on the Roles and Responsibilities of the Internal Audit Division of Northern Illinois University. Ms. Schultz's presentation was cut short due to time constraints; however, she provided the committee with a general summary of the current Internal Audit activities. The committee engaged Ms. Schultz in various questions related to the process for the selection of audits, whether any particular trends or high risk areas were found, and information related to the number of audits completed.

### **Finance, Facilities and Operations Committee**

Committee Chair Marc Strauss reported that the Finance, Facilities and Operations Committee also met on Thursday, November 7. Those items approved in that meeting are on today's consent agenda, and routine reports are contained in today's meeting materials. Among several substantive reports received by the committee were an update on the WTC Consulting Information Technology Assessment, a presentation on current budgeting processes, an update on student recreation facilities, and a presentation on the Affordable Care Act. While those topics may seem unrelated, there are two common themes behind what the committee is attempting to establish. The first is to get us to a point where we have a sustainable business model for the university that is aligned with our strategic priorities and, as a portion of that process, to be able to determine that we have in place the facilities necessary to fulfill our functions. We look forward to continuing to build on the basic building blocks contained in the last agenda. I want to thank everybody for their participation in this process. I know, particularly with respect to the presentation on the current budgeting process, that there was a lot of detail that required an extended period of time. I believe it was valuable for us to receive that information in order to understand the options we will have as we continue to take a look at what is happening in that area.

### **Legislation and External Affairs Committee**

Committee Chair Cheryl Murer reported that the Legislation and External Affairs (LEA) Committee met on Thursday, November 7. The LEA Committee heard details of Dr. Baker's and Vice President Buettner's visit to Springfield in October. President Baker was joined in Springfield by two NIU students, Jack Barry, Student Association President, and Steffen Canino, a junior Corporate Communication major. This NIU team spent time with the 18 legislators in the House and Senate, including the Senate President and Senate Minority Leader, and had a long meeting with the Governor. Our committee then heard a brief rundown from Steve Cunningham and Kathy Buettner on the status of pension reform and the budget process to date, as well as what the budget situation looks like for FY15. We have had some progress on the pension situation, and we will continue to see what happens with pension reform as it goes to litigation. Ms. Buettner also briefly spoke to us about several other pieces of legislation being discussed during Veto Session. Finally, we discussed the transition of Federal Relations, which is being moved to the office of the Vice President for Research. Vice Presidents Lisa Freeman and Kathy Buettner will continue to work together on that transition.

### **Ad Hoc Committee on Sponsored Research Activity and Technology Transfer**

Committee Chair Cheryl Murer reported that the initial meeting of the Ad Hoc Committee on Sponsored Research Activity and Technology Transfer was called to order at approximately 9:30 a.m. on November 4 at the NIU Naperville Campus. This was an appropriate time to thank Chair Butler for his

vision in forming this group, and I expressed my appreciation for the opportunity to chair this new committee. This committee is dedicated to highlighting the importance of sponsored research and artistry at NIU and demonstrating the linkages between research programs, academic reputation and student career success. This committee is an outward expression of the support and focus this university has on research, and we also have spoken at length about the need to have pragmatic integration of research in working with corporations, to relate to new jobs and new positions in the marketplace and to put us at the cutting edge of service delivery to our students.

In speaking with Dr. Freeman, to ensure that this ad hoc committee delivers on the goal of highlighting the role of research and the growth and sustainability of NIU, I have suggested that the format of establishing meetings not be to continue to change topics from one committee meeting to another, so we looked at establishing a methodology of vertical integration of issues as opposed to simply horizontal issues. Therefore, in our ad hoc committee meetings, we will deal with a core number of issues, bringing greater depth to those issues in subsequent meetings. As a result, we are going to have more of a vertical orientation as opposed to simply changing topics committee meeting to committee meeting. We have a dedication to try to become more in-depth and more knowledgeable as a committee in regards to issues of research and seeking out grants and sponsorship.

At this first meeting, Dr. Freeman provided the committee with a status report on FY13 sponsored research activity as well as overviews of the external funding landscape, the administrative burden associated with sponsored research compliance and reporting, and current trends in university technology transfer. We all know of the problems and do not need to continue to hear of the cuts in reimbursement and the difficulties that universities are having. What this committee hopes to discuss and really focus on are solutions and innovative ways to capitalize on whatever revenues are available and to find new ways of identifying revenues. Whether through partnerships with corporations, or innovation on interdisciplinary programs, our whole focus is on the positive rather than identifying the obstacles.

