



Special Meeting  
of the  
Board of Trustees

*October 19, 2017*

# **A G E N D A**

**Special Meeting of the  
BOARD OF TRUSTEES OF NORTHERN ILLINOIS UNIVERSITY  
9:00 a.m. – Thursday – October 19, 2017  
Board of Trustees Room  
315 Altgeld Hall**



1. Call to Order and Roll Call
2. Verification of Appropriate Notification of Public Meeting
3. Meeting Agenda Approval ..... *Action*.....i
4. Review and Approval of Minutes of June 15, 2017 Meeting ..... *Action*.....1  
    June 28, 2017 Special Meeting ..... *Action*.....28  
    August 17, 2017 Special Meeting ..... *Action*.....39
5. Chair's Comments/Announcements
6. Public Comment
7. President's Report 118
  - a. Items Directly from the President
    - 1) Fiscal Year 2018 Salary Increment Allocation Guidelines ..... *Action*.....45
    - 2) Collective Bargaining Agreement ..... *Action*.....46
    - 3) FY19 Out-of-State Tuition Recommendations ..... *Action*.....61
    - 4) Founders Library – Café Renovation  
    Capital Project and Franchise Agreement Approval ..... *Action*.....64
    - 5) NIU Presidential Goals – Fiscal Year 2018 ..... *Action*.....65
8. Chair's Report 83
  - a. NIU Board of Trustees Priorities – Fiscal Year 2018 ..... *Action*.....66
9. Other Matters
10. Next Meeting Date
11. Closed Session
12. Adjournment

\*Individuals wishing to make an appearance before the Board should consult the [\*Bylaws of the Board of Trustees of Northern Illinois University, Article II, Section 4 – Appearances before the Board.\*](#) Appearance request forms will be available in the Board Room the day of the meeting. For more information contact Kathleen Carey, ([kjahns@niu.edu](mailto:kjahns@niu.edu)) Recording Secretary to the Board of Trustees, Altgeld Hall 300, DeKalb, IL 60115, 815-753-1273.

**Anyone needing special accommodations to participate in the NIU Board of Trustees meetings should contact Kathleen Carey, (815)753-1273, as soon as possible.**

Meeting of the  
**BOARD OF TRUSTEES**  
**OF NORTHERN ILLINOIS UNIVERSITY**  
June 15, 2017

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

The meeting was called to order at 9:05 a.m. by Board Chair John Butler in the Board of Trustees Room, 315 Altgeld Hall. Recording Secretary Kathy Carey conducted a roll call. Members present were Trustees Dennis Barsema, Robert Boey, Wheeler Coleman, Veronica Herrero, Tim Struthers, Matthew Holmes, Eric Wasowicz and Board Chair John Butler.

Also present: President Doug Baker, Chief of Staff and Board Liaison Matt Streb; Acting General Counsel Greg Brady; Executive Vice President and Provost Lisa Freeman; Vice Presidents Jerry Blazey, Anne Kaplan, and Catherine Squires; Associate Vice Presidents John Heckmann, Larry Pinkelton; Vice Provost Carolinda Douglass; Acting Director of Admissions Katy Saalfeld and University Advisory Council (UAC) Representatives Holly Nicholson, Catherine Doederlein, Greg Long, and Linda Saborio.

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

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

**3. MEETING AGENDA APPROVAL**

Chair Butler asked for a motion to approve the agenda and indicated there would be a motion later for a consent agenda. Trustee Coleman so moved and Trustee Holmes seconded. The motion passed.

Chair Butler asked for a motion to amend that motion to approve a consent agenda of agenda items 8.a.1, the boiler assessment and Phase I design capital project amendment approval; item 8.a.2, the fiscal year 2018 waste management and utilities solid waste removal and recycling, NIU/DeKalb contract renewal; Items 8.a.4 the fiscal year 2018 intercollegiate athletics air charter services for the football team; agenda 8.a.5 the Division of Information Technology voice trunking services and local domestic/long distance service agreement; item 8.a.6 the Division of Information Technology EMC storage lease; item 8.a.7. the School of Nursing and Health Studies materials matter; items 8.a.9 the request for deletion of a degree program; item 8.a.10 request for deletion for emphasis; item 8.a.11 of the oral English proficiency annual report; information items 8.b.1, 2, 3, 4, 5, 6 and 7, 9, 10, 11 and Item C.4 grants and contracts awards.

Trustee Barsema so moved and Trustee Coleman seconded the motion. The motion was approved.

**4. REVIEW AND APPROVAL OF MINUTES OF REGULAR MEETING ON MARCH 9, 2017 AND SPECIAL MEETING OF MAY 3, 2017**

Chair Butler asked for a motion to approve the minutes from March 9, 2017 and May 3, 2017. Trustee Coleman so moved and Trustee Boey seconded the motion. The motion passed.

Chair Butler added, before we move into public comment, President Baker has asked to make some remarks that may have some relevance on the public comment and the business before the Board today.

President Baker began, thank you Chairman Butler. Good morning everyone. I often use the word amazing to talk about Northern Illinois University and I truly believe that this word can't be overused when it comes to accomplishments of our faculty and staff and the great experience they provide for our students. There

are literally thousands of students from diverse communities who, over the years, gained access to high quality higher education because of NIU. I'm proud to be part of this tradition and prouder still of the things we have done together to provide increased access to the great resources embodied by this university. My focus has been on recruitment, retention, sharpening our emphasis on student career success, implementing strategies related to aligning mission and budget through program prioritization; building a strong leadership team and improved management systems, advocating for a state budget, and navigating this university forward in the absence of state appropriations. There have been significant accomplishments and successes and they must be built upon. Parallel to this work we've known since mid-2014 about a confidential Office of the Executive Inspector General investigation regarding the use of the affiliate employee category in 2013 and 2014. The confidential report was made known to us last August and both myself and the Board made clear our objections to the assumptions made, most notably the implication that I in any way had intended to circumvent any NIU guidelines or state regulations. The Executive Ethics Commission finally made the report public several weeks ago and unfortunately both the Board's and my perspective were drowned out in the media reports that focused on the language of the report. The result has been that the university community has continued to be distracted by the allegations in the report. Given the challenges we face and the hard work ahead, I simply couldn't stand by and let this situation continue to fester. Because of this and my profound respect for NIU, our faculty, staff and students, I decided to approach Board Chair John Butler to discuss the future and the best interest of NIU in mind. While my end of term evaluation process was proceeding in a positive manner, we agreed the reaction to the OEIG report was a significant distraction. He made it clear to me that the Board intended to continue the orderly and thorough review to assess my performance as part of the process. That said, after discussion between myself and Chair Butler, we concurred that it is best to move forward with a presidential transition agreement under which I intend to leave the University on June 30, 2017. The Board will now take up that matter. I have many feelings today, but the one I want you to know is my abiding respect for this university, its commitment to research, scholarship, artistry and engagement; how much it values diversity and inclusion, and how welcoming it is to students of all backgrounds. NIU is an exceptional university. Ultimately, my wife Dana and I are grateful for our time and experience here. I regret that we have reached this point as this is a job I love and a place that I've come to call home, but I truly do believe that at this point, this course of action is the best for the university. My thanks to our wonderful leadership team, our strong cadre of deans, the faculty and staff, our inspiring and talented students, our alumni and donors, and my office staff for their support in these challenging times. I wish for nothing but the best for NIU going forward. I do hope that this agreement helps to put these issues behind the university so you can look to the future with hope and confidence because I truly believe both are justified. I know we have a full agenda of university business so with those comments I will return the microphone back to Chairman Butler so we can move forward with the agenda.

Chair Butler responded, I too have given some thought, last night in particular, to what I would say at this moment leading into the public comment period and I wanted to indicate a few things. Dr. Baker arrived at a very challenging moment in the university. He brought fresh thinking to our campus, clarity to our mission, and a sharper focus on our efforts to prepare students for career success. NIU has, as a result, made important gains. I've seen this in improved relations with surrounding DeKalb and Sycamore communities, accelerated collaboration with community colleges, realigned academic and administrative programs through program prioritization, addressed long standing needs in the critical areas of admissions and marketing, and an infusion of fresh leadership in the senior staff and academic positions. Our commitment to diversity and equity has also been enhanced in my view, further nurturing the infrastructure of relationships focused on making NIU an inclusive and welcoming community and capable of meeting the challenges that we have been dealing with and also resolving conflict. These are highlights of a record of achievements that I believe will manifest as critical touchstones in NIU's emergence out of the imperfection marked by urgency that is of a profound size and scope. Dr. Baker, I know this is a difficult moment for you. I imagine this is a challenging moment also for many people who participated in the accomplishments that I just mentioned and many more, so many other endeavors over the past four years, the people whose aspirations closely tracked with your vision and agenda. And, I want to make clear to them also that this Board recognizes their work as well, and their continued devotion to NIU.

