

Meeting of the  
**BOARD OF TRUSTEES**  
**OF NORTHERN ILLINOIS UNIVERSITY**  
December 10, 2015

**1. CALL TO ORDER AND ROLL CALL**

The meeting was called to order at 9:03 A.M. by Board Chair Marc Strauss in the Board of Trustees Room, 315 Altgeld Hall. Recording Secretary Kathleen Carey conducted a roll call. Members present were Trustees Robert Marshall, John Butler, Cheryl Murer, Wheeler Coleman, Tim Struthers, Raquel Chavez, and Robert Boey (arrived @ 9:05 A.M.). Also present were President Doug Baker, General Counsel Jerry Blakemore, Board Liaison Mike Mann, Executive Vice President and Provost Lisa Freeman, Vice President Anne Kaplan, Interim Vice President Jerry Blazey, Vice President Al Phillips, Cristine Black, Interim Vice President Harlan Teller, UAC Representatives Greg Long, Deborah Haliczzer, Holly Nicholson, and Rebecca Shortridge.

**2. VERIFICATION OF QUORUM AND APPROPRIATE NOTIFICATION OF PUBLIC MEETING**

General Counsel Blakemore indicated the appropriate notification of the meeting has been provided pursuant to the Illinois Open Meetings Act. Mr. Blakemore also advised that a quorum was present.

**3. MEETING AGENDA APPROVAL**

Chair Strauss noted, there is a printed agenda in front of everyone. Before I ask for a motion to approve, I would also request that we create a Consent Agenda containing items 8.a.1-9. & 8.b.1-14 for consideration immediately item 7, Reports of Boards and Committees, and with that modification I'd request a motion to approve the agenda. Trustee Marshall so moved and Trustee Chavez seconded. The motion was approved.

**4. REVIEW AND APPROVAL OF MINUTES**

Chair Strauss asked for a motion to approve the minutes of September 16, 2015 Special Meeting and the September 17 Regular Meeting. Trustee Chavez so moved and Trustee Marshall seconded. The motion passed.

**5. CHAIR'S COMMENTS/ANNOUNCEMENTS**

Chair Strauss noted he had no comments or announcements and offered the opportunity to speak to representatives from the University Advisory Council.

Greg Long began, I have a couple of things I want to mention. First, I want to offer my sincere appreciation and gratitude to Deborah Haliczzer. This is her last Board of Trustees meeting and she has been a valued colleague and university supporter for years and years so I just want to mention that we will miss her. I'm sure we'll have a good replacement, but I don't think anyone will be as competent as Deb is so I just wanted to say thank you to her to start with. The second thing I want to mention is that I've had discussions with Vice President Coryell, Chief Information Officer, and we are working on and discussing the idea of creating a strategic plan for technology accessibility. Right now that's in a very rudimentary stage, but we are talking about that as a way of enhancing the on-line experience for everyone and also insuring that we are keeping in compliance with legal mandates. The third point here is to mention that at both the Faculty Senate meeting and the most recent University Council meeting, we did have a motion to refer to our Rules, Governance, and Elections Committee a discussion of the University Constitution and Bylaws. We'll talk about that in much more detail at next week's Ad Hoc Committee on Governance, but that's something that both Faculty Senate and University Council are very

supporting at looking at our government documents as they currently exist. And with that I'd like to turn it over the Holly Nicholson. She's going to talk about an issue that I think has a lot of relevance for us in terms of participation. As the Faculty Senate president, I have a release from teaching duties. I have administrative support. It's an intense job, but you have a lot of support to do it. On the other hand, my colleagues who are the presidents of the SPS Council and Operating Staff Council, and even the members of their respective councils, do sometimes have to struggle with support from their supervisors for participation and so that's something that I'd like Holly to speak a little more to.

Holly Nicholson added, the councils are reviewing a policy intended to establish a pattern of support for staff to serve the university in roles such as shared governance, university committees, search committee participation, and things such as that. The need for this policy is becoming increasingly apparent. We're hoping to receive support from the administration and to that end we have a meeting with Provost Freeman who has expressed support for the concept which we appreciate very much. I want to commend Deborah Haliczzer's contribution to this effort and she's an amazing asset to the university and she will be missed and I believe she has some comments as well. Thank you.

Ms. Haliczzer began, I want to, as always, thank you for your support of shared governance. It's something that means a great deal to our faculty and staff and shared governance, not just in representing us to the Board, but through all of the committee structures that we participate in where we make a difference. What my comment is, is I would like to tell you that the University Advisory Committee has reviewed the resolution that you will be discussing in the course of this meeting, and we strongly support your efforts, your statements, and your words in addressing the budget impasse. We have all worked a great deal with our student leadership to address, to lobby, to organize and to make our voices heard in this state wide crisis and I wish you all the best of luck and support you, as do we all, in the efforts. It takes a strong Board who will make such statements and send that forth to legislators. So thank you so much for your support. I wish you all the best of luck, you've been a great Board, wonderful to work with, and it's been a privilege to be a part of this. So thank you and good luck.

## **6. PUBLIC COMMENT**

Chair Strauss stated that we have one request for public comment today. We have a request from Derek Van Buer.

Speaker Derek Van Buer: Good morning. A few minutes ago, I sent to your published NIU e-mail address, a letter I sent to Neil Olson. Mr. Olson is the Assistant Attorney General in the Public Access Counselor Division of the State's Attorney Office, I mean of the Attorney General's office. He handles FOIAs and Open Meetings Act issues. I will be talking about a letter today. It's an eight page letter. I believe it was at last month's CARL Committee that there was a discussion about FOIA. I thought I would share a few observations with you. There was a question similar to, could we charge for FOIA. You might not realize that FOIA helps public bodies get back monies. Take for instance my FOIA on Ron Walters travel expenses. I noticed that there were invalid commuting expenses and I reported it to the partner in charge of the external audit. He told me that it might be shared with their auditor general's office. I said fine. The auditor general's report came out and Ron Walters has to pay back approximately \$34,000 to NIU. NIU had to revise his W2 to reflect approximately \$26,000 in additional compensation for his free hotel stays at Holmes Student Center. In addition, I sent a letter to Al Phillips and the auditor general asking them to recover approximately \$55,000 that Ron Walters charged for his time when he was commuting. In the letter I said I didn't have September's time sheet. I recently received it and it's another I believe \$3,000. So it's up to about \$58,000 that should be recovered. I will be talking mostly about the issues with Ron Walters issuing invoices and appearance that his employee position was done to bypass state procurement law. When I did my FOIA I only asked for times sheets for employees that were required to submit and invoice like Mr. Ron Walters. Mr. Walters was an employee. Mr. Walters is a good friend of President Baker. They decided to do a project that was 300 hours at \$250 an hour while Mr. Walters was still at Moscow, Idaho; and then the project grew to 400 hours shortly after that. It was finally set at \$65,000. Procurement law states that professional services must go out to bid at \$20,000. In Mr. Walter's e-mail dated August 18, 2013 to President Baker, see page 5 and 2020 e-mails invoices pdf.

There's a lot of pdf's that go with this letter too. He wrote, "I looked at my time sheets on the way back and I see we are already approaching the 260 starter budget we ended up with." What an interesting comment for a salaried employee to make especially when 260 hours at \$250 an hour equals \$65,000. It goes on to say in the FOIA from Sharon May requesting Mr. Walter's time sheet, NIU stated that Mr. Walters was exempt from submitting SOEEA records. On NIUs website it states time spent commuting should not be recorded unless state business is being conducted during the commute. All Mr. Walter's time sheet says is Seattle to DeKalb commute, commute DeKalb to Seattle; 8 hours, 6 hours, 5 hours. Towards the end he gets down to one hour so maybe he was actually doing some work towards the end of his contract. Mr. Walter charged time commuting from his home on Lopez Island. Why Mrs. Latham, Associate VP of HR, who was given his time sheets and invoices allowed these hours? Don't know. Without September 13<sup>th</sup> travel hours, the table on the following page, Mr. Walters shows 219 hours were charged for his commute. \$58,000. It appears that Mr. Walters and President Baker always had a consulting engagement in mind with Mr. Walters being compensated by hours worked. Mr. Walters kept a spreadsheet that tracked the following items; hours invoiced, total hours invoiced, hours paid by payroll, total payroll hours, hours in arrears. Mr. Walters shared this spreadsheet with President Baker on at least three occasions by e-mail sometime on October 2013, February 6, 2014 and May 13, 2014. On February 6, Mr. Walters wrote, "as you can see at the end of January my cumulative time built exceeds payment by 294 hours. I currently am being paid at the rate of 90 hours per month, so even if I stop working at all as of February 1<sup>st</sup> it would take three and a half months of payments to catch up." So what, he gets paid three and a half months for doing no work as a salaried employee? On February 6, President Baker responded. "Ron I concur with your assessments of the situation and will find a preferred way to resolve this situation so that you are accurately compensated, Dori and I will confirm this is the best route ala personnel policies and let you know." What did he do to fix the problem? Another personnel action form was issued to increase Mr. Walter's hours to 120 hours per month or \$33,000 per month effective March 1<sup>st</sup>. A large section of the email was redacted. I assume it was about how to adjust payroll so Mr. Walters would get paid. You can see how their arrangement worked on the following page. All the hours invoiced. The spreadsheet pages 1 and 2 from four months of Walter's arrears pdf shows Mr. Walters had not been paid for 275 hours through October 2013. It also showed that Mr. Walters would need to have a contract through June 2014 to get all his hours paid using the payroll system at 65 hours a month. Mr. Walters would not perform any work from April 2014 through June 2014, but he will still be paid his monthly salary of \$16,250. On page four of the 22 pdf's, Walter's pdf, a personnel action form was submitted November of '13 to increase his pay to \$22,500 per month or 90 hours per month. His contract was extended through 2014. The letter goes on and you can basically see that payroll system was manipulated to employ a consultant. Hours are tracked, hours are paid. That is a professional service contract; \$20,000 bypassing state procurement law. I believe that there is sufficient information contained in this letter to fire President Baker. I strongly suggest that you schedule a special BOT meeting next week on the 17<sup>th</sup> of December as you already have two ad hoc committee meetings scheduled. You can use the special BOT meeting to either fire President Baker or put him on administrative leave so NIU can start fresh in 2016. Thank you. Any questions?