Comments from President Baker and committee members acknowledged the impact of research across the university and society. It was suggested that NIU could grow research by publicizing institutional strengths and hiring faculty with established research programs in selected disciplines. Beyond the generalizations, we need to identify what it is we are doing and where our strength is. Again, the committee focused on not just the overview of things but to really go into depth and to articulate what the differentiations are at this university.

Additional discussion was held emphasizing the importance of enhancing research and technology, commercialization through strategic collaboration with academic and private sector institutions, beyond intellectual property. It is really in establishing partnerships and being in the leadership role as it relates to identification of new ways of providing information, new ways of identifying solutions to problems.

At present, we are going to hold these meetings at a time different than our traditional committee meetings because we have so many meetings and constraints of time, and we are trying to give this new ad hoc committee a little latitude and breadth to be able to find its way and to come up with meaningful solutions and recommendations. The next meeting of this ad hoc committee will be at our NIU Naperville Campus on Monday, February 24.

### **Illinois Board of Higher Education**

President Baker stated that the Illinois Board of Higher Education had not met since the last Board of Trustees meeting. However, he said, at our last IBHE meeting Jerry Blakemore was recognized for his contributions. An IBHE meeting is scheduled for later this month with only one substantive issue regarding a name change for one of our departments.

### **Universities Civil Service Merit Board**

Trustee Robert Marshall, Universities Civil Service Merit Board Liaison, reported that due to the failure to attain a quorum at its November meeting, the Merit Board was unable to act on any of the agenda action items. The next meeting of the UCSMB is scheduled for February 11.

### **NIU Foundation**

The Chair stated that Vice President of University Advancement Michael Malone, who usually gives the Northern Illinois University Foundation report, was in Detroit preparing to welcome many important university stakeholders to the MAC Championships.

### **Northern Illinois Alumni Association**

The Chair stated that Joe Matty, who usually gives the Northern Illinois University Alumni Association report also was in Detroit preparing to welcome many important university stakeholders to the MAC Championships.

### **Northern Illinois Research Foundation**

Interim Executive Vice President and Provost Lisa Freeman reported that the Northern Illinois Research Foundation had a meeting scheduled for that evening in Hoffman Estates. The major agenda item was briefing the Research Foundation on the activity of the new Ad Hoc Committee on Sponsored Research Activity and Technology Transfer. In addition, she said, the Research Foundation will review and plan activities attached to commercialization of university technology, most specifically through their collaboration with the NIU Foundation and the Venture Grants Program, and through their role in the selection process for NIU faculty inventions that will be moved forward through the Chicago Innovation Mentors Entrepreneurship Program.

The Chair called on Dr. Alan Rosenbaum, UAC representative, for comments. On behalf of the University Advisory Committee, Dr. Rosenbaum remarked, I want to reflect on the fact that this has been a momentous year for all of us and that we appreciate the respect the Board has shown for the shared governance culture at NIU. We are looking forward to continuing to work constructively with the Board in the new year and wish you all Happy Holidays.

## **PRESIDENT'S REPORT NO. 88**

Thank you, Chair Butler, for your support throughout the year, Dr. Baker said, I really have appreciated working with you. We have frequent conversations, and I have profited from your insights and the insights of all the Board members who have welcomed me and provided good analysis about where the university is and where it needs to go. It has been a great partnership, and I echo your thoughts. I have been impressed by the depth of quality and wisdom in our faculty, staff and students, as well as our alumni and community members. As we talk to people about where the institution is and where we want to go, they are bubbling with good ideas and wanting to implement them. Part of what we are trying to do is change the culture and move us forward tapping those great resources that we have.

My congratulations to the football team for being undefeated at this point and for having an 85 percent graduation rate. My congratulations to the whole Athletic Department for having an 85 percent graduation rate, something we need to work on as a university. My thanks go out to the Student Affairs and Academic Affairs area for having a recent retreat on retention, coming up with great ideas and then executing things quickly in the short term as well as looking to the future.

Chair Butler mentioned the visitors from China earlier. This is another of the many pieces it is going to take to turn around our enrollment picture and increase the quality and quantity of our student body. We had 22 visitors from China this week following upon previous visits we have made to China and we are building an excellent relationship. We have developed a vision for the university and are talking

about student career success and how a sustainable budget fits under that, along with ethically inspired leadership and building community.