Several people have expressed an interest in addressing the Board this morning. Before we invite the first speaker, I want to make a few specific remarks about some of the ways in which the Board's actions have been recently characterized. There has been criticism that the Board has been fighting to keep this OEIG report a secret. Because this is the kind of criticism and claim that obscures an already complicated and disputed fact pattern, and drives a wedge further between university leadership and NIU stakeholders, I thought I would address it. In its public statement, the Board indicated that it was significantly limited in what it could state publically through the duration of the OEIG investigation and that, when we received the report in August, we were unable to release it. We also made clear that the university began taking action in late July 2014 to resolve the underlying issues and we outlined those actions. Much of this activity occurred in public. I know, because I chaired many of the meetings where this took place and explanations for many of the specific corrective actions were provided publically by administrators at the time. The confidential nature of OEIG inquiries and investigations is well known in the State of Illinois. The Illinois State Officials and Employees Ethics Act makes clear that, and I'm quoting here, "all investigatory files and reports of the office of an Inspector General are confidential and are exempt from disclosure under the Freedom of Information Act and shall not be divulged to any person or agency except..." and here the law lists several specifically named authorities. I'll let you look it up if you want more detail. In its latest 2016 Annual Report, the OEIG also expressly provided that "the Executive Ethics Commission has the sole authority to publically disclose OEIG reports." Moreover, when the OEIG provided its final report to the Board in August, we were specifically advised by the OEIG that their report was confidential and that under no circumstances should the report be disseminated to anyone other than the subjects and those individuals directly involved in carrying out the recommendations. When the report was received, far from claiming that everything is fixed or problem solved, the president, after direct consultation with the Board and while still attempting to honor the confidentiality expectations of the OEIG, issued a Baker Report on December 22 to inform the university community about efforts to clarify rules and regulations, improve compliance protocols and channels for reporting concerns, announce publically the conclusion of investigation into university action, and take responsibility for compliance failures. Regardless, while the Board has conveyed its conclusions on the matter, I am certain my colleagues share with me an awareness of a substantial level of concern about the future of NIU prompted by the community's receipt of the OEIG findings. We welcome that concern and we understand that it is motivated by an earnest desire to see this university succeed in its mission and continue to drive innovation and opportunity in our region. As we welcome your comments, I hope we can proceed with some level of mutual respect for one another, recognizing that we have one overarching objective in common, and that is to do what is in the best interest of the university.

## **5. PUBLIC COMMENT\***

Acting General Counsel Brady indicated that there were six requests for public comment.

Chair Butler responded, with that, I will state that as chair of the meeting, I have some discretion under the Board bylaws to determine a reasonable amount of time. As I look at the number of speakers, I think that we may permit our standard five minutes for each speaker. Each speaker will be asked to step to the podium so your remarks can be recorded. The first is Derek Van Buer.

Derek Van Buer: Good morning. Thank you for the opportunity to speak today. After hearing what Dr. Baker said, I need to correct him that, actually, you know, Ron Walters kept a spreadsheet of his deferred hours and every time that he got a salary increase it was to be able to catch up with the deferred hours that he had been logging. President Baker, if you recall, wrote a letter to the Chronicle saying that every time he gave a raise it was because of future work that he was asking Ron Walters to do. I'm just very thankful that you finally believe it. I asked the Board to fire or put you on administration leave for all the stuff that was being found including the Ron Walters stuff and nothing happened. What I really wanted to speak today about was FOIA. And the reason I want to speak about FOIA is because the FOIA law is what led to the Inspector General investigation. It was records that were attained through the Freedom of Information Act that was submitted as a complaint to the executive office. You know it's also the Open

Meeting Act and this is very important and I have filed a couple complaints about the behavior of the Board meeting with two members of the executive committee in violation of the Open Meeting Act, that's under review, I sent you my reply. Then recently I've requested financial records that are on NIU's financial system servers managed by NIU and in the possession of NIU, control of NIU, presumption of FIOA of those of public records of NIU; and, yet, I got referred to the Foundation. I have Tom O'Grady's reply. Not very good in my opinion, but he was asked to talk about the College of DuPage, the Chicago Tribune vs. the College of DuPage. If you recall, I think the new trustees your first meeting here was March 9th, that's when the second district was holding the hearings over at the College of Law. And in that case, it was a federal subpoena that was driven over to the counsel of the Foundation so it was in the possession of a third party being the Foundation. But as you go through it and you read the case and you look at the Foundation of NIU and they only had 11 people on the Foundation. NIU has 29 full-time employees supposedly paid by the citizens of Illinois and you get \$652 back from them. I would imagine the salaries are \$3 million not including pension so you know when you look at saving money I mean why aren't you recovering the full amount of money from the Foundation for the services that we provide and pay for in the future? The other case is pretty good; it asks for a request for reveal of binding opinion. It was the McDonald case where he was shot and killed in Chicago. The police officers were using their personal phones, their personal e-mails. The Attorney General office determined that's a public record. Any action taken on behalf of the official duty of an employee is an action of the public body if it pertains to the public body. I asked for financial records that are stored on the financial system, PeopleSoft, on NIU servers. You know that's in the possession of control and yet you know the whole purpose of FOIA is to be able to – if there's a concern to do some investigation such as what was with Doug Baker. You should be thanking all the people that have been out there doing FOIAs to look at this wrong doing.

Reba Freedman: I'm a faculty member here at NIU and the topic I would like to discuss briefly today is the state of the Holmes Student Center. Last week I went over to the Holmes Student Center just to do some research in a place other than my office which was getting a little bit tired, and I discovered we basically shut down the Holmes Student Center during the break. I was sitting in the basement. I went to look at the cafeteria, there was no salad available or any prepared food. I went to write a little complaint slip about why is this and they had a sign up saying you can't write a complaint slip unless you're willing to provide full identification. I've ate in many public cafeterias over the years, I've never seen such a thing. So let me just say publically I don't understand how we can claim that we wish to have better relationships with students and with the town when we basically shut down one of our main venues during the break. Basically, just about nothing was open. Not even the coffee shop, not even the pathetic excuse for fried food that the university sells, and there was basically no security around. There were just some people running back and forth making actually a difficult environment to do anything in, and I said to myself one of President Baker's goals when he came here was to improve that situation. Part of that was to hire a consultant, Ron Walters, who has all these grand plans most of which, a couple of which, were completely illegal; one of which was a very bad idea, that was the one that involved tearing down my home in downtown DeKalb, and some of which were just completely impractical. I have yet to see any realistic, good plans for improving the situation here on campus so that students will want to stay here evenings and weekend and I sincerely hope that the new administration will take that under advisement. Thank you.

Misty Haji Sheikh: Thank you for allowing me to speak for you again today. I did write these prior to the announcements this morning so bear with me, but I wish to go ahead and read this because it is pertinent as we go forward. When I last spoke to you it was at the CARL meeting and I asked you to be good stewards of the money being spent at NIU. Since the OEIG report has come out showing mismanagements of funds, many, many media outlets reported this and several, including the Sun Times, have even asked President Baker to step down. I will add I am pleased that President Baker has taken this step. I do think it will be good for the university to move forward. Continuing, whether or not you took actions to address the problems pointed out by the OEIG, the mismanagement did occur. Think about it this way, a person takes money that is not theirs because the door of a house was open and then blames the homeowner for not having a proper alarm system. Then actions were taken to close the door, add a lock, and alarm systems. Those actions do not change the fact that the money was taken wrongly. The OEIG made it clear

that five people were hired incorrectly. Those were hired to circumvent laws. In the above example, the thief saw that the door was locked and used the window instead, he would still be guilty of theft. The OEIG showed that Mr. Butler and others knew about these hiring problems as you have mentioned. The most important duty of the Board of Trustees is your fiduciary duty. Now I am speaking today as a student and not in my county board I forgot to mention that. Fiduciary responsibility has legal ramifications including litigations and damages. I spoke last time about the amounts of money already spent on legal defense and what it could have done to help the students. I feel I should have asked you, have you done your fiduciary duties? Would it benefit the students to spend even more money on legal fees? Are you prepared if someone in the community were to take legal action against you? How much more are you willing to spend? Can you and will you take the necessary steps to remove those who have been mispending money and if that's more than one then it needs to be more than one person. Will you step down if you were at fault? And that is to all of you not just to President Baker. NIU has much to worry about. The state budget impasse, Moody is lower the bond rating to junk bond status, and more. We don't need the lack of internal controls causing more bad publicity. We, as a taxpaying public, depend on your decisions regarding administration. We depend on you not wasting our tax dollars and our tuition dollars. And what NIU impacts our jobs and even the value of our homes. Now I am also a student here and as a student we as students depend on our tuition and fees being spent to better our education. This includes having good professors, buildings that are well maintained, and a safe campus and much more. Thank you.