## **7. REPORTS OF BOARD COMMITTEES AND BOARD LIASONS**

Chair Strauss indicated, we will move on at this point to the reports of the Board Committees and the Board liaisons.

### **a. Executive Committee**

Chair Strauss began, the Executive Committee just met, the entire Board was here, so I'll have no further report.

### **b. Academic Affairs, Student Affairs and Personnel Committee (AASAP)**

Trustee Marshall reported, the Academic Affairs, Student Affairs and Personnel Committee report is as follows. At our November 12, 2015 meeting the Academic Affairs, Student Affairs and Personnel Committee, we managed to approve four items. Those items were a recommendation to delete the

emphasis one, hospitality management within the Nutrition, Dietetics, and Wellness Bachelor of Science program. There was also a recommendation for a constitutional amendment to Article 4 of the NIU constitution. Another recommendation was for a constitutional amendment to Article 7 of the NIU constitution. The last recommendation was for Athletics to obtain executive search firms for selected head coach's positions. I would like to add a comment on that, there are occasional comments on why a search committee for athletics. I would say in response to some of those questions that we have a price for success. Many of our own head coaches over the years have, shall we say, been drafted to other universities because of their success records. It keeps the bar pretty high so we do need those national searches. There were also three information items presented including the annual report on the overview of academic programs, a presentation on on-line programming, and lastly a discussion within the committee on possible future agenda items.

#### **c. Compliance, Audit, Risk Management and Legal Affairs Committee (CARL)**

Trustee Murer reported, I'm pleased to provide the report of the Compliance, Audit, Risk Management and Legal Affairs Committee. The committee met on Thursday, November 12. The minutes of the August 27<sup>th</sup> committee meeting were approved. The agenda for the November 12 meeting included both information and discussion items as well as a substantive action item. The information, discussion items included discussion, and an update on the enterprise risk management initiative by Dr. Phillips which was in keeping with the requests that we had made to him, so we were pleased that he provided us with a very timely and comprehensive report. There was also an update on the Clery Act and Title IX by NIU Chief of Police Tom Phillips and Provost and Executive Vice President Dr. Lisa Freeman, and an update in discussion regarding administrative challenges for timely and complete compliance related to Freedom of Information Act. This update was presented by Deputy General Counsel Greg Brady; and a presentation of the roles, responsibilities and obligations of the Board, the President and internal audit by the Director of Internal Audit Danielle Schultz. Ms. Schultz also provided highlights of the FY2015 annual audit report as required. Committee action, the committee action item included one, the removal of section 7, subsection C of BOT bylaws related to Freedom of Information Act; the delegation of authority to the President to designate one or more FOIA officers and implement appropriate university policy in relation to timely and complete responsiveness to the FOIA process, and most importantly, establish a requirement of regular reporting to the CARL committee regarding the administration of and compliance with FOIA. The proposed FOIA amendment was approved by the committee unanimously with recommendation to present to the full Board at a later time of this meeting today.

#### **d. Finance, Facilities and Operations Committee (FFO)**

Trustee Butler reported the Finance, Facilities and Operations Committee of the Board met on November 12, 2015. They considered five action items; one was an approval of bowl game participation expenses, the other was an item concerning intercollegiate athletics and the IHSA state football championship ticket agreement and the Division of Information Technology and Communication Services NIU net upgrade. Those last two items were approved at a special meeting also on November 12<sup>th</sup>. The prior item regarding bowl game expenses will be considered today. The other two items were the Graduate School application fee increase which will be considered today. The Office of the General Counsel Outside Legal Services agreement which will be considered today. There was five reports of an information item variety of note was a report on the 2017 pricing item and the Stevens project update.

#### **e. Legislative Affairs, Research and Innovation Committee (LARI)**

Trustee Murer reported, last month the Legislative Affairs, Research and Innovation Committee met on November 12<sup>th</sup>. Our first order of business was to honor Dr. Nancy Castle for her service to the university. She is retiring as of January 1<sup>st</sup>. We did take the opportunity to also recognize Deborah Haliczner and send our best wishes to both Dr. Castle and Deborah. The university report included one written report and four presentations. With respect to sponsored programs activity, the July 1 to September 20 quarterly activity has been strong. University faculty and staff submitted 79 proposals totaling over \$18 million. University faculty received 68 awards totaling \$6.5 million; and the 33% success rate speaks highly of our faculty and staff commitment and expertise. Mike Mann provided an

update on the very difficult and precarious budget situation in Springfield, and we anticipate an update today during Dr. Baker's report. As part of our continuous focus on research, we heard about our long standing collaborations with both Fermi Lab and Argon. During FY2013 and 2015 sponsored funding totally \$10.3 million from Argon and from Fermi Lab \$7.1 million, together representing approximately 20% of all sponsored funding during this period. The Accelerator Science research concentration of excellence highlights our laboratory collaboration. NIU and Fermi Lab plan to invest \$3 million each over the next five years in accelerator science. The program has nearly matched the NIU investment with 2.7 million in external funding from NSF and Homeland Security which has already been awarded. Interim Vice President Jerry Blazey expanded on the research concentration concept as a highly successful strategy and as a framework for complementing the outcome of the program prioritization. We look forward to continuing our discussion of our expanding research enterprises in multiple fields here at the university.

#### **f. Ad Hoc Committee on Enrollment**

Chair Strauss reported the committee has not meet since the last Board meeting but is scheduled to meet on December 17<sup>th</sup>.

#### **g. Ad Hoc Committee on Governance**

Trustee Butler reported, the Ad Hoc Committee on Governance met on October 14, 2015. We heard public comment from Mr. Derek Van Buer regarding concerns with regard to the university's FOIA process. The committee discussed prior proposals to alter Board regulations concerning the hiring of senior administrators and reviewed information on how many hires would be involved were the Board to adopt a prior considered financial threshold for Board approval of \$150,000 or more in annual compensation. The committee then discussed at length what we might consider as a replacement for the Boards current conflict of interest policy and we subsequently charged the Office of the General Counsel to draft a disclosure of interest policy for consideration at our next meeting. The committee then returned to a discussion of a proposed Board performance audit. We discussed the matter generally. We then followed with some follow-up discussion to clarify the committee's interest in learning more about areas of presidential purchasing that do not require formal Board approval. We finally discussed the need to develop a policy regarding naming rights. We heard from Vice President Catherine Squires on several university level efforts to formulate a naming rights policy. We agreed the Office of the General Counsel would be drafting policies and amendments concerning the university's administrative leave, paid and unpaid, and naming rights policy. We plan to take up those drafts at the committee's next meeting of December 17<sup>th</sup>.

#### **h. Illinois Board of Higher Education**

President Baker reported, last week Al Phillips and I attended the IBHE Board meeting in Chicago at DePaul University and prior to the meeting we met with the presidents and chancellors from the public higher education system here in Illinois and we discussed the current budget predicament that the state is in. We continue to work together on the best ways to work through the pending crisis. One item that has been suggested is renewal of legislation that allows universities to borrow until the state budget is provided. There are schools, not us, but there are schools that fear that they won't make it through the spring semester without this borrowing authority. Again we don't anticipate needing or using this as an option, but we do support our colleagues who are facing a cash flow crunch of unprecedented magnitude in the state. There's ongoing discussion about that among the presidents and chancellors and there's consideration about whether to pursue that kind of legislation or not. Despite the fact that there is no budget for fiscal year '17, the Illinois Board of Higher Education approved its higher education recommendations for fiscal year '17. For NIU, that recommendation was the \$93 million that closely reflects our fiscal year '15 budget. So they essentially pushed the 15 year budget into '17 as their carry forward recommendation to the governor. The Board also reaffirmed its support of their resolution urging an end to the budget crisis and it even amended their previously approved resolution by adding a January 31, 2016 imperative date. We look forward to the Board's consideration of its related

recommendation to the governor and legislature.