Today, I want to introduce Nancy Suttentfield, our Interim Chief Financial Officer. Nancy comes to us with a very illustrious history having been the chief financial officer at three major institutions – Wake Forest, University of North Carolina at Chapel Hill, and Case Western Reserve, as well as the Smithsonian Institute. She already has proven in her first couple of weeks at NIU that she has the depth and experience to help us move forward. She is developing some budgeting principles that we are going to use this spring as we develop a sustainable budget model for the institution. That budget needs to be the implementation plan for our strategic plan. We need to link those and come up with the strategies, tactics and measurable outcomes that are going to move us forward. Nancy is going to be very helpful in putting that budget toward those priorities.

It is going to be very important we do that given the fiscal environment we are in. My thanks go out to Steve Cunningham, Kathy Buettner and all those who work on pension reform. In spite of their heroic efforts, the pension bill that passed this week was not what we wanted for our current employees or for our retirees, so we are going to have to do more work on it. The supposition is that it is going to the courts and will be tested constitutionality. We will have to see what comes out of that, then regroup and come back as the legislature thinks about what it needs to do within the boundaries established by the courts. Though it is just another step, it creates an uncertain fiscal future, as does the income tax for the state and its potential repeal along with our enrollments. We probably have the most control over our enrollments, and we can control our own destiny. So we do need to work hard on those retention issues and the recruitment activities, the types of students and the number of students that we have coming here. I am buoyed by the initial steps in that direction and by where we can be next year when we talk about a stronger balance sheet.

#### **UNIVERSITY RECOMMENDATIONS FORWARDED BY THE BOARD COMMITTEES**

- Agenda Item 9.a.(1) – Student Affairs and Enrollment Management Undergraduate Search Marketing Program**
- Agenda Item 9.a.(2) – College of Engineering and Engineering Technology Grant Subcontract for Services**
- Agenda Item 9.a.(3) – Northern Illinois Research Foundation Expenditure Authority Amendment**
- Agenda Item 9.a.(4) – Energy Infrastructure Improvements – Phase XI Performance Contract**
- Agenda Item 9.a.(5) – Open Access to Research Articles Act Task Force**

Consent Agenda Items.

#### **UNIVERSITY REPORTS FORWARDED FROM THE BOARD COMMITTEES**

- Agenda Item 9.b.(1) – WTC Consulting Information Technology Assessment**
- Agenda Item 9.b.(2) – Semiannual Progress Report of Active Capital Projects**
- Agenda Item 9.b.(3) – Quarterly Summary Report of Transactions in Excess of \$100,000**
- Agenda Item 9.b.(4) – Periodic Report on Investments**
- Agenda Item 9.b.(5) – Diversity of Faculty and Staff**
- Agenda Item 9.b.(6) – Higher Learning Commission Accreditation Update**
- Agenda Item 9.b.(7) – Oversight of Academic Programs**
- Agenda Item 9.b.(8) – Illinois' Fiscal Year 2015 Budget Context**
- Agenda Item 9.b.(9) – Illinois General Assembly/Veto Session Report**
- Agenda Item 9.b.(10) – Federal/Congressional Report**
- Agenda Item 9.b.(11) – Status Update: Fiscal Year 2013 Sponsored Projects and Technology Transfer Activity**

Consent Agenda Items.

## **ITEMS DIRECTLY FROM THE PRESIDENT**

### **Agenda Item 9.c.(1) – Authorization to Hire an Executive Search Firm for an Associate Vice President for Student Affairs and Enrollment Management**

Our first item is an Authorization to Hire an Executive Search Firm for the Associate Vice President for Student Affairs and Enrollment Management, President Baker said. I just mentioned how important enrollment is for the university, and we have an open position there. It is critically important to have someone who can help us move forward on our enrollment issues and on recruitment, in particular. This is a request to hire a search firm from the prequalified search firm list.

Chari Butler asked for a motion to approve the Authorization to Hire an Executive Search Firm for an Associate Vice President for Student Affairs and Enrollment Management from the list of prequalified search firms. Trustee Strauss so moved, seconded by Trustee Coleman. The motion was approved.

### **Agenda Item 9.c.(2) – Bowl Game Participation Expenses**

We are going to a Bowl game, Dr. Baker said, and we will know which Bowl Game in less than a week. We have a big game coming up tomorrow night and, if we win, there is a possibility we will be going to a BCS Bowl. So, two in a row, that is great, and we are getting a lot of national attention. That is all good, but it creates many logistical problems. The Bowls move quickly and we have to make some quick decisions about ticketing, transportation, lodging, rentals, etc. This item requests that the Board delegate expenditure authority to the President so that those decisions can be made in a timely fashion and meet our contractual obligations.