David Valentine: Thank you for this opportunity to talk with you today. My name is David Valentine. I'm a faculty member in the Department of Psychology. I'm a clinical psychologist. I work in the doctoral program there. I've been here since 1996. In 2009 I made my first contribution to the NIU Foundation. That wasn't a very easy thing to do at the time. I had a lot of mixed feelings about NIU. As you may know, we've gone many years without raises and with inadequate raises, but I'm committed. I'm committed to the NIU mission, to my academic program, to the students, to the communities we serve, to my colleagues, and I got out my personal checkbook and wrote a check. And I went home and I told my wife and she laughed. She didn't laugh because she disagreed, in fact she laughed because she had also just written out a check out of her personal account to the NIU Foundation. My wife is a faculty member also here at NIU. Over the years, since 2009, we have off and on made contributions to the NIU Foundation with some ambivalence, and I think for me the turning point was when I learned that the NIU Foundation was reimbursing NIU for Ron Walters inappropriate travel expenses. For me that was a cross in the point. I'm still committed to my program. I'm still committed to the students. I'm still here on days when I'm not on contract. I work hard and I think that's true for many of my colleagues. So I reflect on my mixed feelings about NIU, particularly the administration, and my willingness to contribute to the NIU Foundation has gone down and that is also a topic that has come up in speaking with alum. And although I am still committed, that ambivalence has grown and I think that like many of my colleagues I toil and work despite the fact that I also suspect that the leadership at NIU does not share that agenda. I think that the job before you is to repair the relationship in part with the faculty who many of us believe you have given up on. Thank you.

Nina Mounts: Thank you for allowing me to speak today. I'm a faculty in the Psychology Department. I've been here about 18 years. When I heard the news about the OEIG investigation on President Baker, I felt dismayed. President Baker claimed when he came here that he would be providing ethical leadership for the university. From the outset his leadership seemed to be lacking in ethics. As a state employee all of us are required to participate in a yearly ethics training in which ethical hiring practices are explained. Prior to coming to NIU President Baker also was employed at another state university. Given that most states have procedures that guide the ethical hiring of employees and production of contracts, it stretches my imagination to think that President Baker was not aware of these regulations as the president of Northern Illinois University. The impact of President Baker's actions is not simply an ethical breach that can be changed through new policies, rather it impacts the university at many levels. I want to talk about a few ways it impacts me personally. First, the faculty in this university have gone many years without raises. For my husband, who is also a member of the faculty, and me that means we have lost out on raises during a time that should have been our peak earning years. We both have worked hard to come up through the ranks and become full professors. We have four children. That means four college tuitions that we'll have



to pay on our stagnant salaries. Although the financial situation is difficult, it is made more difficult by the OEIG finding. Second, the physical facilities in the university are deteriorating. Ceiling tiles are water stained, edging in the hallways are broken, carpeting is worn down to the backing, and elevators break on a regular basis in our building. There is a hole in the front of the Psychology building that is about this large, a foot wide, and six inches deep. It has been that way for weeks. Nobody comes to repair it despite requests for it to be repaired. I have no phone in my office because it was taken away to save money because of the budget crisis. The university is also taking away the office printers for all faculty making my work life more stressful as I run down the hall to access the printer to make preparations for class. These things are bearable if we as a university are all feeling the pain together. I'm not certain that President Baker appreciated these conditions as he enriched his buddies. Finally, I'm proud of Northern Illinois University. We serve a diverse range of students. Many of our students are the first person in their family to go to university and faculty are at the core of the mission of this university. Although some people suggest that our students are customers. They are not. The faculty/student relationship is a special relationship that is far more than a business transaction. Faculty support students who are struggling, cajole students who are lagging, and for all our students we help them do things that they think they cannot do. As faculty, the faculty at this university are dedicated to the mission of the university. Many of us work through the summer without a contract to meet with students and to support them in their educational endeavors. At the most recent undergraduate research and artistry day, the Duke Ellington ballroom was filled with posters from research projects that faculty had completed with their undergraduate students. Participation in URAD is not compulsory for faculty, yet NIU faculty worked with students on projects, many of the projects, year-long projects, so that students would have this educational experience. We will continue to support the core mission of this university despite challenging conditions. The most difficult part of this situation is the violation of our trust as faculty. In closing, as we move forward I ask you to carefully consider the impact that the OEIG finding have on varied aspects of the university including the morale. This is not simply a paperwork thing that needs to be changed, but we need to think about the morale of the faculty and also the very important support staff functioning here at the university. Thank you.

Virginia Naples: Good morning everyone. And again I thank you for offering me the opportunity to speak. I have spoken to this body on numerous previous occasions about a variety of different issues, but the news that occurred this morning was a surprise. I'm sorry to say that I believe it is a necessary change. One of the most important things that will ensure the survival of NIU as a functioning institution depends on public participation in the universities activities. What does the university do? Do students want to come here? Will students be able to be supported by their parents in doing so? Perception is the issue. Whatever has actually happened is a very important set of issues and these have been raised very eloquently by my predecessors talking this morning. However, it is the perception of the public that will determine the future course and success of this university. It is the responsibility and the right and the privilege of the members of our Board of Trustees to ensure the highest level of professional ethics are adhered to and the standards are met and this is what the public will be perceiving. There has been an awful lot of coverage in the news that has questioned the way NIU has done things in the past as well as continuing into the present. What we need to do is to change direction dramatically. It has always been said, and I'm from New England and this is what my grandmother told me, is that a new broom sweeps clean. We need a new broom and one of the things that needs to happen is we need to change direction and to greatly increase the transparency with which things are done at NIU. The financial mismanagement needs to be corrected and removed and things need to move forward in such a manner that the public can regain the perception that NIU is heading where it wants to go. One of my previous predecessors this morning mentioned that the relationships among the faculty and the administration and the Board of Trustees and the public also need to be repaired. As I think some of the examples put forward illustrate, there has been a tremendous amount of suffering on all levels of the people who are involved working at this campus. This has got to be improved as much as can possibly be done granted in light of a very difficult fiscal situation in the state of Illinois. We now have a chance to change direction to go in a direction that is more inclusive, that honors the shared governance ideas that the university has always presented but has fairly infrequently followed through

with; and the public needs to be reassured that these changes have occurred and I ask that the Board of Trustees be responsible and responsive and willing to undertake this challenging mission. Thank you.

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

Chair Butler began, I've made several comments already and so I will just simply invite our colleagues from the University Advisory Council to address this Board if they wish. We have with us Professor Greg Long, Ms. Cathy Doederlein and Ms. Holly Nicholson.

Greg Long began, thank you Chair Butler. As a start I want to thank the Board of Trustees for your dedication, and work, to the university. I've been here on faculty since 1991. I have entered my 26th year and on July 1 will be my last, I'm retiring then. So my comments are I've nothing to gain one way or the other by my comments today because I would offer an alternative perspective. A lot of criticism has been offered today with regard to President Baker and the Board, and how things have been done. And, I will certainly acknowledge mistakes were made. That is very, very clear. However, if you read through the OEIG report you read the response from former HR Director Steve Cunningham, who says he still believes the classification of the affiliate category was appropriate. I do not believe that there was intention. I believe that mistakes were made with good faith and I also think that the Board of Trustees has done things to deal with and correct these problems, and so, yes, there were, if we're talking about 2013/2014, problems; but, we're now talking 2017 and I don't believe there's a chance that those same kind of mistakes would be made again. And, so I would just mention that, and I would also say in terms of the faculty/staff morale issue, or the reporting issue, you have heard from other colleagues giving their opinions, in my role as Faculty Senate President in the three weeks that the OEIG report has come out, I've received two inquiries about it. One from Professor Haji Sheikh and one from Professor Kendall Thu. Professor Thu even sent an email to the entire Faculty Senate asking for their input, perhaps we get together this summer and talk about this, and that did not generate a single response. So I mention this to you to say that, yes, there may be some certainly broad public concerns about the issues we're talking about, but among many of the faculty and staff President Baker still does have support, and we have support for the Board in terms of the corrective actions you've taken as well. So I'm saying this in my role as Greg Long, longtime faculty member, but also saying, as the Faculty Senate President, there's not been an overwhelming response from the Senate at all with regard to the OEIG report. Thank you. I'm sorry I'm taken aback by what happened today. I wasn't really prepared for these comments. I have two other things I'll very quickly mention that have nothing to do with this. First, as we've talked about before, the significant need to set up the policy library. That's well underway, the website design has been created, the policy on managing policies has been circulated among the cabinet and deans and the graduate assistants, with the University Counsel's Office working to upload policies. I offer lots of thanks to the people who have been involved with that. The one thing I have to encourage is the hiring of a policy librarian. Putting all this effort together is really, really critical for the ongoing maintenance of the university. As I brought up before, there are four separate policies on how one evaluates the president. We can't have those kinds of things and function efficiently. But to do that does require that we hire a policy librarian; and, as support for that, the leaders of governance sitting here with me as well as Christine Wang from the Student Association, we've signed a petition that was sent to President Baker with a request that, from the shared governance perspective, we believe the hiring of a policy librarian is a critical aspect of continuing to move forward and avoiding the kinds of mistakes that may have led to some of the things we're talking about right now. The final thing I would say, and I'd be remiss not to, because I'm a long time civil rights advocate as it pertains to disability and accessibility issues, as the university moves forward, we need to be sure to deal with budgetary issues and planning for accessible technology. Right now we are significantly behind the times. Many other universities are far more along than we are, and if we're going to think about on-line education, if we're going to think about showing videos, by law we are required to have those things captioned. We are required to have things readily accessible, and the rules change in January of 2018 to make things even more stringent. I would strongly encourage the university to take the worry seriously about the risk we run by not being technologically as accessible as would be mandated by law. Those are my comments.