Mike Mann added, a couple of other items I'd mention, the Board at that meeting also approved their capital budget recommendations for FY17. And on their priority list, there are four university projects and we are hopeful that as the state resolves its operating budget situation that there might be some money coming forward for capital. Those recommendations also included approximately \$47 million for NIU for capital renew budget to address deferred maintenance issues. We are very hopeful that there might be some sort of capital budget coming forward. The other thing I'd just like to make a quick mention of is that earlier this week the Governor signed Senate Bill 2039 which provides approximately 3.1 billion dollars in support of local governments, 911 call centers, energy assistance for the needy, as well as it allows the payment of lottery winnings. Unfortunately there was no money in there for higher education. Just one final comment too, I'd like to reiterate that President Baker is working closely with the public university presidents and chancellors group. I continue to work with a wide number of folks from other universities and since I'd like to also mention Joe Matty has taken on a very active role working with the university alumni associations and we're all doing everything we can to advocate for higher education.

Trustee Murer responded, I have just two questions. When you were at the IBHE meeting was there any discussion in regards to draconian measures needed to be taken by any other universities especially those that are seeking loans and funding? Are they projecting out into more than the next several months in terms of what might happen to them? That's the first question. The second part of the question is could you speak a little bit more about the MAP funding as I would imagine that's closely tied to those universities as well as ours. It's my understanding we've not received any MAP funding and we are certainly dependent upon that in order to provide services to the students that qualify. Could you just briefly address both those points?

President Baker responded, I'd be happy to start that. We weren't privy to the cash flow estimates of the other schools other than a number of the schools that said it would be difficult for them to get through the spring semester and make payroll. That's not the case for us. We've positioned ourselves well to get through this academic year. We have those funds and I want to reassure the faculty and staff we do, but a number of the other schools are concerned they do not have that. In terms of draconian measures, they are talking about not being able to make payroll potentially, so they want to have this borrowing authority and the collateral against that would be the budget that would ultimately come in. We'll see if they get the borrowing authority and use it. As I understand it, that bill was passed a few year ago.

Mr. Mann added, in 2010 there was a measure passed to provide public universities with the ability to borrow funds. It had a short shelf life of one year in length I believe. I don't think any schools ended up taking advantage of that borrowing authority and it did sunset. A couple of schools that have major concerns about their ability to make it through spring semester are trying to renew that legislation; and as President Baker mentioned, the concerned voices recently are that even if a budget was passed tomorrow, they would not expect to get the cash from the state in time so they would continue to pursue this authority even in the event the budget is passed now or in January or sometime early in the session.

Trustee Murer asked, are those bonds or a loan?

Mr. Mann responded, it would have to be a loan.

Trustee Murer asked, is there a stipulated interest?

Mr. Mann responded, I don't believe so. I see General Counsel Blakemore nodding his head no.

Trustee Murer asked, what of the MAP funding?

Mr. Mann responded, there seems to be more support for the MAP funding in Springfield and higher education in general, there's not much appetite to "piecemeal" the budget. There's so little left of the budget that can be done that, again the membership of the General Assembly is very supportive and

sympathetic to students and the needs for the MAP bill, but as of right now it has not moved any further than operating budgets for universities

#### **i. Universities Civil Service Merit Board**

Trustee Marshall reported, the Universities Civil Service Merit Board met on November 18, 2015. From the information reports and action items were a number of things that should be made immediately public because they will impact budget and hiring in the future. Some of those reports came from the Human Resources Director's Advisory Committee, the State Universities Civil Service Advisory Committee, the Administrative Advisory Committee, and the Executive Director. Among those items the commission request for an errors and omission insurance policy was denied by the insurance company due to a lack of state funding to pay the bill for FY16. State budget shortfalls will also delay filling existing vacancies for the commission including the Legal Counsel. State university audits are temporarily suspended, again because of the budget shortfall. The Illinois Board of Higher Education will have an FY17 recommendation hopefully this month. A new interpretation of rules and regulations will no longer designate that the top three candidates will be the automatic interviewees for positions. The old example was that if you had three people who on the competitive exam scored let's say 100, then the next person was 98, and the next was maybe 96; those would be the three people who would normally be interviewed. The new interpretation of the rules allows anyone who scored any of the top three scores to be interview eligible so you broaden the pool significantly. There was also an interpretation of the rules that apparently in past practice out of state candidates for positions were basically moved to the bottom on the eligibility list. Apparently now those persons will go to whatever position they are in by score. So it could be the top person, it could be the last person. We received a brand new staff organization chart that shows all of the different positions and in a way many of the functions, and to a person who has already served approximately four years on that commission, it was a revelation of the many, many things that the commission is responsible for doing. We had one employee discharge case scheduled for discussion and for the regular procedures of determining that person's fate. Fortunately, in this particular case, there was a settlement before it came before the Board. Many of the rule changes that eventually become fact have to go through a process that may start with the commission. It will then go with our passage to the Secretary of State. From there there's yet another step, a joint committee of the state legislature and then finally there's a finalization of the rules. I can state that there are a number of those proposed rule changes in the chain and we hope to get some answers fairly soon. The next meeting for that commission is scheduled for January 27, 2016.

#### **j. Northern Illinois University Foundation**

Joe Matty reported, today I'd like just to brief the group on a couple of topics from both the Foundation and the Alumni Association. Both the Foundation and the Alumni Association have been looking at governance and operations. We have matured and grown over the last 15 years as independent organizations and there are things that, as you mature, you evolve and things have to be taken a look at in terms of policy. So for the last six months, Catherine and I have been working diligently with staff trying to benchmark ourselves off other institutions to make sure that we are being fiduciary in need with our assets and our operations. So both the Foundation and the Alumni Association Boards have been working collaboratively and will continue to do so. As some of you have come from the Boards, understand the relationship between these two organizations is key for the success of Northern Illinois University. One of the areas that the Alumni Association is conducting right now, and some of you have participated in which will lend itself some data for the foundation in future years, is what do key university leaders think about either the Alumni Association or the engagement of this organization, and looking at more of an introspective look at our organizations. So over the last three months a few of you on this Board, President Baker and other key members of the cabinet, have been interviewed by executive committee members asking your opinions of what the association has to do to continue to grow and to better serve the institution. Some of the key findings I can share with you today since we will be evaluating it today at 2:00 in Chicago is that the organization has to do a better job with relations internally. We have a very good reputation externally. Our constituents and donors feel very favorably and feel engaged. We have some work to do both on the internal matter on how to represent the

institution externally. So we are going to be taking some of these comments. We asked 78 people to be interviewed and we got responses back from 75 people. So people always like to tell us what they're thinking. Not all of it was always good, you want to pump up your chest, but this is very good information for us. Another area that the Foundation Association is partnering with the institution on is marketing and branding in the City of Chicago. We've worked with Harlan Teller's group during a search process, during an RFP process to select ASGK. What ASGK is doing for the institution is better positioning Northern Illinois University in the Chicagoland area. What the Association and Foundation decided to do is take six very prominent Chicago leaders and have them as ambassadors for Northern Illinois University and put them in front of different media outlets and using their title, their expertise, and their relationships with the city of Chicago and the media to promote them as alumni or NIU. Some of the people that we are using is a name that many of you know, Manny Sanchez on the legal side; Rita Athas, former president of World Business Chicago; Linda Dearing, President of Advocate. We're trying to take different sectors and highlight our alumni in those areas while also promoting their affiliation to NIU.