This is more than just a football game, Trustee Coleman commented, this is an engagement opportunity to further the pride of NIU. We should try to encourage as many students and alums as possible to attend.

It is hard to express my pride, Trustee Boey remarked, but coming here from New York City over 30 years ago, and being exposed to the environment there concerning the Heisman Trophy drama, those are headline articles that show up in the *Daily News*, *New York Post*, etc. In yesterday's *Sun Times*, a very well-known reporter wrote an article about Jordan Lynch and said that Jordan Lynch has his vote for the Heisman Trophy.

Chair Butler asked for a motion to approve the request for Bowl Game Participation Expenses. Trustee Boey so moved, seconded by Student Trustee Echols. The motion was approved.

### **Agenda Item 9.c.(3) – Collective Bargaining Agreement**

We have three collective bargaining agreements coming before the Board for approval today, President Baker said. The first is a five-year successor agreement with the Carpenters and Joiners of America, Local 790, representing approximately 11 employees. The second is a six-year successor agreement with the International Union of Operating Engineers, Local 150, representing approximately 19 employees. The third is a five-year successor agreement with the Metropolitan Alliance of Police, representing approximately 10 employees. Chair Butler asked for a motion to approve these collective bargaining agreements as stated by President Baker. Trustee Murer so moved, seconded by Trustee Strauss. The motion was approved.

### **Agenda Item 9.c.(4) – Transportation Services Motor Coaches**

President Baker brought a request from the Transportation Services Department to purchase a used, 56-passenger, intercity motor coach with wheelchair accessibility to replace a smaller bus purchased in 1989 that has exceeded the age and maintenance limitations necessary to provide safe, reliable and efficient transportation. The Chair asked for a motion to approve the Transportation Services request to



purchase a used motor coach. Trustee Strauss so moved, seconded by Trustee Boey. The motion was approved.

**Agenda Item 9.c.(5) – Refinancing of Revenue Bonds**

President Baker asked Steve Cunningham to brief the Board on the resolution authorizing the refinancing of certain capital improvement bonds. We consulted our external financial advisor, Dr. Cunningham said, and our interim CFO, Nancy Suttentfield, has reviewed all of the appropriate instruments to evaluate them for a possible refinancing. Two were identified, the most significant of which is the capital lease bond transaction for the Naperville facility, which has about 12 years left in its payment cycle. In addition, we have a little time left on one of our performance contract financing instruments that would also be incorporated into this refinancing. Altogether, the savings from this refinancing will allow us to bring approximately \$960,000 forward in the reduction of finance charges. In working with external bond counsel, Mr. Blakemore and Ms. Suttentfield, we determined that Certificates of Participation would be the most suitable option going forward with this refinancing under the state statute for public universities. The Chair asked for a motion to approve the resolution for refinancing of revenue bonds. Trustee Strauss so moved, seconded by Trustee Boey. Board General Counsel advised a roll call vote, which was as follows:

Trustee Boey	Yes	Trustee Coleman	Yes
Trustee Marshall	Yes	Trustee Murer	Yes
Trustee Strauss	Yes	Student Trustee Echols	Yes
Chair Butler	Yes		

The roll call vote of the Trustees was unanimous to approve.

**Agenda Item 9.c.(6) – Fiscal Year 2014 Salary Increment Authorization and Allocation Guidelines**

The President stated that the FY14 Salary Increment Authorization and Allocation Guidelines were not being presented for action at this time. I am worried about salary, he said, and Andy Small spoke yesterday at the University Council about salaries and the impact the pension bill will have on total compensation for our employees and annuitants. This goes back to the need to have a sustainable budget and a budget model that links our resources to important things such as programs and facilities. But a major component of our expenditures is going to be for employee salaries. Wages and salaries are going to be critical so that we can maintain the workforce and be competitive. This was just a note to all of us that I understand salaries and wages are not where they need to be. I want to come back and look at where we are in the coming spring, once we understand a little bit more about the Governor’s budget and what the state legislature is going to do, what is going to happen with our tax situation, and what may or may not be happening with pensions, and then link that to the financial performance of the institution.