Holly Nicholson commented, good morning, thank you. I as well prepared some remarks earlier in the week that, with the gravity of this situation, I'm going to stray from those for a moment. I'm also going to step away from representing my constituency for a minute and talk personally. I've been working with President Baker since before day one. I think the first thing I taught you was how to use Twitter. That might have been a failed experiment. I have always been impressed by your candor, by your ability to relate to our students and by your passion for the university. I know that President Baker took some big risks to try to move the university forward and try to make some changes; and, sometime that results – there's positive results and sometimes not. But I'm still trying to process the announcement from this morning and I know that I will think of things I wish I had said later; but, for now, what I will say is that I wish you the very best and I have faith in the succession plan that's in the Board regulations, and I'm going to do whatever I can to be supportive to keep the university moving forward. I ask that the university community come together as well and do the same. Then there are some other upcoming departures that I would to acknowledge if I may. I'm not sure Harlan is still in the room, but I've had the privilege to work for Harlan for the past three years and I want to thank him for his willingness to come back to NIU and serve in the role of Interim VP for, first, Marketing Communications and, then, Enrollment Management Marketing Communications. His care for NIU is obvious in his hard work in marketing and branding and building relationships within the university so we can all work together as a team to recruit and serve our students. Our brand and our internal partnerships are much stronger now than they have been in the past ten years that I have been here thanks to the dedication of Harlan and his team. He's always been supportive of my team personally, web communications. He understood the mission and goals of NIU's web presence and pushed us to a higher standard for which I will always be grateful. I wish Harlan all the best. And then of course last month I expressed my excitement to welcome Sol Jensen to the university as Harlan's successor. Next, Greg Long. The university is losing an incredible asset in the departure of Greg Long. As an educator, he loves his work and his students and has their respect and appreciation. He's the most passionate person I've met regarding accessibility and rights for persons with disabilities. In his role in the University Council, he's been a mentor for me. I'm so thankful to have served in shared governance with him for the past two years. He is honest and sincere, knowledgeable, and he puts the best interests of the university first. And he's not only been an advocate for faculty, but staff and students as well. I want to thank you Greg for your service and I'm sorry to see you go, but I wish you the best. Finally, I've come to the end of my term as Operating Staff Council President and have chosen for this year, at least, to not run for reelection due to new job duties I have taken on. It's been an honor and a privilege to represent Operating Staff for the past two years and I'm going to miss all the opportunities that this position offers, but I hope the relationships that I have been able to build will continue. I thank the Board and the NIU administration for the increasing openness and transparency that you've offered, and I hope that will continue with whoever takes my place. I began my presidency in extremely difficult circumstances and although conditions have not improved at the state level, I am proud of what we've been able to accomplish for staff. The Operating Staff Personnel Advisor, more support for shared governance participation, more equity in shared governance, continued improvement to communication and much more. I'm grateful for the input staff has been able to give, most recently in the president's 360 review. As I leave I ask you to consider the staff perspective and the effect all decisions have on their ability to perform services for students as well as their own wellbeing. I have so much respect for the people that I work with across the university. They are intelligent, they are dedicated, and they are self-sacrificing. Please provide them the support and the input that they deserve when you are able to. Thank you for your thoughtful leadership of this university and I hope to be able to work with you again. I'm always happy to help whenever and wherever I am needed.

Cathy Doederlein added, again as Greg and Holly had noted, prepared remarks seem to kind of go out the window at times like this, somewhat understandably I think. When people ask how long I've been at NIU, I often joke, "since birth," because both of my parents started here in 1969 and gave a combined nearly 90 years of service to NIU. I was proud to be able to be a Huskie myself as an undergrad and a grad student and then return to NIU in 2011 to help in a capacity related to internships for the campus. I also now have the opportunity to serve as SPS Council President and, of course, it's a challenge when you represent 800 people, to always be able to voice all of their interests and concerns, because, as you might expect, across those 800 people there are differing opinions. So I will step away, as well, from my role as

SPS Council President, and just go to my role as myself, a long time Huskie, and thank President Baker for all of the belief he has had in me in my career and the belief he has in this university and its greatness, and its ability to be great for our students. That is ultimately what we are here for, our students. We do not have anything without them and I truly believe that President Baker, and his mission towards student career success, and towards academics and research and engagement, have been with that in mind. That said, I can appreciate the decision that he's made, because I see it as he wants the university to continue to succeed; and, though I do not necessarily personally think this is the answer, I respect his decision and see it as only a sign of his continued desire to see NIU continue to grow and be the amazing institution that it is and that it will continue to be. So, thank you for that. I do also want to have the opportunity to thank both Holly and Greg. Greg is just an amazing advocate for not only faculty but for staff as well, and that has been clear in everything that he's done, and also I've appreciated his great passion for persons with disabilities. Holly has been a delight to work with relative to Operating Staff. I think sometimes people think that Supportive Profession Staff and Operating Staff have very different concerns and needs, but that's not actually the case always. We often have very similar needs and concerns and I think we've worked well in supporting each other in that. And then, just to in some ways respond a bit to some of the comments made, I actually think that currently we have really great shared governance and a really great opportunity to express our concerns and have them heard. A great example of that is relative to some of the potential layoffs. I had the opportunity to work with the Provost and the Senior VP of HR to discuss some of the concerns about SPS that we had and they were very much heard and paid attention to. And, just even commenting here today and being acknowledged at these meetings is, frankly, a great example of the way in which I do believe shared governance is honored within this institution, and I look forward to that continuing.

Chair Butler responded, thank you Cathy and thank you to all three of our excellent representatives of the University Advisory Council. I've worked with all three of you and, in particular in the last two weeks, have had some opportunity to talk with you and learn about the perspectives of your respective constituencies and your individual wisdom that has been cultivated over years of experience, and, in Cathy's case, from birth. I know both her parents, her late father and her still thriving and rambunctious mother, who have both been great friends and colleagues of mine. Thank you for your reports. I appreciate it. And, of course. Dr. Long. congratulations on your retirement. It's well-earned and you go out with a very distinguished record of leadership and scholarship. and all of the contributions that one wishes to claim after a long and impressive academic career. So. thank you. Do any of the trustees wish to make any comments before we move to the next item?

Trustee Boey added, I just want to have a moment to thank Dr. Baker for a job well done under very difficult circumstances and my best wishes for your future

Trustee Barsema commented, I've never been known for being silent and I'm not about to be silent right now. With all due respect to the faculty and students who spoke today, thank you for your comments. I have, along with my wife, been a donor to the Foundation, as well, for the last 18 years. I've been on the faculty for ten years. I know NIU as well as most in this room, if not all. The commitment, and I'm new to the Board of Trustees, but the commitment of the Board of Trustees, of every member on this Board, don't ever question it. Really, don't ever question it. I have been amazed in the five months that I have been on the Board of the commitment and the transparency and the work that these volunteers have all put in for the benefit of the university and will continue to put in. I have been amazed as I have stepped up to the Board of Trustee level, and now get to work with a much broader cross section of the university, of the dedication and the skill set of everybody who I have come in contact with, from the senior cabinet down to the people at the front desks doing the work. It's an amazing place. It's an amazing place with amazing people, hardworking people, dedicated people, loyal people, skilled people who I will defend with every breath I take because, to me, this is an institution that needs to be proud of itself, has educated hundreds of thousands of students, myself included, and two of my three sons included. And, I appreciate the critics. We all need critics in the world. We all need people who are willing to voice the other opinion, and I appreciate that, I really do. We take note of it. We learn from it. We do, we learn from it. So thank you.

But, we have a university that is a great place of learning and we can't divide ourselves. We have to work as one group, as one team. With all due inspection and transparency, absolutely, but we have to work together. And I assure you, from my standpoint, and from what I've seen of my peers on this Board, you have a Board, and you have a team here, that is going to work very, very hard, has worked very, very hard, on your behalf, and will continue to do that. Dr. Baker, thank you. I have known Doug and Dana now for the last four years, and anybody who, in this room, is perfect, please raise your hand. Didn't think so. No one is. Have mistakes been made? Sure. But from an integrity standpoint, don't ever question his integrity. Don't ever question his loyalty to NIU. Don't ever question the amount of time that this man has worked and the amount of effort that he has put into the university. It is beyond reproach. And so, Doug, thank you for all that you've done. The university is a better place four years later. We have so many great things going in the right direction: program prioritization, the pathways, all of the great things that we're doing. The pointers, yeah we need some wind behind our sails from the state, please Springfield, but the pointers are going in the right direction and there are so many folks in this room who have worked hard, and the changes that have happened under Dr. Baker's tenure, it's a sad day for us that we got to this point where he felt that he needed to leave the university in order for the university to move forward. But, thank you very much for all that you've done.