#### **k. Northern Illinois University Alumni Association**

Joe Matty continued, the one area that I'm going to talk about in terms of strictly Alumni Association is that we benchmark ourselves against our peer institutions what we call the count of alumni association executives. It's the 100 largest alumni associations in the country minus the Ivy Leagues. We were admitted into this group back in 2010. What we try to look at is are we serving our constituents on a positive manner and are we promoting our institution in a positive light. One of the things that we have found this year is that we physically saw 15% of our alumni population. So we physically had contact with 35,000 alumni approximately this year. That's around a 15% number because of denominator which is around 230,000 which is one of the larger alumni associations in the country. Now we are second in the state of Illinois, far behind U of I who I believe has almost 600,000 alumni. From U of I at 600,000 to us at around 230,000, but to have 15% of our alumni be seen by a foundation alumni association the College of Business, the College of Education representative, is a solid number. Industry standard is usually around 12 to 14%, so we're a little bit above with the heavy denominator. The one reason is because of the relationship we have with the university, the foundation, and the fact that our alumni are in the Chicagoland area. Let's not fool ourselves, it's easy to go see somebody in Naperville compared to flying out to San Diego let's say, which we will be doing in about 13 days. So these are things that we are always striving for and the relationship between the foundation and the association is key and I think it will be one of the advantages that this institution will have to continue to tap to move forward. We are two strong organizations with very strong leadership and we are proud of the relationship that we have with this governing board. The last aspect I just want to talk about is that I had the pleasure of having lunch with Chair Strauss this week and one of the things that he shared with me is we are the top of the funnel if you look at the alumni association and at the bottom of the funnel is the foundation. How do we solicit our key donors for financial support for this institution? That's one of the things that we look at is how are we engaging with our alumni. Tonight we will have our 15<sup>th</sup> annual holiday reception in Chicago. Not many things at an institution can say that it's the 15<sup>th</sup> annual and for an alumni association it's kind of a turning point. It's when we became a reputable organization and we've grown and matured. Tonight we will once again have 400 alumni that work in the City of Chicago, gather in support of NIU. President Baker will be there to address the group. I can tell you as representing 230,000 alumni, they are proud of their alma mater. They are excited and are proud to see what we are doing as an institution. When you have these three organizations working together, there's nothing we can't accomplish. We have talent, we have dedication, and we have the resources, personnel wise, to make great things on behalf of the students. Many of us in this room were students at one time and there were people that sat in these positions before us. I'm excited to be able to change the path for some students because of the scholarships, the work, the engagement, and the mentoring that we're doing. Once again, this time of the season is where we look back and are proud of what we've done and I think we should all be very proud of the accomplishments we've done in 2015 and looking forward to 2016.

Trustee Murer commented, first of all I want to congratulate Joe for assuming much greater responsibility in regards to the foundation. I think that the report that we just heard highlighted all of the characteristics that make NIU such a fine institution. I have watch Joe grow and mature and become



expert in his field over many, many years. He does remain a bridge between the Foundation and the Alumni Association. We're fortunate to have the strength of that bridge as we have changed leadership in the foundation. I know that he and the president of the foundation has developed a very strong relationship. It is a funnel where as we identify donors in the foundation, where should we first go if not our own alumni. The strength of the alumni in its contribution, regardless of how much money, it is but in the massiveness and the critical mass of the percentage of contribution from alumni is impressive to donors who perhaps don't have a direct relationship with us, but that we are trying to foster that relationship. It's good from time to time to take a moment to recognize people who very quietly go about their job. The one thing I can say about Joe Matty is I have never seen his support and enthusiasm for NIU waver and I think that that's critical in someone who's representing our university both with our alumni and now as a bridge to our foundation and I congratulate you.

#### **I. Northern Illinois Research Foundation**

Jerry Blazey reported, the board met last September 22<sup>nd</sup>. We took care of some housekeeping duties, reappointing or appointing the Board of Directors, the Executive Committee, and all the Board officers. Associate Vice President Rena Costones introduced Dan Cataldi who is the Executive Director of NIU EIGERlab. Dan gave the Board an update on the capabilities and possibilities that EIGERlab offers the university. Then we had a brief update on the IP activities at NIU including our patent activities and potential licensing activities. The Board of Directors is actually meeting Monday, December 14<sup>th</sup> and we have a full agenda on policy updates, an IP report and we will be discussing the Innovation Space Task Force that has been working the past few months.

### **8. PRESIDENT'S REPORT NO. 101**

Chair Strauss at this point we will vote on the items that were previously moved to the consent agenda. Namely published agenda items 8.a.1 through 9 and 8.b.1 through 14. Trustee Murer so moved and Trustee Butler seconded. The motion was approved.

#### **University Recommendations Forwarded by the Board Committee**

**Agenda Item 8.a.(1) – Request for Deletion of Emphasis – Consent Agenda**

**Agenda Item 8.a.(2) – Request for a Constitutional Amendment to Article 4 – Consent Agenda**

**Agenda Item 8.a.(3) – Request for a Constitutional Amendment to Article 7 – Consent Agenda**

**Agenda Item 8.a.(4) – Authorization to Retain Executive Search Firms to Support Selected Searches For the Division of Athletics – Consent Agenda**

**Agenda Item 8.a.(5) – Bowl Game Participation Expenses – Consent Agenda**

**Agenda Item 8.a.(6) – Graduate School Application Fee Increase – Consent Agenda**

**Agenda Item 8.a.(7) – Office of General Counsel Outside Legal Services Amendment - Consent Agenda**

**Agenda Item 8.a.(8) – Proposed Amendment to Board Regulations Related to Freedom of Information Act – Consent Agenda**

**Agenda Item 8.a.(9) – Roles, Responsibilities and Obligations of the Board the President and Internal Audit – FY2015 Audit Annual Update – Consent Agenda**

#### **University Reports Forwarded by the Board Committees**

**Agenda Item 8.b.(1) – Oversight of Academic Programs- Consent Agenda**

- Agenda Item 8.b.(2) – Presentation: Online Programming- Consent Agenda**
- Agenda Item 8.b.(3) – Future Information Items (standard items and per BOT request) - Consent Agenda**
- Agenda Item 8.b.(4) – Semi-Annual Progress Report of Active Capital Projects- Consent Agenda**
- Agenda Item 8.b.(5) – Periodic Report on Investments- Consent Agenda**
- Agenda Item 8.b.(6) – Quarterly Summary Report of Transactions in Excess of \$100,000- Consent Agenda**
- Agenda Item 8.b.(7) – FY17 Pricing Item Update- Consent Agenda**
- Agenda Item 8.b.(8) – Update on Enterprise Risk Management Initiative- Consent Agenda**
- Agenda Item 8.b.(9) – Clery Act/Title IX Update- Consent Agenda**
- Agenda Item 8.b.(10) – Freedom of Information Act Compliance and Challenges- Consent Agenda**
- Agenda Item 8.b.(11) – State Legislative Update- Consent Agenda**
- Agenda Item 8.b.(12) – Sponsored Programs Administration- Consent Agenda**
- Agenda Item 8.b.(13) – Research Collaborations with Laboratories- Consent Agenda**
- Agenda Item 8.b.(14) – Research Concentrations- Consent Agenda**

### **Items Direct from the President**

President Baker began, it's the end of the semester and there's a lot to celebrate and a lot of tired people in this room and around the university. First, my thanks to the faculty and staff who've gotten through a tough semester, through a stressful time, and our students who have hung in there with the uncertainties of the state budget. We've done what we can to mitigate those and I think we're in pretty good shape given where the state budget is. There are going to be a lot of people up late tonight working on their program prioritization narratives and my thanks to the people who are working so hard on those getting those in. It's a major undertaking to look at all the programs at a university and look at the data and correct the data where the data is not correct, write narratives, interpret it, and then begin the intense review process around those. So a major undertaking for the university and my thanks to Provost Freeman for leading that effort and for all those who are working on it. Also, it's a time to celebrate some of the great things that have gone on. As you know, a year ago Dan Gebo was named the Professor of the Year in Illinois. This year Briano Collier has been named the Professor of the Year and Briano is here today to say a few words, but first I want to give you a little bit of background because he's a modest faculty member. This is a highly competitive award sponsored by the Carnegie Foundation for the Advancement of Teaching and the Council for Advancement and Support of Education. Out of all of the nominations from all of the states in the US, only a few are selected each year for national recognition and only one faculty member is selected from each state for state level recognition. For 2015 there were four national awards and 35 state awards presented. Dr. Collier was selected as the Illinois Professor of the Year for 2015. Second year in a row that we've won that. Some background about Dr. Collier - he joined the Department of Mechanical Engineering in 2003. He received the College of Engineering and Engineering Technologies Faculty of the Year award twice. Inducted into the first group of the National Academy of Engineering Frontiers and Engineering Education Fellow in 2009. He's received the Presidential Teaching Professor Award and the David Raymond Technology in Teaching Award in 2014. He supervised more than 50 undergraduate independent study projects which are a lot of work, but very rewarding for both faculty member and students. Senior design project and USOAR projects. Over half of his approximately 50 refereed publications are in engineering education and 20% of his publications include students as co-authors. He's received about \$1.8 million in external grants and \$1.3 of that in federal grants, so a very impressive career all around. Dr. Collier uses video games and simulations to explain difficult engineering concepts to students. His educational innovations have been featured in *US*

*Today, Mechanical Engineering Magazine, and the Journal of Science.* He is a national expert and for the 2014 Winter Olympic Games NBC News teamed with Professor Collier and with gold medalist, Shawn White, to explain the physics and engineering of the snowboard half pipe. Acknowledgements for the preparation of this award, Dr. Collier put together an amazing packet and then was helped by Doris McDonald in the Department of English and Melanie Magara from Outreach Engagement and Regional Partnership to put together this amazing packet that's won him an award. Dr. Collier please come forward and say a few words.