**Agenda Item 9.c.(7) – Vision 2020 Update**

The Board should have received a copy of the full report, President Baker said. My thanks to Bill Nicklas and all those who helped craft this Vision 2020 Report. The Vision 2020 Report was one of the things that originally attracted me to this university. I saw where the university was trying to go. I saw the values inherent in the 2020 report. I saw money being allocated toward priorities and felt like the university was headed in the right direction, and that it could go even farther, faster with some of the initiatives I have been trying to implement. I have come here and talked a lot about student career success and initially had the six pillars noted on the first page. Those have been fine tuned into three other pillars I have talked a lot about: community, sustainable budgets and ethically inspired leadership. Those dovetail well with what is in the Vision 2020 Report and, in fact, they emerged from the Vision 2020 Report as I studied it over time. Many of the things we are talking about enhance student career success, deal with engaged learning.

On the second page, you will see ten essential high impact practices that the American Association of Colleges and Universities have talked about in their report, "Liberal Education and America's Promise" or the LEAP Report. We have actions going forward on almost all of these, and these are the kinds of things that we can put into our strategic plan as we develop a more fully fleshed version in the coming spring, linked to our vision. I would just note that we have wonderful things going on like number 7, Diversity and Global Learning, as just one example of that. We have a large contingent from China here on campus. Internships, number 9, you have heard me mention many times, is one of the key things we need to do. We have areas of excellence in all these, and we need to build an integrated plan to implement all of those and more and then have metrics to measure our performance toward them. I have already mentioned the university budget and finance functions need to build a transparent model linking our priorities to our resources, and I look forward to working with Nancy and everybody in the university on that. Expanding our student engagement opportunities and working with local and regional employers to implement the plan. I am impressed with what has gone on so far in the Vision 2020 efforts and think that we can fine tune those and move us forward faster.

I am thankful that we received a report, Trustee Strauss said. The Board embraced the Vision 2020 project and the recommendations contained in the initial report. At the time the Vision 2020 program was ratified by the Board, there was a commitment that we would receive periodic reports that would relate back to the numeric indicators and also the non-quantifiable indicators that were specified in each section of the report. A part of the current transition may produce a modification in some of the goals. But my vision for what the 2020 document was going to do was to set the actual roadmap for what we were going to accomplish as an institution. The Board is interested in seeing that that agenda is one that guides the way we approach all of the decisions we have to make. As part of each one of our meetings, I am interested in seeing that we get a set of dashboard indicators showing where we are on our journey, and that we, as transparently as possible, make available to the entire university community, the datasets that indicate where we are. My hope is that as we complete the transition and, as Dr. Baker gets to the point where he is ready to implement the decisions we have been thinking about since your appointment, that we come back to this and, as a Board, my suggestion is that we look to institutionalize, as part of our meeting agenda, a way to systematically take a look at the progress that we are making periodically. I echo what Trustee Strauss is saying, Chair Butler stated, and we will be working closely as a Board with President Baker to determine what dashboard indicators would be. But what we have in mind here is to take some key pieces of data that we believe are very telling about the progress we are making, and we are going to be looking to President Baker to help us determine what that data is, and look at that data in a systematic way, every three months. The other thing that would be welcomed by this Board, Chair Butler continued, would be to take various parts of that report, blow them up and give the Board a more in-depth study of particular aspects of it, diagnose the challenges and the problems, somewhat like we are doing in the Ad Hoc Committee on Sponsored Research Activity and Technology Transfer, where we were able to spend a good deal of time talking about why the numbers looked the way they did, what was in those numbers and what we learned from those numbers.

### **Agenda Item 9.c.(8) – Pension Update**

The President asked Steve Cunningham to give a pension update. Steve has worked diligently on this issue with his colleagues around the state, President Baker said, and has received many accolades.

As the President indicated, Dr. Cunningham said, we are not where we want to be with this. Over the last three years, we worked extensively with the leadership of the General Assembly on the design of pension reform, even suggesting compromise packages that were endorsed by President Baker and the other presidents and chancellors of the public universities. As the conference committee process concluded, the leadership called for a special session to be convened starting December 2, where they acted very quickly. Coming out of the conference committee, the structure of the pension reform bill was basically Senate Bill 0001, which was a measure that we worked with about a year ago and again earlier this spring. Senate Bill 0001 contained some of the more stark revisions to the benefit plan and it was opposed by higher education at the time. Nevertheless, that was the model that came out of the conference committee and was simultaneously adopted by both chambers of the General Assembly on

Tuesday, has passed and is ready to be signed into law. The next steps will invariably involve litigation and a test of the constitutionality of this provision. Not all aspects of this package are negative, the funding plan provisions are positive and stabilizing. Other provisions are relatively neutral. But, for our sector, the amendments to the cost of living adjustments as well as limitations on pensionable income have very serious effects on our recruitment and retention of faculty and staff and long-term consequences for our institutions, which is why the presidents and chancellors oppose this bill.