Trustee Wasowicz added, Trustee Barsema you always do such a great job. I really can't add a lot to that, in that I do believe strongly in the integrity of Dr. Baker and I also believe very strongly in the integrity of this Board. When I took the oath I said I'd take this very seriously and, yes, I do; and, the one thing I think that we really need to look at as a community here, and as a Board, is we've seen, I think from what I've heard, I'm new, but this Board was very divided. We are divided no more, and we move forward with one common purpose, and that is to take NIU to the next level. Unfortunately, Doug, life isn't always fair and I think we're seeing this play out here right now, as it has not been fair to you. I'll just share something with you that from when I first met you. So I'm an alum, I'm a donor, and I also taught here for five years. And, you may not remember this though, but I taught in the entrepreneurship class in the business school, two doors down from Dennis; and, we were working on a project and some of the students really wanted to see how we could improve the university, and I said, okay, as extra credit, we will do a higher education consulting company and we're going to look at all facets of a university, and of course everybody knows NIU the best. That might have been the second time I met you. We were at some athletic event, I've been on the athletic board for a while, and I explained to you what was going on with this and what we were doing in the classroom. I said, boy, it sure would be nice if we could get somebody to help us out up where the air is a little thin in Altgeld Hall, and Doug kind of laughed and said, I can get somebody to work on it. I said, well, I was thinking about you, in a joking manner, and he turned around, and he looked at me, and he goes, "I'll do it." And, the way you impacted every one of the students in that class, and the times that I've met you for lunch; we don't go to a restaurant, we go meet in the dorm, and we go have lunch with the students. So, I know where your heart is at, and I know where your integrity is at, and I think it's in some ways a sad day and in some ways it's very much a new day for NIU. And, just so everybody knows here, and Dennis I agree with you, I respect everybody's opinion, it's good to hear all of these things, but I can assure you that this Board, straight down the road here now, is unified and we're going to take this university to the next level. Doug, congratulations on your new life.

Trustee Herrero noted, as a newer member of the NIU community I can say that I have been nothing but absolutely impressed with so many – with the NIU community, everybody from Doug, from President Baker, to Harlan, to Greg Long, to all of the folks I've had the opportunity to meet with and see what their commitment and dedication, and their true leadership, is at the university. I had the opportunity as a new Board member – opportunity is one way of putting it. I think President Baker, also, just felt it was extremely important that, as volunteers and trustees, we spend two full days here at the university to meet with his leadership team individually, without him in the room, to ask all of the questions we needed to ask and get all of the answers we felt we needed to be responsible members of this Board. That says a lot about Doug, President Baker, and it says a lot about the team and how transparent they were and really gave us everything from the facts to their dedication and to their support of President Baker. I don't know how many boards are asked to do that, how many trustees are asked to do that, but I can say that was so

important and that has made me that much more dedicated to this community. I can also say that this university has come very far in the last four years under President Baker's leadership and I am absolutely impressed. And, I also have to say, as a woman of color, I really respect President Baker's dedication to our underrepresented students. He has embraced diversity on this campus, bringing on a Chief Diversity Officer, understanding how important it was to represent today's student at NIU. With all that, I say "thank you" to all of those members of the community this is their last meeting and to President Baker. Thank you, and along with Eric and Dennis and the rest of the trustees, I say congratulations on this next stage of your life and thank you for your dedication and commitment.

Trustee Struthers commented, I have a few comments, conscious of time of course. This is a complex environment and situation on many, many levels. It's far beyond the OEIG investigation. It's complex period. I'll focus my comments on a few things. One is the headwinds are enormously strong. We talked a fair amount about, obviously, the transition and Dr. Baker's efforts, and the immediacy of that situation, which is enormous and very considerable. The state budget obviously is a major issue. Enrollment is a major issue, and our financial condition; so, we look at the reality of what we face today; it's really, really, really, really hard. What I do know is division, and lack of focus, and consternation, and picking at the pieces and parts whatever they may be, there are plenty of targets to shoot at -- that is a losing proposition. We need hyper focus on efficient delivery of services to our students and to recruit more students. We need more revenue via productive activities and we need less expense. Our expenses have far exceeded our revenue. It's only going to get harder, not easier. We can't really count on the state. We can hope, we can't rely. I think I fully support where Dennis' head is at, and the fact that we need to pull together here. Absolutely, positively. Our history, I love the comments about being born at the university. I'm nearly in that camp. We have such a rich, and full, and deep history that we've all participated in. I mean this town counts on the success of this university; this region counts on the success of this university. We have to pull together. Failure is not an option. It just isn't. So I, again, I have great respect, Doug as you part, the comments, you were truly a tireless advocate for the university. Your schedule, it would wear me out looking at it, and your enormous dedication, absolutely, as Eric mentioned, lunches in the dorms. I mean you loved the students, and you loved the mission of this university. That will be greatly missed and it's a sad day no doubt about it. But we need to move forward. It is the next chapter for Doug personally and Dana. I wish you the very best in the next chapter for the university. We need to pull forward together. Godspeed.

Trustee Coleman commented, four years ago we hired Dr. Baker and part of his marching orders was to come in and help transform the university. Four years ago we saw signs that enrollment is declining, tough financial situation; we're going to transform the university. And we gave Doug the marching orders to do exactly that as a Board. And we knew it was going to be difficult. We knew he had to come in and try to help try to change the culture of the university. And that's not an easy thing to do. We knew there were going to be push backs. We knew there were going to be missteps. We knew that there were going to be some people that would be offended and threatened and would fight back. So we anticipated some of the things that we've seen over the last four years in terms of nay sayers and people wanting to go back to the 70's and the way things were. Our society has changed, we've got to continue to adjust to those changes, and if we don't, we will continue down what I would call a death spiral. We've got to make sure that this doesn't happen to our institution that we care about and that we love dearly. So, Dr. Baker, I want to say thank you for our time. I wish the outcomes were different. I wish the circumstances were different. Everybody that's in this room, and other people that are part of this community, the key stakeholders, going forward we've got to sit back and say everything that we're doing; we need to take a gut check and look at everything that we're doing and say, is it helping the institution or is it hurting the institution? I talked to some of the state officials down in Springfield the other day, and somebody said what's going on? Why NIU has more FOIAs by far than any other institution? You know how much time and man hours we're spending taking care of the requests of people that want to look at expense reports, and want to look at our e-mails, and want to look at our calendars? It's the state law, and we're going to do what we can, and I know the people in this institution are going to follow the rules, and that's expected of them. But, when we talk about wasting university money, and wasting the resources of the university, and trying to do it in

the spirit of what's best for the university; when, at the same time, we're tearing down the university, we're killing the morale of the university. We all need to take a gut check. What are we doing? Is it hurting the university? We're talking about people's careers. We're talking about people's livelihoods. And, I can tell you, every eight members of this Board, we don't take that lightly. We don't take the mission of this university lightly. This is not a perfect institution and we're not perfect. We're at a point now where we've got to sit back and say, how do we turn this institution around, and we're going to need everybody to assist and help make that happen. So, Dr. Baker, we wish you the very best and thank you for your time and commitment to us. Appreciate it.

Trustee Butler responded, I'm so impressed with this Board and it's such an honor to have chaired it for the last six months, and prior to that for two years. This is really a great group of people. If I haven't been clear, I was so impressed with the people that were named to the Board by the Governor and the continuation of Trustee Struthers's service. I think you saw today that this is a very passionate group of people, and it's my pleasure to work with them and I look forward to that continued work. I consider myself very fortunate to have had the opportunity to work with these individuals and the three prior trustees who have recently left the Board, and also to have spent a good deal of time with Dr. Baker. I became the chair when he became the president, and, so, we've worked very closely together, and we've worked very closely together during the very difficult times that are now the subject of this report. And so I have a different vantage point than, I think, some of the speakers here today who spoke earlier during the public comment period, and my version of events is the same as Dr. Baker's. I think we attempted as a Board to make that clear in our statement. It wasn't super lengthy but also wasn't particularly brief. It was unprecedented and I hope the community appreciated our effort to convey, in a very serious way, the manner in which we viewed that investigation, the length of it, the findings, and whether or not it was helpful to us as we attempt as a community to manage the extremely challenging circumstances that we are in, which, as you have already heard, are only going to become more challenging. I strongly believe that FY18 will be the most challenging year this university has ever faced. So, we do have to be unified. It doesn't mean we all have to agree all the time, and there's no room for criticism, and there's not tolerance for objection. It just means that we need to be singularly focused as a community on what's in the best interest of the university and its stakeholders, and, very importantly, the students, but also those who come to live and work here and to make their careers here.

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

### **a. Executive Committee**

Chair Butler indicated the Executive Committee has not met so there will be no report.