Dr. Collier began, thank you. To be honest I feel a bit overexposed getting all this recognition. It's not something that's really comfortable to me but something that is greatly appreciated and I am very thankful. I'm thankful for Murali Krishnamurthi and Doris McDonald who have really helped me polish that package that was sent for consideration for the award. While I have your attention and have the microphone, let me just say that I love teaching and, more specifically, I love teaching here at NIU. This is a fantastic place to be. I think what makes it great, and much any faculty would say this, is the students. I've been here 12½ years and year after year, semester after semester, I'm guaranteed a set of students who are just absolutely fantastic. They just bring up the entire level of the course just by the questions they ask, by the way they take the class into different directions and the way they contribute. Of course these are the ones who just make our day. These students can succeed anywhere, but they're here at NIU. I think our obligation, to these students, is to make their experience here as engaging as it would be at MIT or Stanford or Cornell or wherever. But at the other end of the spectrum, what makes NIU sort of a unique place or at least a different place, is that we also have these students, quite a few, who struggle academically. Maybe they don't have the same preparation for one reason or the other. It's really easy to observe them, and think maybe they're not cut out to be an engineer, maybe this isn't right for them. But I found that if you can tap into their interests, find something that sort of connect to what motivates them, what excites them, why this material is relevant, sometimes it's just as easy as finding a way to prop up their confidence or self efficacy. If you can connect with them in some way then more often than not, I'm amazed how much work they will do if they just get that switch turned on somehow. They can do this wonderful work and they succeed here and I love those students just as much as the ones at the higher end of the spectrum. I know a lot of my colleagues in Engineering and throughout the campus feel the same way. Again, I feel honored when there's so many great professors here but I am grateful for the acknowledgement and for the award for all of us.

Trustee Boey commented, I speak as a graduate mechanical engineer, in remembering years back to having a wonderful teacher who is teaching mechanical engineering is far and few in between and to have you on our campus. I'm proud to have known you. Congratulations and thank you.

President Baker commented, one of the things that Dr. Collier noted was the engagement aspect of what we do with our students and one of Dr. Collier's great strengths is engaging students in hands on projects. We've tried to structure that across the university with internships, both internally and externally. About two years ago we started our Bold Futures Workshops and coming out of those workshops, Chad Glover said, why don't we do internships internally. We hire almost 3,000 students a year and some of those would be internship worthy. We said, why don't you explore that and see how that might work. Chad now runs the internship program internally to the university and he's doing amazing work. This week he sent me a note that I thought I'd share with you. It essentially says that there are many, many stories of how this program is blossoming inside and they're starting to immerge as real strengths for the institution. One comes from Andy Small, Department of Chemistry and Bio-Chemistry, and this is his note to Chad. "This semester is wrapping up for Israel Belmonte, chemistry major and first generation college student. His outlook is promising and his progress is commendable as neither of his parents speak English. Yet as a 23 year old senior he has set his sights on Graduate School and he intends to pursue research or management in the fields of analytical chemistry. He's also completed a semester long internship, a joint venture between NIU's Department of Chemistry and Bio-Chemistry and NIU's Office of Research Compliance Integrity and Safety. His internship experiences included a variety of practical applications relevant to the field of chemistry from bio safety and radiation safety to waste control and equipment calibration. His real diverse experiences from this program has supplied him with valuable hands-on experiences that realizes NIU's mission to successfully equip

students for future endeavors." I just wanted to bring to the floor that these things are being built in and Dr. Collier is doing it and Chad's got the program going very well internally and Cathy Doederlein has our external program as her charge now and is really expanding it. So my thanks to all them for those great structural pieces they're putting in place to make our strategic plan come to life.

President Baker continued, academics is a place that is of great importance to our athletics program as well. As you may know, they once again this year led the MAC in graduation rates and the football team had a graduation rate 12 points higher than any other team in the MAC. So an amazing record, in fact over the last five years our football team has had the second highest graduation rate in the country, not bad, and the fifth highest winning number of games; so more successful on the field and off. I want to take just a quick opportunity to note an award that was announced this week by the NCAA and the Minority Opportunities Athletic Association. The Athletics Department has won the 2016 Award for Diversity Inclusion from the NCAA. It was given because of the partnership that the athletics program has had on campus, as well as off campus, and I want to thank Sean Frasier for his leadership there building a strong and diverse team and culture, but also reaching out into the community of DeKalb and Sycamore and reaching across campus. He co-chaired the Diversity and Inclusion Task Force. They came up with a large and impressive document that's led to a number of innovations already and so I want to thank him and his team for that leadership. The award will be presented in January in San Antonio and the NCAA has invited us down for that ceremony. Yesterday we had a film crew on campus interviewing various people for a film that the NCAA is putting together on it. So another step forward and a particularly important award given the climate that we see across this country and in this state around a variety of diversity issues including race.

Trustee Coleman noted, I also want to say hats off to the Athletic Department and to Sean Frasier specifically for all of his work and commitment to the institution. We need to celebrate our successes and the reality is year after year we've had quite a bit of success. I remember the days when we didn't and we can't take it for granted. We need to lift up and praise our student athletes. They are taking care of business both on the field as well as in the classroom. I'm excited about that and I want to encourage the institution to continue to praise them and uplift them and support them as we move forward in the future.

President Baker added, I might note that it's not just the football team that's on the rise. Both basketball teams are much in the rise. I think our men are 7 and 1 now and the women are growing under first year coach Lisa Carlson. The volleyball team won the western MAC championship this year and had the MVP in the league on their team. I think they're on the ascendants. We will be off to the Poinsettia Bowl against Boise State University. A university that I'd very much like to beat in that game. That will be a fun time. It's the 23<sup>rd</sup> of December so get your tickets and we'll see you out there. Andy I read your letter while you were out of the room so thank you for sending that letter on and for mentoring Israel. He's an amazing young man so congratulations.

#### **Agenda Item 8.c.(1) – Grants and Contract Awards**

President Baker continued, you will see information regarding grants, contracts and awards. Under policy, you're to be given updates on grants and contracts. We are bringing it here today to fulfill that regulation.

#### **Agenda Item 8.c.(2) – FY17 Tuition, Fees, and Room and Board Recommendations**

President Baker continued, the next item is a very important one. It's the fiscal year tuition, fees, room and Board recommendation. Essentially we are bringing you the same proposal that we had last year so we're bringing forward no change in tuition, room and board and a small increase in fees; a ten dollar per year increase in fees. This was requested by the students for student activities and for transportation increases. Essentially tuition is flat, however, there are pressures to increase our tuition. As you all know we don't have a state budget. We have increasing costs and our faculty and staff have not received a raise in a number of years even though they're very deserving. We have great revenue pressures and we

are trying to manage that on the expense side and we're working hard to increase our enrollments on the revenue side. We want to manage to that and we're going to hold ourselves responsible with this because affordability is so important. Having said that, I think we're going to have to take a systematic look at our pricing going forward. We don't know what's going to come out of this legislative session in the future and we don't know what the demand characteristics are across the state. I think we have to spend a significant amount of time in the coming year looking at that pricing. But for this year, we want to roll it forward as is to keep it as affordable as possible for students in these difficult times with a small increase of \$10.00 for undergraduates, \$11 or \$12 for graduate students per year. With that I would move for acceptance of that proposal.

Chair Strauss asked, at this time it would be appropriate to entertain any motion to adopt the FY17 tuition, fee, room and Board recommendations contained in the printed material. Trustee Struthers so moved and Trustee Butler seconded.

Trustee Butler added, I just have some preferences for some additional information which need not come prior to our vote on this but I would like, to at some point, see some sort of a representation of the profile of our students based on credit hours. How many students would be classified as part-time versus how many are classified as full-time and then perhaps if we can get into the actual credit hours? How many students are taking 1 class at Northern and how many students are taking 3 per semester? Then I guess what I'm looking for, is do we have any data that we use to determine whether our pricing strategies are competitive? Are they helping us recruit students in comparison to the other options students might have? I did a quick check to see what a student would pay per credit hour at Kishwaukee College or COD or if they were in Chicago, say Northeastern, and I think that we're competitive. Then when you particularly take into account the private sector, we're very competitive. But my interest is in seeing if the pricing strategies that we're engaged in are moving the dial at all.

President Baker responded, we were looking at the part time numbers this week actually and it's 10 or 11 percent of our students take less than full-time load or less than 12 credit hours.

Ms. Black responded, it's approximately a little over 1100 students.