### **Agenda Item 9.c.(9) – Test of Academic Proficiency (TAP) Update**

At the last meeting of the Academic Affairs, Student Affairs and Personnel Committee, there was a request for an update on how our students have been impacted by inclusion of the Test of Academic Proficiency in place of the basic skills test as the entrance requirement for teacher licensure, Interim Provost Lisa Freeman said. To address this request, I have asked Lavonne Neal, Dean of the College of Education, and Jenny Parker, Associate Vice Provost for Educator Licensure and Preparation, to give the Board a brief update.

First, Dr. Neal remarked, I would like to congratulate kinesiology major Jordan Lynch, who is in the College of Education. It is always nice to give accolades to the future educators who are doing well inside and outside of the classroom. As you all know, Dr. Neal continued, licensure at NIU is synergistically managed against five colleges, and with the expertise coming out of the Office of Educator Licensure, we are able to pull this together in an effective way. First, I will share with you the context and then the impact of TAP based on the context. The context is that teacher education is nationally a focus of a president of the United States and it has been such for the past few administrations. Specifically, with the Obama administration, in every State of the Union Address, he has focused on teacher education. One of the things he has said is countries that out-teach us today will outcompete us tomorrow. The two top areas of national concern he indicated were students' outcomes and teacher diversity. This means we have not yet learned nationally how to diversify our workforce and how to significantly impact students' outcomes. This year will be the 60<sup>th</sup> anniversary of Brown vs. Board of Education, which was the major legislation to completely transform teacher education. Regrettably, we have not yet fulfilled the promises of Brown vs. Board of Education, because when you look at the statistical information, it is the nadir for us. Even though we have had this legislation in place for 60 years, student outcomes are worse than ever before. If we want to have students' outcomes increased, and if we want teacher diversity, we have to do things in a different way. Right now, regrettably, we have a gateway to teacher education licensure that is disproportionately eliminating students of color from the teacher pipeline.

The Test of Academic Proficiency was implemented in 2010 through the auspices of the State Board of Education. Basically, criteria were changed from the Basic Skills Test to the Test of Academic Proficiency as a state requirement into an educator preparation program. The TAP focuses on four specific areas: reading, language arts, math and writing. In a PowerPoint presentation, Dr. Neal indicated that the first bar showing the overall passage rate for all students in licensure at NIU for the Basic Skills Test was 88 percent. The next bar, at 39 percent, shows the revised Basic Skills Test with new cut scores, she said. The next bar reflects the new TAP test with a 42 percent pass rate for all NIU students. The next chart, which is the new TAP implemented with intervention based on operational changes we made at NIU. Through all of our colleges and the Office of Educator Licensure, we have concurrently advocated for not having gateways that are high stakes while concurrently adjusting our infrastructure to support through interventions. You will note that we went from the drop of 42 percent to 62 percent with the infrastructure in place for support.

The gender overall pass rate showed 229 for male and 532 for female. That shows that most of our candidates are women. We parallel the national model of most teachers in the United States in that 80 percent of the teachers in the United States are women and 90 percent are White. There is a negative impact and disproportionality of students of color not being able to successfully navigate a gateway to get into teacher preparation. The national concern of not having enough teachers of color is

played out with our passing rate in Illinois, but, specifically here at NIU: African Americans, 48 percent; Hispanic, 49 percent, two or more races, 55 percent; Asian/Pacific Islander, 60 percent; White, 65 percent; not reported, 55 percent. We have 550 White students who took the examination as opposed to the students of color, who have taken it disproportionately fewer times. In terms of teacher licensure, we are not in alignment in Illinois with the national cry to diversify the teacher workforce, however, NIU is ahead of the state in these numbers, and we are working towards enhancing that alignment. After 60 years of research, we know that it is important to diversify the workforce so that all students' geniuses will be sparked.