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

Trustee Coleman reported, at the May 18, 2017 meeting of the Academic Affairs, Student Affairs, Personnel Committee, we approved a total of ten items. Of those items, the following items have been forwarded to today's meeting for approval: deletion of the Bachelor of General Studies only within the College of Education and the College of Visual and Performing Arts; deletion of the emphasis in Dance Performance within the BFA and the Theater Arts in the School of Theater and Dance within the College of Visual and Performing Arts; the Oral English proficiency annual report, 2015 through 2016; and recommendations for faculty promotion, tenure, and promotion with tenure for 2017 through 2018. The following items were approved at the Special Board Meeting on May 18, 2017: tuition for Masters of Accountancy; the reappointment of the Dean, College of Health and Human Science; the appointment of the Dean in College of Engineering and Engineering Technology; the appointment of the Dean, University Library; the appointment of Vice President for the Division of Enrollment Management Marketing and Communication; and the authorization to retain external search services for the recruitment of Nursing chair, Nursing faculty, and Physical Therapy faculty.

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

Trustee Boey reported, the Compliance, Audit, Risk Management and Legal Affairs Committee, also known as CARL Committee, met on Thursday, May 18, 2017. The minutes of the November 17, 2016 CARL Committee meeting were approved and the agenda included two information items. The first item was a presentation on the annual review cycle for the university's enterprise risk management system by Dr. La Vonne Neal, Associate Vice President for Process Improvement and Operational Effectiveness. A report on the external audit for fiscal year 2016 by Larry Pinkelton, Acting Chief Financial Officer and Associate Vice President for Finance and Budget. Related materials for these presentations were included in the board book for review and information. The next meeting of the CARL committee is scheduled for August 17, 2017.

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

Trustee Struthers reported, at the May 18, 2017 meeting of the Finance, Facilities and Operations Committee, we approved a total of 8 items included two FY18 contract renewals for waste management and utilities, intercollegiate athletics secondary student health insurance as well as air charter services for the football team for FY18. We also approved IT items for voice trunking services and EMC storage lease. The purchase of study materials for the School of Nursing, NIU Foundation professional services contract for FY18, and an amendment to the boiler assessment and phase I design project. The Finance, Facilities and Operations Committee also had 6 information items reports of finance, investment, transactions, and projects as well as a facilities update by John Heckmann. The FY18 internal budget was presented and will be voted on later at this meeting.

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

Trustee Barsema reported, Legislative Affairs, Research and Innovation Committee met on May 18, 2017. Mike Mann delivered his last state budget update before retiring. Then, as now, state appropriations for fiscal '18 remain uncertain. Vice President Jerry Blazey provided verbal updates on Federal Relations, Sponsored Programs, and corporate partnerships. In Washington the FY17 budget showed good favor to NIU priorities and we heard about early FY18 budget developments. Here at home I'm happy to report that our faculty productivity, as we measure by sponsored programs administration, remains on par with fiscal year 2016, which is an outstanding outcome given the state and federal funding pressures. Last we talked about corporate partnerships. They were highlighted by the second year of the Ideal Industries entrepreneurship program and further progress on the Discover internship program.

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

Chair Barsema reported the committee has not met since the last meeting.

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

Trustee Butler reported the committee has not met since the last meeting.

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

Vice Provost Douglass reported, the IBHE meet on June 13, 2017. I have four key highlights from the meeting to report to you. First, two resolutions were passed honoring the outgoing IBHE student members Stephanie Torres and Justin Provo. I bring that up because Stephanie is one of our students and she was highly praised for her work on the attainment gap action team. Secondly, members of the IBHE Faculty Advisory Council gave a report on their activities and they also held their annual luncheon with the IBHE earlier that day. One thing of note, they requested that the IBHE support the addition of two new membership positions for faculty to serve on the IBHE. They noted a current legislative proposal that's been introduced to provide for this which is Senate Bill 440, and the bill is sponsored by Senator Pat McGuire would provide three year terms for these two faculty members to serve on the IBHE. Third, there was a



presentation by Meagan Dugan Bassett the Illinois State Policy Consultant with Lumina Strategy Labs which works with states on the commitment toward higher ed, strategic finance, affordability and innovation. The presentation referred to a number of trends, most of which we know; lack of state funding, decreased enrollments in Illinois, out migration of Illinois students. The Board asked her to provide information in the future on other states working with Lumina so that we could get some strategic best practices and utilize those here in Illinois. Finally, the last item under action items and NIU had one. The IBHE approved the creation of the School of Interdisciplinary Health Professions in the College of Health and Human Sciences which had been approved earlier by this body on February 16th.

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

Chair Butler reported, the State University Civil Service Merit Board on June 1, 2017 at the University of Illinois in Chicago. Highlights were the election of officers and reports from the board's advisory committees, one in particular from the human resource directors of state universities and the discussion of the need to update the civil service system. We also had updates on proposed rulemaking efforts geared toward updates to section 250.110 of the administrative code pertaining to the Civil Service system; an amendment to a demonstration project or pilot study at the University of Illinois; and an update of current audit activities of the system and an update on recent legal activities. The most significant item was a discussion of the need to tender a response to and OEIG referral of a complaint concerning improper classification of employees. The Board took action to send correspondence to all the system boards, including our Board of Trustees, asking for cooperation and involvement in an effort to establish a logical plan for review of the current 36e(3) exemption process toward an eventual amendment to the University Civil Service Act that would define clearly what other "principle administrative employees" means. NIU's Board received this letter in an e-mail on June 12, 2017. That concludes my report.

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

Vice President Squires reported, we expect this fiscal year to be a great challenge fund raising wise. You'll all remember a year ago we were celebrating the success of the prior fiscal year having set some new records for NIU, but the environment continues to be very challenging as you can imagine. But the good news is I feel that we are galvanized very effectively around what will be a very aggressive and focused campaign to raise money over the next year for scholarship support. This is a very markedly different style of fundraising than we've done at NIU before. We've wonderfully raised restricted dollars that are very partitioned for specific colleges and use in programs for students of a certain degree track and/or status in terms of their years in school. What the university really needs us to do right now is provide a war chest of general scholarship support that can be used to support the enrollment efforts. I'd like Sol to start on Monday knowing that he has a firm plan behind him to raise the kind of dollars that he can use to go out there and get those high impact students who have a choice in which university they might choose to attend, but also to continue to fund our access mission. We're very, very serious and focused I think by the next time we have a chance to report to you we'll have a name for this campaign, we'll announce a goal publically, likely in early July and I know many of the trustees already know about his plan and have told me that you're supportive of the direction. Our Board is very supporting of this direction, so I am optimistic that the NIU Foundation and in fact the entire Division of University Advancement which includes the Alumni Association in a very integrated and unified way and with great resolve will push forward to be a very important solution as we struggle with our revenue challenges going forward. So I'd just like to say as the year ends, you know again we probably won't have our best fund raising year, but I think turning this corner is something we're poised to do and I look forward to bringing you better results soon.

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

Vice President Squires reported on the Alumni side, Reggie Bustinza has been here for almost six months now and he's done a fantastic job building his team. He has built a volunteer engagement program that's ready to launch. We are a division that works very closely together even though we're legally two separate organizations, the synthesis of volunteer engagement, alumni engagement, and fundraising programs to

develop the kinds of relationships that we need to sustain this university is at an all-time integrated high. I'm immensely proud of the work Reggie is doing to build his organization and if you haven't had a chance to meet him yet, you will be equally enthusiastic by his person, his character, and his commitment to NIU. He's also working very hard on a sponsorship program for the Alumni Association and understanding even as an organization that doesn't have as its core mission the mandate to raise funds, he understands that sponsorship help the university push forward and so he's of that mind as well as a revenue generating operation and much more will come that will position the Alumni Association as an even stronger force.

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

Vice President Blazey reported, since the last trustee meeting the NIRF Audit Committee and the full Board met in person on March 23, 2017. The Board is continuing work to establish a process for selecting research investments and has asked for a proposal at the upcoming meeting this fall. Professor Doug Clum attended the full meeting to present his research in Chemistry and we plan to make faculty presentations to the NIRF Board a regular occurrence as the Board scans for ways to support the research and technology mission of NIU. Also Federal Relations Director Dr. Anna Quider introduced herself and her office to the full Board. The Audit Committee met a second time this past Monday on June 12, 2017 and I'd like to report that the Audit Committee is doing an admirable job raising the game of the NIRF Board and helping us with our compliance requirements.