President Baker continued, out of the 20,000 is fairly small amount, we have mostly full-time students I think you're right on the pricing and when we think of pricing you need to think not only at our listed tuition and fees rate, but ultimately the net the students pay. About 80% of our students receive some form of financial aid and, as Trustee Butler mentioned, private institutions where there may be a very high listed rate and a very high discount rate or a moderate discount rate. We also do give for our students' scholarships and financial aid. We'll put that package together. I will note that in the last two years, Eric Weldy has been working on how we allocate our scholarship dollars and we've made adjustments over the last two years and seen an increase in the quality of our student. The Honors Program was up what 30% this fall for the incoming class. We're making some differences there and we have a task force now that's pulling together all of the financial aid that our students get and seeing how we integrate those from PELL grants to MAP grants to internal foundation support to waivers to college level support so that we have an integrated package of financial aid.

Chair Strauss added, before I move on to that item, let me just comment that cluster of issues obviously represent a number of things that are important. We've received some preliminary data that relates to most of them already in the Ad Hoc Committee on Enrollment. It's my understanding that we'll have updates on some of those series of statistics that we previously received at our next meeting. We'll continue the conversation there. I do concur that some consideration of the pricing strategy before we get to this again next year is very important.

Trustee Butler asked, a question on governance and procedure and precedence setting. Last year when we did this, we agreed that we would permit the university to engage in a complex program centered effort to determine graduate differential rates and that we would receive, at some point, what the conclusions of that effort was. We have that here in front of us. I guess what I'm wondering from a

technical standpoint, are we approving the rates that are listed here on page 93.3 as part of this action or is this an information item on what was agreed to by those departments and published as those rates in FY16 or are these the FY17 rates?

Provost Freeman responded, my understanding was that we would be doing a full report on differential tuition as an item on next committee agenda for February committee meetings and my assumption was that the official approval would come forth after that presentation. In addition, there will be an update on graduate differential tuition because we did promise an update in one year and are very cognizant of that commitment to the Board.

Trustee Butler asked, this information here that's listed for us this shows the rates that were determined for FY16.

Vice President Phillips responded, yes.

Trustee Butler continued, but are these are necessarily the rates that we're approving for FY17?

Vice President Phillips responded, no those would take place after the presentation on the impact. I think these were actually approved at the March Board Meeting last year, so a year would be next March.

Chair Strauss asked, now I'd like to make sure that I understand exactly what's contained as a recommendation then that we would be approving and what we are not because I have to confess I read the graduate differential programs listed on page 93.3 as part of a recommendation for approval. Not that I'm opposed to approving those, I'd like us to be clear for the record in what we would be voting on.

Vice President Phillips responded, the recommendation would be to approve all tuition and fee rates with the exception of the differential graduation program rates which would come before the Board in March.

Chair Strauss responded, so that we're clear procedurally, is that clarification acceptable to the maker of the motion and the second?

Trustee Butler added, just an observation that what I see here evidences to me an enormous amount of thought and hard work and care on the part of the various programs to price themselves competitively, and to price themselves appropriately in the marketplace with respect to their areas of expertise and the value of the credential that they provide, and I want to thank all of them for that hard work.

Trustee Chavez asked, does the Truth in Tuition apply to graduate students as well or is it just for undergrads?

Vice President Phillips responded, it does not.

The motion was called and approved.

### **Agenda Item 8.c.(3) – Reappointment of Interim Vice President for Research and Innovation Partnerships**

President Baker continued, I'll speak to items 3 and 4 as an overarching comment and then come back and ask for approval on each. These deal with two current interim vice presidents. One is the Jerry Blazey, Interim Vice President for Research and Innovation Partnerships, and the other, Harlan Teller, Interim Vice President for Marketing and Communications. Both of their terms are up this coming summer. Things have changed since they were first appointed. We did not anticipate not having a state budget and we didn't fully understand we were going to have five dean positions open. Pat Dawson announced his departure from the institution to take a new position. With all those searches underway and no state budget, it seems prudent to us to hold the course and ask them to serve one more year and at that time, do searches. I initially approached Greg Long about this issue following policies and

subsequently had approval come through the University Council. Had unanimous support for this option to roll them over for one year. We also had two committees look at them; the Resource, Space and Budget Committee for the Marketing and Communications position, and then the original search committee that had recommended Dr. Blazey. Again, we got unanimous support from them. With no state budget it's prudent to do that and also it will allow us to be more competitive in the market because as we go out and do a search, they'll know who the deans are going to be, what the state budget's going to be, and with the uncertainty it might be difficult at this point to hire those two positions because of the many openings and fiscal challenges we have. My first request is for permission to reappoint the Interim Vice President for Research and Innovations Partnerships for an additional year on top of this one following the stipulated procedures that we follow.

Chair Strauss noted, the recommendation relates to Dr. Gerald C. Blazey and the term would begin on May 16, 2016 and end on May 15, 2017 correct. Can I have a motion to that affect please? Trustee Boey so moved and Trustee Butler seconded the motion.

Trustee Murer noted, I would like to take these two appointments collectively and then singularly. I had a conversation with Dr. Baker in regards to this. My issues are not personally related to any individual and I do see a difference between the Marketing and Communications position and the research position but also a collectiveness of principle. Appointing an interim that went outside of our normal procedures, and in particular related the processes in shared governance, is something that we as a Board should take with great consideration and understand what the terminology is that it's a waiver to our policy. It concerns me that it may appear that we so easily grant these exceptions to process and I'm concerned about that. I am in particularly concerned about the appointment of the Marketing and Communications Vice President. Again, I need to be very clear this is not personal, has nothing to do with the individual and his capabilities, but rather to say that it was a two year extension and I have issues with two years being interim and now we're moving into year three. My recommendation is that we should consider perhaps not always thinking we need a search firm which relates to a financial burden, rather we have resources and skills that know how to do searches from an internal, well externally search, but from an internal process. Certainly the City of Chicago is a global site for marketing and communications and so there's opportunity to identify individuals. As it relates to Dr. Blazey, again not personal, I think very highly of both individuals. His is less concerning to me in that it's one year now moving into the second year. But again, I don't see any reasons why these individuals are not put forth on their own merits for permanent positions and I would like us to, as we vote on this, to understand the responsibility that we have and to not so easily begin to see the waiver of the interim process as ordinary and customary.

Trustee Struthers asked, I wanted to confirm that the compensation was not being changed in either of these cases?

President Baker responded, that's correct.

Trustee Butler added, I want to understand that both of the appointments were considered and approval was achieved for a waiver at the University Council itself, but then you mentioned also other committees. You mentioned for Professor Blazey the committee that selected him for the interim position. For Mr. Teller, which committee that was considered.

President Baker responded, the Resource, Space and Budget Committee of the University Council gave approval.

Trustee Murer added, would both of these individuals be able to be considered for the permanent position if they so choose. Again, I would like to hear more at the next meeting what our policy is, that upon given the interim status, we are to initiate a search within six months of that. With Dr. Blazey we are pretty much on course. With Vice President Teller we are way off course on that matter. I also want to make sure I'm clear that there's a distinction between needing and mandating that one has to go out to a paid search. Do have capabilities internally to do searches for positions?

President Baker responded, two issues, I don't think we're off course with Vice President Teller because

that was a two year appointment. This is six months prior to the termination of the employment and so it was not anticipated we would have started six months into a two year commitment. At this point, I don't think we have vice presidential level skills to do a search. I think search firms are necessary with our skill set and where the state is right now. Now, that doesn't mean we can't build them in. I think that's a good idea to do that. I think you bring up a good point.

Trustee Murer continued, my concern lies in making sure that we maintain the integrity of this Board. What we say is what we do, and when we approve interim positions it's our intent that they so be interim. When you start moving into three year terms that seems to lack an interim status. I really encourage us, to the best of our ability; lessen our dependency on outside search firms first of all. We're a large university, we have a lot skills, a lot of capabilities and in these types of positions we are within the Chicago marketplace so that there are people and we are not in an isolated environment. I would like to see us first and foremost, be less dependent on search firms and I would also like to see us develop processes that are in keeping with the recommendations of this Board and the approval of this Board, especially related to time frames.

President Baker responded, I concur that we need to do those things. We didn't anticipate some of the amazing things that have happened or not happened in Springfield and some of the other turnover in our positions, so our policy does anticipate there can be exceptions if you appoint somebody and need to consider coming back. We followed the policies on getting that, which is going through the committees and the University Council and now coming to you for that exception. So I think we've procedurally followed that and would ask that you consider this for approval.

Trustee Murer added, I'm really glad that you did go to the University Council before coming to this Board. The support of the University Council mitigates some of my concerns but I still maintain a concern in terms of process and accountability to what we say.

Chair Strauss continued, I have before us a motion and a second regarding agenda item 8.c.3. The motion was approved.

#### **Agenda Item 8.c.(4) – Reappointment of Interim Vice President for Marketing and Communications**

President Baker added, again this is the same topic, but for Mr. Teller. The university would request the Board of Trustees approve the reappointment of Mr. Teller as Interim Vice President for Marketing and Communications beginning July 1, 2016 and ending June 30, 2017. Trustee Coleman so moved and Trustee Butler seconded.