Recently, Dr. Parker said, the Committee for Initial Teacher Certification (CITC) reaffirmed that, as the state is mandating currently, the TAP will be used as an admission criteria to our licensure programs. The state is giving us the option, starting in January, to delay that. The difficulty is, for retention, if we have students who come in and we keep them for three or four semesters, and we want to know what happens if they are unable to pass the TAP. CITC has reaffirmed that we will keep it as an admission criteria, and we have also reaffirmed that we have a conditional admission policy in place. Each program has the opportunity to implement the conditional admission procedure, which 72 students were offered in the last year. Of those, 38 passed the TAP and were fully admitted into their licensure programs. A total of 93 one-hour workshops, online courses offered at various times throughout the week, have been offered through the Office of Educator Licensure. A full-time staff member helps with the TAP preparation. We have just added another 10-hour a week peer tutor in accordance with the need of the students. The state is allowing us to use the ACT Plus Writing instead of the TAP, so we are reaching out to increase the high schools understanding of the need to encourage students to take the test, especially the writing portion. In the last year, we have had 344 students participate in the interventions we have offered.

Of that 344, 135 did not take the TAP this past year for multiple reasons. The TAP can only be taken five times. Taking only one section counts as a full attempt, so some students need that extra time, because if they do not pass the TAP on their fifth attempt, they will never teach in the state of Illinois, which is a high stake for them. For some, it is financial. We have a new estate donation that will go into effect in January to which students can apply if they need some additional financial assistance. Additionally, 147 students took the TAP, 44 of them passed the TAP overall, and 78 passed a target area. Some of them choose to focus on one of the four areas that Dean Neal alluded to, so if a student knows he/she is weak in math, we focus him/her on that and try to get him/her to pass the whole thing. After passing their target areas, some students chose to take the ACT again and passed it. The advantage of taking the ACT is that there is no limit to the number of times it can be taken, and it is significantly less expensive. Data I received this morning on the last two weeks of TAP shows that we are above the state average in our passing rate.

Trustee Strauss asked if there was concern that the TAP is not validated either because it has disparate impact on minorities or because it does not accurately reflect performance in the classroom. Dean Neal answered that both were true. According to the research, quality is not determined by gateways, but that is what this is, she said. It is a gateway utilized in the guise of quality. Through advocacy of all the deans of education in Illinois, we are in the process of working with legislators, the ISBE and the IBHE. We have voiced this concern over the past three years and have asked for reconsideration of the exam itself. On whether or not the university should be seeking a legislative solution, Dr. Neal replied that they should and that this is what they had been advocating for change. Dr. Parker stated that through the Chicago Area Deans and the Illinois Public Deans, letters have been written to Chris Cook, the State Superintendent, both addressing the diversity issue, to which he responded that while initially it was only the TAP that was going to be used, they now have expanded it to allow for the ACT and the SAT, which they are hoping will at least address some of that. He also did say that it is only in its second year and that we are short on data, she said. We are hopeful that once the data is in it will be revisited by the ISBE and the legislature.

Trustee Marshall and I were the ones who were concerned over this and asked for more information, Chair Butler said. We received some reports from Dean Neal that were telling of the College of Education

and other entities involved in this. I am pleased to see some of the progress you are making adapting to what is a terrible outcome of public policy.

In reply to a question from Trustee Marshall regarding the number of advocates or institutions that are working toward making this issue better, Dr. Neal stated that there is a team of advocacy right now – the Chicago-Area Deans, of which she is a member; the Illinois Association for Public Colleges of Education, which includes the public deans; and the private deans for education. These three formal entities are all advocating and have been doing so for the past three years, she said.

If I may add just another variable in this particular algorithm, Dr. Neal said, there is the national landscape impact on pipeline capacity, which is not necessarily being looked at right now. According to the Schott Foundation out of Cambridge, Massachusetts, which provides an annual report card for each state on graduation rates, nationally, only 50 percent of African American males and Hispanic males are graduating from high school. Illinois parallels that national statistic. Your capacity is already narrowed because only 50 percent of African American males and Latino males are graduating from high school, and that is the largest growing population. My concern is that the total dataset landscape is not being considered, so we are not looking at the total impact when you look at all data.

Congratulations on your success in having bridged some of this problem, the Chair said. We will rely on our President to take these concerns to the appropriate state-level boards. Trustee Strauss stated that he was interested in looking at whatever literature was available that validated the test for implementation.

#### **Agenda Item 9.c.(10) – Grant and Contract Awards**

Consent Agenda Item.

### **CHAIR'S REPORT NO. 63**

#### **Agenda Item 10.a. – Executive Session Minutes Release**

Board Parliamentarian and the University General Counsel, Jerry Blakemore stated that the Open Meetings Act requires the Board consider release of confidential information. These items deal primarily with personnel related issues, and there is a continuing need for them to remain confidential. Therefore, my recommendation is not to publicize these minutes at this time. Trustee Strauss moved to approve the General Counsel's recommendation, seconded by Student Trustee Echols. The motion was approved.