## **8. PRESIDENT'S REPORT NO. 115**

Chair Butler began before we move into the President's Report No. 115, I want to move that we approve the items on the consent agenda including: agenda item 8.a.1, the boiler assessment and phase I design and capital improvement project in which amended approval is sought to increase the authorization amount of \$16 million and proceed with the design and construction efforts for phase I scope for two boilers; agenda item 8.a.2, regarding fiscal year 2018 waste management and utilities, solid waste removal and recycling at NIU DeKalb contract renewal, approval of expenditure authority for FY18 for Waste Management of Illinois Incorporated of \$420,000; agenda item 8.a.4, regarding fiscal year 2018 intercollegiate athletics air charter services for the football team, which involves approval of expenditure authority for FY18 vendor to be determined at \$500,000; agenda item 8.a.5, which is regarding the Division of Information Technology voice trunking services and vocal domestic long distance service amendment, which involves approval of expenditure authority for FY17 through 18 involving Frontier North with a new approval amount of \$305,000; agenda item 8.a.6, regarding the Division of Information Technology AMC storage lease, which involves approval of expenditure authority for FY18 through FY22 CDW/G for \$2,800,000; agenda item 8.a.7, regarding the School of Nursing and Health Studies study materials, involving approval of expenditure authority for FY18 through FY21 Elsevier out of Houston, Texas for \$450,000; agenda item 8.a.9, regarding a request for deletion of a degree program, recommending the approval of the deletion of the Bachelor of General Studies only within the College of Education and the College of Visual and Performing Arts; agenda item 8.a.10, another request for deletion of emphasis approval for the deletion of emphasis in Dance Performance within the BFA in Theater Arts in the School of Theater and Dance within the College of Visual and Performing Arts; agenda item 8.a.11, the Board is accepting the oral English proficiency annual report for 2015 to 2018 which shows no reports. In addition to that we have several information items that do not require the same sort of restatement. Agenda item 8.b.1, quarterly financial summary; 8.b.2, periodic report on investments; 8.b.3, quarterly summary report of transactions in excess of \$100,000; 8.b.4, the facilities update; 8.b.5, semiannual progress report of active capital projects; 8.b.6, Enterprise Risk Management annual review cycle; 8.b.7, external audit executive summary fiscal year 2016; 8.b.9, the federal relations report; 8.b.10, Sponsored Programs Administration; 8.b.11, Corporate Partnerships; and 8.c.4, the report on grants and contract awards. May I have a motion to approve these through the consent agenda?

Trustee Barsema so moved and Trustee Wasowicz seconded the motion. Motion carried.

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

### **Agenda Item 8.a.(1) - Boiler Assessment and Phase I Design (Capital Project Amendment Approval)- Consent**

### **Agenda Item 8.a.(2) - Fiscal Year 2018 Waste Management and Utilities – Solid Waste Removal and Recycling at NIU DeKalb Contract Renewal – Consent**

### **Agenda Item 8.a.(3) - Fiscal Year 2018 Intercollegiate Athletics Secondary Student Health Insurance Contract Renewal**

President Baker began, we have three items on the voting agenda. The first one is Fiscal Year 2018 Intercollegiate Athletics Secondary Student Health Insurance Contract Renewal. NIU Intercollegiate Athletics requires an annual secondary health insurance to meet the needs for insurance coverage for accident claims for student athletes for athletic related illnesses and injuries. The secondary insurance is required in addition to coverage that the student athlete's may have through their own primary insurance. The secondary insurance product being purchased has been designed uniquely and specifically for NCAA members with a master policy forum negotiated on behalf of the schools in accordance with the NCAA regulations. This fiscal year 18 approval amount is for the NCAA group basic accident medical program insurance plan. Administrative fees and aggregate deductible claims coverage available exclusively through Ascension Benefits and Insurance Solutions Mutual of Omaha as agent and claims administrator. This renewal is year four of nine one-year renewal options to be determined annual based on a request for proposals that open on July 16, 2013. The renewal award will be advertised in the Illinois Procurement Bulletin. As such here's the recommendation: the university requests Board of Trustees approval of expenditure authority for fiscal year 18 as follows, Ascension Benefits and Insurance Solutions \$315,000.

Chair Butler asked for a motion to that effect. Trustee Boey so moved, Trustee Barsema seconded the motion.

A roll call vote was taken:

Trustee Dennis Barsema: yes	Trustee Robert Boey: yes
Trustee Veronica Herrero: yes	Trustee Matthew Holmes: yes
Trustee Tim Struthers: yes	Trustee Eric Wasowicz: yes
Vice Chair Wheeler Coleman: yes	Board Chair John Butler: yes

Motion Approved.

### **Agenda Item 8.a.(4) - Fiscal Year 2018 Intercollegiate Athletics Air Charter Services for Football Team- Consent**

### **Agenda Item 8.a.(5) - DoIT - Voice Trunking Services and Local Domestic/Long Distance Service Amendment - Consent**

### **Agenda Item 8.a.(6) - DoIT EMC Storage Lease - Consent**

### **Agenda Item 8.a.(7) - School of Nursing and Health Studies Study Materials – Consent**

### **Agenda Item 8.a.(8) - Fiscal Year 2018 NIU Foundation Professional Services Contract**

President Baker continued, Agenda Item 8.a.(8) is Fiscal Year 2018 NIU Foundation Professional Services Contract. The Northern Illinois University Foundation, an independent organization, operates to support the mission NIU through fundraising, asset management related support activities. Among such activities the Foundation coordinates and manages cultivation, solicitation, acknowledgement and receiving of all gifts; administrates, invests, and disperses funds; maintains all constituent records; manages and coordinates communication with constituents; and performs alumni relations activities. The university and the foundation annually enter into a contract which serves to outline the fundraising services and activities to be provided by the foundation on behalf of the university each year. The contractual agreement is in accordance with legislative audit commission guidelines. The contract amount assessed is \$630,052 which covers partial salaries and benefits for those assigned employees as well as a portion of programmatic

services in accordance with contract obligations. The remaining portion of the salaries for those employees is paid from the general revenue budget in the university. The recommendation is the university requests Board of Trustees approval of a renewal order for the fiscal year '18 contract for the Northern Illinois University Foundation in the amount of \$630,052.

Chair Butler asked for a motion to that effect. Trustee Boey so moved and Trustee Struthers seconded the motion.

A roll call vote was taken:

Trustee Dennis Barsema: abstain	Trustee Robert Boey: yes
Trustee Veronica Herrero: yes	Trustee Matthew Holmes: yes
Trustee Tim Struthers: yes	Trustee Eric Wasowicz: yes
Vice Chair Wheeler Coleman: yes	Board Chair John Butler: yes

Motion Approved.

**Agenda Item 8.a.(9) - Request for Deletion of Program - Consent**

**Agenda Item 8.a.(10) - Request for Deletion of Emphasis - Consent**

**Agenda Item 8.a.(11) - Oral English Proficiency Annual Report 2015-2016**

**Agenda Item 8.a.(12) – Recommendation for Faculty Promotion, Tenure, and Promotion with Tenure for 2017-2018**

President Baker added, the next one I'm pleased to bring forward is the recommendations for faculty promotions and tenure, and promotions with tenure for 2017-2018. After years of work, the following faculty were brought forward. They went through a rigorous review process and now the recommendation is the Academic Affairs, Student Affairs and Personnel Committee endorse this request and that I, the president, forward it by means of the president's report to the Board of Trustees for approval at its meeting on June 15, 2017. So we request approval for the tenure and promotion and noted.

Chair Butler asked for a motion to that effect. Trustee Boey so moved and Trustee Wasowicz seconded the motion.

A roll call vote was taken:

Trustee Dennis Barsema: yes	Trustee Robert Boey: yes
Trustee Veronica Herrero: yes	Trustee Matthew Holmes: abstain
Trustee Tim Struthers: yes	Trustee Eric Wasowicz: yes
Vice Chair Wheeler Coleman: yes	Board Chair John Butler: yes

Motion Approved

**UNIVERSITY REPORTS FORWARDED BY THE BOARD COMMITTEES**

**Agenda Item 8.b.(1) - Quarterly Financial Summary - Consent**

**Agenda Item 8.b.(2) - Periodic Report on Investments – Consent**

**Agenda Item 8.b.(3) - Quarterly Summary Report of Transactions in Excess of \$100,000 – Consent**

**Agenda Item 8.b.(4) - Facilities Update – Consent**

**Agenda Item 8.b.(5) - Semi-Annual Progress Report of Active Capital Projects – Consent**

**Agenda Item 8.b.(6) - Enterprise Risk Management Annual Review Cycle - Consent**

**Agenda Item 8.b.(7) - External Audit Executive Summary – Fiscal Year 2016 – Consent**

### **Agenda Item 8.b.(8) – State Budget Update**

Matt Streb commented, Trustee Barsema said that when Mike Mann gave his last report in May he referred to the budget situation as uncertain. I was hoping that Mike would leave on May 31st and I'd come in on June 1st and there would magically be a budget all of a sudden. But unfortunately today the situation is still uncertain. There's a lot of political posturing going on by both parties right now. If anything happens it almost certainly won't happen until the last moment, probably 29th or 30th of the month. Everything's on the table, nothing's on the table. It's possible there could be a stop gap or life line. I've also heard that that's potentially not a possibility anymore. It's possible they could come to a – the grand bargain could actually go forward; and unfortunately it is possible that nothing could be done which would be very detrimental to the institution. One thing that we're very concerned about is that come June 30th if nothing is done, work will stop on Stevens Building and that will be the second time that that's happened at great cost and obviously we want to get our academic programs back into that building. One thing I just want to very quickly say too in wearing my old hat as the faculty athletics rep, I just want to point out that we had our first All-American last week in Hope Schmelzle with a 300 meter steeple chase and here's the thing that's most impressive about Hope. Not only is she our first All-American, but she will certainly be an academic All-American as well because she graduated this year with a 4.0 GPA. We're very proud of Hope. The other exciting thing, we had our Mid-American Conference meetings and at that conference meeting we have the Hall of Fame and award dinner. At the event, NIU won the Jacoby Cup. The Jacoby Cup is named after a former Mid-America Conference Commissioner and is given each year to the most successful female sports program in the conference. We were very, very proud of the year that our female sports teams had. It's also the first time in our history that we've won that award, which is very exciting.