Trustee Murer noted, I have one comment in regards to this. I would ask that the President establish a process that as we close into the six months prior to June of 2017, we in fact have a process in place and a strategic plan of action on how we will deal with this position. I would like to see something in this regard perhaps at the March meeting in terms of at least a plan of action.

President Baker responded, we would anticipate starting a search next fall for this position.

Trustee Coleman asked, for clarification, that request was to have a selection made or to have a process made?

Trustee Murer added, the clarification is I would like to see as soon as possible, a plan of action to deal with interim positions and a plan of action that addresses mitigating dependency on outside search firms. I would like that as soon as it is reasonable to receive it. I also want to make sure that six months prior to the July date, we have a process already in action so that we don't find ourselves in June of 2017 with the same situation.



Trustee Coleman continued, so my comment is that at times we're going to have circumstances where we need to have interims identified and we need to extend them. Their three year component is somewhat bothersome but I don't know if we have others that are in this situation as well.

President Baker responded, we do have some interim deans right now.

Trustee Coleman noted, so let's be careful about setting a precedent of having somebody carrying a title for two to three years. There's a reason why we would want to make them permanent even as it relates to the staff members that are reporting to them as well as other recruitment efforts. I would recommend we try to get away from that as much as we can to not go beyond the one year extension.

Trustee Struthers added, I simply would echo the thoughts with respect to reducing the dependency on the outside firms, especially for a position as the Vice President of Marketing given the cost that these firms charge and the demand that we have on an annual basis. It surely seems like we could heighten the level of skills within our HRS Department to do this ourselves and hopefully save money along the way. I want it to read for the record, I very much support that position.

The motion was called and carried.

#### **Agenda Item 8.c.(5) – Appointment of Interim Dean, University Libraries**

President Baker noted, the next item is the appointment of an interim dean for University Libraries. The University requests the Board of Trustees approval of the appointment of Professor Chalermsee Olson as the Interim Dean of the University Libraries effective February 1<sup>st</sup> due to the departure of the current dean, Patrick Dawson.

Provost Freeman added, Professor Olson was the unanimous choice of her colleagues. She's the Senior Associate Dean in the Library. She has stood in for Dean Dawson at many committee meetings and initiatives over time and we're fortunate to have her willing to step up to the plate and assume this role on a temporary basis.

Chair Strauss clarified, the recommendation requested is the university requests the Board of Trustees approval of the appointment of Professor Chalermsee Olson as the Interim Dean of University Libraries effective February 1, 2016. Trustee Coleman so moved and Trustee Chavez seconded.

Trustee Coleman asked, since the appointment is effective February 1<sup>st</sup>, what is there an end date?

Provost Freeman responded, the appointment is a year by year convention. We have every intention of starting a search next fall.

Trustee Coleman asked should we amend this recommendation to identify the time period in which the interim should be.

Chair Strauss responded, if you'd like to make a motion for an amendment that would certainly be in order.

Provost Freeman continued, my one concern would be that the academic appointments, and the dean of a library is an academic appointment by tradition, have a June or July start date. Dr. Dawson's departure for a February start date is unusual. We will certainly start to search aggressively in the fall for a replacement, given that timeline, I suspect that it might actually be July 1<sup>st</sup> of '17 the beginning on that fiscal year before we could have somebody relocate and join us. I know when I came here as the Vice President for Research, I was actually named in December but my contract didn't start until July 1<sup>st</sup>. If we're going to put an end date on this I would suggest perhaps that we allow it to go through June 30, 2017, so that we can have continuity understanding that we will be as aggressive as possible. Because of academic contracts, relocation issues for families, sometimes it's not possible to get somebody in an

academic appointment to start with sort of the calendar year rather than the start of the academic or fiscal year.

Trustee Coleman added, I think we should also have consistency, we've got other interims that have a time period that's identified. I think we should do the same here.

Provost Freeman added, I'd be happy to come back to the Board with an update on the search and when we would be expecting a reappointment and ask for an extension going through University Council as is dictated by our bylaws. Just trying to be proactive here in saying what I think possible consequences and timelines for the search might be.

Trustee Coleman responded, we set the appointment for February 1<sup>st</sup>, 2016 through February 1<sup>st</sup>, 2017. In keeping with the precedent that we don't want to continue to have these open ended interim positions, we should put a timeframe on it.

DB: We're perfectly happy to have a time frame. You could put it in that February 1<sup>st</sup> year anniversary or as Lisa noted there's some odds that it won't be until a summer start if you wanted to put a summer end date that would save coming back to the Board for that four months.

Trustee Struthers noted, if there's a high probability that it will go until June 30<sup>th</sup> we set it there to save the extra steps. I think and if we know in good faith that you're working to get it done, I would surely favor a June 30<sup>th</sup> end date.

Trustee Murer commented, obviously I've had great concern with this entire process, but I also agree to being practical. Given the oddity of a February date, and we know nothing is going to happen in February, I could support of going to June 30<sup>th</sup>, 2017.

Trustee Coleman responded, the recommendation is that the university requests the Board of Trustees to the appointment of Professor Chalermsee Olson as Interim Dean of College of the University Libraries effective February 1<sup>st</sup>, 2016 and ending no later than June 30<sup>th</sup>, 2017.

Trustee Butler noted, I just want to make a comment. I think Dr. Long has indicated at the beginning of the meeting that we are about to undertake a rather thorough review of the University Constitution and Bylaws. The question of how long an interim appointment for an administrative role lasts is a matter of the University Constitution. I believe Article 19 and so obviously you can witness up here how interested we are in providing some clarification with regard to how that process works. Let's just think about putting that up at the top of the list as something that we might have further conversation on. We might even have some of that conversation within the Ad Hoc Committee on Governance, but obviously you can see it's a sensitive issue to the Board.

The motion was called and approved.

### **Agenda Item 8.c.(6) – Proposed Amendments to the Board Regulations Regarding Tuition Remittance Program for the Ph. D. in Health Science**

President Baker continued, the next item is on tuition remittance for the Ph.D. Program in Health Sciences. I'm going to ask Provost Freeman to walk us through what the issues are and the steps she's taking.

Provost Freeman began, the Board has actually seen this as an information item previously of March of last year. This is a new way of looking at employee tuition for training programs, doctoral programs at NIU. It's really more similar to what would be done in a private sector than traditionally on our campus but we feel in this case that it benefits the program and it benefits our employees. When I spoke to the Board last March, we all agreed that we needed to have a broader conversation on campus that the College, Human Resources and the Provost Office needed to speak to our shared governance bodies.

We've had robust discussions with Supportive Professional Staff Council and Operating Staff Council and I'm sure they'd be happy to speak to this, but let me just refresh everybody's memory. This is a very cutting edge program. It's an interdisciplinary doctorate in Health Sciences. It has a big umbrella for the types of doctoral projects that can be accommodated. It can be anything from laboratory research with a faculty member sitting in our college to community action oriented research done off site anywhere in the US with an employment based project and co-mentorship through our college. This is really a very exciting program for us to launch and we wouldn't be able to do it without the differential tuition to support the growth and maintenance of the program. Because we do believe that this program will likely attract people who are using this degree to advance in their employment who have employer buy in who will be moving along quickly in the program. We felt that our own employees who might want to participate in the program should have the same type of connection to their project and to their employment and that creating a way to make sure the program was sustainable, allow our employees to have that kind of backing from their departments and also at the same time allow NIU to grow their own doctoral prepared health professionals for programs where that market is very challenging for us to recruit and retain people, we felt was a very good opportunity to look at what must be done. You have the tuition remittance program in front of you. Employees who are supported by their departments, in some cases their departments and perhaps central administration as well depending on the needs of the employee and employee department for one year. In exchange for receiving up to 50% of the total cost of the program funded under this policy, somebody will be expected to continue working for one year for up to 22 credits and for two years for up to 23 to 45 credits. Because I just made that sound really complicated, let me assure you that when we took this to our councils we actually brought forward two scenarios. A scenario for a full time employed SPS employee and a scenario for an instructor working full time one FTE on a nine month contract who wished to advance in their current positions through obtaining a doctorate and we went through step-by-step what would have to happen with the employee expressing a desire to pursue this doctorate, the department supporting them and working out the terms and the obligation being followed up. I will actually stop there and ask the Board for questions or ask the Board if they'd like to speak to our representatives from Operating Staff, Faculty Senate, or SPS Council about this program.

Trustee Coleman asked, what do we think is the financial impact of this adjustment?