#### **Agenda Item 10.b. – Board of Trustees 2014 Meeting Dates**

Each year at this meeting, the Board of Trustees approves its meeting dates for the subsequent year, Chair Butler said. These dates were reviewed by the Board prior to this meeting. The Chair asked for a motion to approve the Board of Trustees 2014 Meeting Dates. Trustee Strauss moved, seconded by Trustee Marshall. The motion was approved.

#### **Agenda Item 10.c. – Appointment of Interim Treasurer**

The Board of Trustees *Bylaws* state that appointed officers of the Board shall be university staff members appointed by the Board on the recommendation of the President to serve as *ex-officio* corporate officers, and not as members of the Board. President Baker has recommended Ms. Nancy Suttentfield to fill this office, Chair Butler said. He then asked for a motion to appoint Ms. Suttentfield to this post. Trustee Strauss so moved, seconded by Trustee Boey. The motion was approved.

#### **Agenda Item 10.d. – Appointment of Interim Chief Financial Officer**

Board approval is required for the appointment of personnel to vice president or dean positions, including acting or interim appointments to such positions, and shall be requested by the President. In accordance, the university recommends the appointment of Nancy D. Suttentfield as Interim Chief

Financial Officer through September 30, 2014. Chair Butler asked for a motion to approve Ms. Suttentfield as Interim Chief Financial Officer. Trustee Strauss so moved, seconded by Trustee Coleman. The motion was approved.

### **Agenda Item 10.e. – Staff-Fest Video**

Operating Staff Council President Andy Small presented

It is always great when I have the opportunity to talk about the Operating Staff here at NIU. We are about 1,750 full-time employees and about 600 part-time employees, approximately a total of 2,400 members. We are part of the shared governance system here at NIU, with 17 elected members on our Operating Staff Council. We represent the people here who are the backbone and the muscle of our university, the day-to-day employees. This staff appreciation day was our 14<sup>th</sup> Annual Staff-Fest, which included a very nice luncheon where we dispersed around 180 door prizes. We are privileged to serve lunch to between a thousand and 1,200 members of our Operating Staff on an annual basis. I would be remiss if I did not express my appreciation and thanks to the Holmes Student Center staff, and to the Food Service and Building Service people as well. We also want to thank the administration for their support over the years. Dr. Eddie Williams was a big supporter of this event, Dr. Steve Cunningham is a continued supporter, President Baker and the rest of the administration, we appreciate it.

This year, Chair Butler and Trustee Marshall, who is our representative to the Universities Civil Service Merit Board, joined us at our Staff-Fest. Also joining us were Mayor John Rey, State Representative Bob Pritchard and, maybe even more importantly, Victor E. Huskie. We thank all of those people for making this event as nice and as appropriate as possible. After Mr. Small's brief introduction, a video of the 14<sup>th</sup> Annual Staff-Fest was shown. I would like to thank Paul Palian and his group for putting this video together and, again, to express our appreciation to the administration and to the Board of Trustees for allowing us to have this annual event.

### **OTHER MATTERS**

This morning, President Baker announced, I received news that Jordan Lynch was named MAC Player of the Year and Rod Carey, was named MAC Coach of the Year. My congratulations to Jordan and to Rod. Go Huskies!

I would like to remind the Board and everybody here that these meetings take a lot of people and a lot of work. Our Recording Secretary, Sharon Banks-Wilkins, our Board Liaison, Bill Nicklas, thank you both for your attention to the many details required of this meeting. The President and his cabinet and their staffs all deserve our appreciation. Media Services, obviously, plays a big role in these meetings. Thank you for all of your work. The food and refreshments do not just magically appear, and we appreciate that as well.

### **NEXT MEETING DATE**

The Chair announced that the next regular meeting of this Board of Trustees is scheduled for Thursday, March 27, 2014.

## **ADJOURNMENT**

Chair Butler entertained a motion to adjourn. Trustee Murer so moved, seconded by Trustee Coleman. The motion was approved. The meeting was adjourned at approximately 12:34 p.m.

Respectfully submitted,

Sharon Banks-Wilkins  
Recording Secretary

*In compliance with Illinois Open Meetings Act 5 ILCS 120/1, et seq, a verbatim record of all Northern Illinois University Board of Trustees meetings is maintained by the Board Recording Secretary and is available for review upon request. The minutes contained herein represent a true and accurate summary of the Board proceedings.*