Provost Freeman continued, tight now we don't use search firms and we have a heck of a time recruiting doctoral prepared faculty to teach in our health sciences programs. The opportunity to attract people who would come here, pursue a doctorate, and while they're working on that doctorate solve a problem for NIU, become connected to our institution and then be able to stay here in tenure line position as a doctoral prepared faculty member would be a tremendous benefit. It would decrease transaction costs associated with employee turnover; it would create a clear pathway of advancement that I think would serve the institution and our employees very well. It would create an opportunity for us as a community to really come together and look at some problems that impact education and health sciences on our campus. So from that standpoint, I think it's very positive. The investment that we would be making and the employees would be repaid by their service commitment by the work that they do and by our ability to have that type of program established at our institution as a model.

Chair Strauss noted, I'd like to be clear, this is a program where's there's bundled tuition and fees am I correct?

Provost Freeman responded, yes, their differential tuition supports this program. This program is built and founded upon the differential tuition. We would not be able to have this program without the tuition.

Trustee Boey asked, is this unique and specific to Human Science Ph.D.?

Provost Freeman responded, yes, this is unique.

Trustee Murer added, I would like to commend the Provost because I think that this approach is responsible, it's innovative, and it's forward thinking. I think that these types of programs are critical

within the marketplace and provides opportunity for the university while continuing to always be respectful of our faculty and what is offered to them. I commend you for addressing this issue and coming up with a creative solution.

Provost Freeman responded, thank you Trustee Murer for those comments and I just want to recognize the hard work that Dean Block and her colleagues in the Dean's Office and in the College of Health and Human Sciences put into developing and conceiving this program, getting the program approved through the IBHE as a very innovative program, and then working with our employee groups and stakeholders on campus to discuss the ramifications of this type of policy.

Trustee Marshall asked, when the candidate successfully completes their programs and they go into teaching roles, are they headed toward a tenure track here at the university?

Provost Freeman responded, yes, if that is what was conceived to begin with, that is indeed a possibility. So if I can read to you from one of the scenarios that was discussed with our employee, "employee Y works as an instructor in an academic program where a clinical doctorate is offered. He has clinical doctoral degree, enjoys teaching and has developed a strong interest in research so he wants to pursue the PhD. His goal is to change his status to tenure track assistant professor so he can develop and ongoing program of scholarship realizing there's a shortage of tenure track eligible faculty in the clinical area. His school, chair and dean agree to pay the full cost of tuition so that he can pursue the PhD. Employee Y and his supervisor agree that pursuing the PhD does not create a conflict of commitment with his work responsibilities. He agrees that he will work for two years after graduation or he will have to pay NIU for a prorated portion of the tuition if he discontinues employment prior to satisfying the two year requirement after graduation. He and his chair agree to these specific terms in and MOU. Employee Y continues to work as a full time instructor while pursuing the PhD. When employee Y completes the degree, his chair moves to change his employment status from instructor to assistant professor including requesting a waiver of external search, internal promotion and reassignment and his new status as a tenure track assistant professor makes it possible for his program to maintain its external accreditation."

Trustee Butler asked, all of that will be outlined in a memorandum of understanding between the student/employee and the department and the college? You had indicated at the beginning of that scenario that the instructor had a clinical doctorate?

Provost Freeman responded, in this particular example, that instructor had a clinical doctorate.

Trustee Butler noted, can you remind the Board of the distinction between that doctorate and the Ph.D. that that hypothetical person would be pursuing.

Provost Freeman added, a clinical doctorate is something like a doctor of physical therapy, a doctor of Pharmacy; it's a clinical degree, it's a more applied degree. In fact in many of the health professions, it's now almost the entry level degree because of the way these programs are constructed. It's not a researched based degree and it's not a degree that's recognized by many of the accrediting agencies. For the programs in the Health Sciences at a university like ours to maintain our accreditation we have to have Ph.D. holding faculty, a certain number of them, available to supervise students and research and scholarship and contribute to the creation and integration of new knowledge as well as to the application of clinical skills. In this example, he would be a clinical instructor with a clinical degree.

Trustee Butler noted, and he would pursue perhaps a doctorate either here or somewhere else and have no obligation to remain here to serves in any capacity with that Ph.D.?

Provost Freeman responded, that's correct. Many of our clinical instructors in fact already teach at more than one institution. They don't have the same degree of connection to the institution in many ways that a tenure track faculty has especially if they're providing their teaching at off-site clinical sites. For individuals like the one in this example, we will be creating a better connection to our institution and to our students during the doctoral training. Obligating the individual in return for tuition to two years but

hoping very much that the individual receiving the doctoral degree will become a lifelong huskie. If not, as a result of the connection achieved during the program and the two years of service, the person is professionally developed and better able to compete in the marketplace.

Trustee Chavez asked, just for clarification, whoever participates in this program will be required to stay for those two years otherwise they can't take part in the program correct?

Provost Freeman noted, they will sign an MOU obligating themselves to either stay in the program or pay prorated tuition upon their departure.

Chair Strauss added, the recommendation is that the Board approves the tuition remittance program for the Ph.D. in Health Sciences that's contained in our printed materials. Can I have a motion to that affect? Trustee Coleman so moved and Trustee Butler seconded. The motion was approved.

## **9. CHAIR'S REPORT NO. 72**

### **Agenda Item 9.a – Board of Trustees 2016 Meeting Dates Approval**

Chair Strauss continued, we will proceed to the Chair's report, agenda item 9a. This is a Board of Trustees 2016 meeting date approval. There are a number of dates that have been suggested and appear in the printed material. The concept here was that for the full Board Meeting dates we would reserve some additional dates next year. Over the last several years, additional meetings have been required and this is designed to make sure that Board members schedules can be cleared for this purpose. I believe that Mr. Mann has successfully asked Board members, perhaps with the exception of Trustee Boey, about their availability to change the April 14<sup>th</sup> date, which is in the printed materials, to April 15<sup>th</sup> and when we get to the point of asking for a motion with regard to these dates, I believe our intention then is to substitute April 15<sup>th</sup> for April 14<sup>th</sup> as it appears in the printed material. At this point I would request a motion to that effect. Trustee Murer so moved and Trustee Butler seconded. The motion was approved.

### **Agenda Item 9.b – NIU BOT Resolution Regarding the FY16 Budget Impasse**

Chair Strauss continued, the next item is a Board of Trustees resolution regarding the FY16 budget impasse. The text of the resolution has been distributed to all the Board members. This is in furtherance of a request that was made recently at the committee meetings to determine whether or not the Board was interested in furthering to the responsible governmental officials the sense of the Board with respect to continuing budget impasse at the state level regarding the FY2016 budget. So what is requested is Board of Trustee action to approve the printed resolution that's been placed in front of you. Trustee Coleman so moved and Trustee Boey seconded. The motion was approved.

### **Agenda Item 9.c – Closed Session Minutes Review and Release**

Chair Strauss added, the final item under section 9 is the consideration of a closed session minutes review and release. The Illinois Open Meeting Act requires public bodies to review the minutes of closed session on a semi-annual basis and to determine what parts of the minutes they should make available to the public because they no longer require confidential treatment. Upon review and advice of the Board's parliamentarian, it's recommended the Board approve no additional release from confidentiality of any of the previously unreleased sections of the executive session minutes at this time. Those sections which are still subject to confidentiality together with the sections from subsequent meetings will be considered again in six months. Can I have a motion to that affect please? Trustee Coleman so moved and Trustee Butler seconded. The motion was approved.

## 10. OTHER MATTERS

No other matters were discussed.

## 11. NEXT MEETING DATE

Chair Strauss: The next scheduled meeting date for the full Board then in accordance with the schedule that we just approved would be February 18<sup>th</sup>. Actual date/time: February 18<sup>th</sup> beginning at 9 a.m.

## 12. CLOSED SESSION

Chair Strauss 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 sections 2c1, 2, 3 and 21 of the Open Meeting Act; collective bargaining matters as generally described under section 2c2 of the Open Meetings Act. Trustee Murer so moved, seconded by Trustee Butler. A roll call vote of the Trustees to recess to Closed Session was as follows:

Trustee Robert Boey: yes

Trustee Raquel Chavez: yes

Trustee Cherilyn Murer: yes

Trustee John Butler: yes

Trustee Wheeler Coleman: yes

Trustee Robert Marshall: yes

Trustee Tim Struthers: yes

Board Chair Marc Strauss: yes

The meeting is now closed and will re-open at the conclusion of the closed session, however, we do not have a plan to take up any business after the closed session. The Board adjourned for closed session at 11:02 a.m.

The Board of Trustees of Northern Illinois University reconvened on December 10 at 2:46 p.m. Chair Strauss announced they were reconvening after the closed session and asked for a roll call.

Present: Board Chair Marc Strauss, Trustees Robert Boey, John Butler, Wheeler Coleman, Raquel Chavez, Robert Marshall, and Tim Struthers. Absent: Trustee Murer

## 13. ADJOURNMENT

Chair Strauss asked for a motion to adjourn. Trustee Butler so moved and Trustee Marshall seconded. The motion was approved. Meeting adjourned at 2:46 p.m.

Respectfully submitted,

Kathleen Carey  
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.*