### **Agenda Item 8.b.(9) - Federal Relations Report - Consent**

### **Agenda Item 8.b.(10) - Sponsored Programs Administration - Consent**

### **Agenda Item 8.b.(11) - Corporate Partnerships - Consent**

## **Items Directly from the President**

### **Agenda Item 8.c.(1) - Appointment Extension of Acting Vice President and General Counsel**

President Baker added, the first item directly from the President is the appointment extension of Acting Vice President and General Counsel. Greg Brady is serving in the position of Acting Vice President and General Counsel as previously approved by the Board of Trustees. Pursuant to Section 2, Subsection a, Paragraph 2.b.1 of the Board of Trustees Regulations, we are requesting approval from the Board of Trustees to extend Mr. Brady's appointment from July 1, 2017 until June 30, 2018. Article 19.5 of the University Bylaws requires a temporary administrative appointment to be limited in term to one year or less and also accompanied by a search to secure a permanent incumbent within six months of temporary appointment. These requirements may be waived pursuant to Article 19.5.2.2 of the University Bylaws. Per bylaw Article 19.5.2.2 the President requested to extend the appointment and seek an appropriate waiver of the search requirement and the timeline restrictions outlined in Article 19.5.2 from the University Council. University Council will consider this request at its September 13, 2017 meeting. The university requests, therefore, Board of Trustees approval of the reappointment of Mr. Greg A. Brady as the Acting Vice President and General Counsel beginning on July 1, 2017 and ending on June 30, 2018.

Chair Butler asked for a motion to that effect. Trustee Boey so moved and Trustee Coleman seconded the motion. Motion approved.

### **Agenda Item 8.c.(2) - Enrollment Management, Marketing and Communications Mobile Messaging**

President Baker continued, next is the Enrollment Management, Marketing and Communications requests for mobile messaging. The Division of Enrollment Management, Marketing and Communications requests

permission for project approval for a mobile messaging contract for improved engagement, increased efficiency, and strategic targeting with mobile messaging to perspective students and those in the process of enrolling. A request for proposal will be processed to determine a vendor, pricing, and renewal options. The initial award shall be for fiscal year 2018 with the university's option to renew for four one-year terms. Once an award is made it will be advertised in the Illinois procurement bulletin. Therefore, the university requests Board of Trustees approval of expenditure authority for fiscal years 2018 through 2022 as follows: a vendor to be determined, \$675,000. That is a total number, that's not per year, but that's the number added up across all those years, not to exceed.

Chair Butler asked for a motion. Trustee Boey so moved and Trustee Herrero seconded.

Trustee Wasowicz asked, for clarification on the item.

President Baker clarified, this is a tool to do automatic replies to inquiries which has been found to greatly cut down on the need to respond later as you get an answer immediately and it is a much more efficient service and very applicant friendly and has increased yield rates.

Katy Saalfeld, Acting Director for Undergraduate Admissions, added, this service is going to be texting students by working with our current CRM so we will be able to track the efficiency of this. Different vendors offer different options. One option is to just text a student. Another option that we are looking into will allow a student to actually reply to the text that we send to increase engagement. We're not only looking to share information with these students, but also engage these students so that we can increase our yield rate. Two different case studies have seen increased yield anyway from 3.9% to about 11%. For us that's several hundred students.

Trustee Herrero added, I'm real excited that you are doing this. I've read a lot of the research behind this and how much it helps not just with moving students through the pipeline but with overall engagement once they're here.

Chair Butler called for a vote and the motion was approved.

### **Agenda Item 8.c.(3) - Fiscal Year 2018 Internal Budget**

President Baker continued, we'll move to the fiscal year 2017 internal budget. Each year the university seeks the Board's approval of the internal budget for the current fiscal year. In most years, the university receive its state appropriation in early June, but as a result of the state's current financial situation, the state has not yet provided the university an appropriation for fiscal year '18. This year during the fiscal year '18 budget development, our approach in developing our recommendations to the Board has been to expand our engagement with campus community and solicit their input more broadly. This has enabled us to make more well-informed critical and difficult decisions regarding our fiscal year '18 internal budget as we're facing declining revenues resulting from reduced state appropriations and continued enrollment shortfalls. The university continues to work together to reduce expenses through prioritization, deferment and collaboration in order to address the revenue shortfall. Once the university has received and enacted appropriation from the state we'll bring a final amended internal budget recommendation to the Board for approval. So this is our best estimate right now and ask for approval, although we will certainly amend it up or down depending on what actually happens with the legislature. The recommendation is pursuant to the Board of Trustees Bylaws, the university requests Board of Trustees approval for the fiscal year '18 internal budget as outlined in table 1 and 2 below.

Chair Butler asked for a motion. Trustee Coleman so moved and Trustee Holmes seconded.

Trustee Struthers added, we definitely need to treat this as a live budget and stay focused. The surface level expenses are not declining to the extent that they should be with respect to the decline in enrollment and decline in revenue. We've talked with the finance area and President Baker about the desire to get

more aggressive on the expense side. We need to focus on working capital which is thin and we have the assumption that there will be a stop gap contribution appropriation here at the end of the month. But if there's not that even gets tighter. Operationally, as you look into '18, we absolutely believe these expenses need to shrink more. That's the position of the finance committee. We were a bit distracted this past week for revision, but I think it's in everyone's best interest to know that we view this as a fluid budget and that we will watch it tightly.

Chair Butler added, I just want to say thank you to the folks in the Administration and Finance Office. These are very difficult things to put together in light of the circumstances of the state and thank you to Trustee Struthers who is working closely with them as the chair of Finance, Facilities, and Operations Committee. Thank you for your hard work and let's keep doing the very best we can to manage these very difficult uncertain situations.

Chair Butler called for a vote and the motion was approved.

### **Agenda Item 8.c.(4) - Grants and Contract Awards - Consent**

## **9. CHAIR'S REPORT NO. 79**

### **Agenda Item 9.a. – Fiscal Year 2018 Election of Board Officers and Civil Service Representative**

Chair Butler began, we now move to the annual process of officer elections for the Board of Trustees. It has been my pleasure to serve as chair of this Board and I look forward to stepping down and moving on and seeing the Board continue its rotation of officers, as it has done periodically and will continue to do. The Northern Illinois University law requires that the Board elect annually by secret ballot from their own number a chair who shall preside over meetings of the Board and a secretary. So the law requires the Board chair and the secretary be elected by secret ballot. The General Counsel has shared with us an Illinois Attorney General binding opinion that appears to require that public bodies conduct elections in such a manner as to have an open vote that informs the public of each member's vote if the public seeks that information. Our bylaws call for the election of a Board chair, a Board vice-chair, a Board secretary, a fourth member of the Executive Committee, and the Board's representative to the University Civil Service Merit Board. Ballots for each of these elections will be distributed to each Board member by the General Counsel and our General Counsel has advised that the Board may provide an opportunity for nominations, expressions of interest, or acknowledgements of a willingness to serve as elected officers. So, therefore, I am now opening the floor if anybody wishes to make any comments.

Trustee Boey added, thank you for a job very well done. It has been a difficult year for you and for all of us, but I just wanted to be sure that I make this point and thank you for all your efforts. I appreciate it very much.

Chair Butler responded, thank you. I appreciate that, and I've heard that from all of you and greatly appreciate your support. It's been an honor to step into this role and fulfill Trustee Strauss's year long term, and I look forward to working very closely with the next chair and other officers of the Board. As we have already heard, we are a unified Board, we are prepared to take this university forward in a strategic and intentional direction. With that, we'll move then to the balloting to the office of chair and I'll ask each Board member to vote their ballot for the office of chair. This will be a secret ballot which means you will not have your name on the ballot and then the General Counsel will collect the ballots in the box. He will then go into the turret with Ms. Carey, who be watching the vote tally very closely. General Counsel Brady will come out and tell us whether any of the Board members received the requisite number of votes to be elected chair.

General Counsel Brady added, just quickly as one final reminder, do not write your name on this vote. By law it's a secret election.

Following the vote and tally, Chair Butler announced that Trustee Wheeler Coleman has received the requisite number of votes to become Board Chair. Congratulations Trustee Coleman. Obviously, very pleased, very pleased for you and I look forward to working very closely with you.

Trustee Coleman responded, Chair Butler you're still the chair and I want to tell you those are big shoes to fill. You served us well and we appreciate your support and your caring for the university. I also want to say to my fellow trustee members I appreciate your confidence in me. Thank you for your support. There's a lot of work to be done and I'm going to need your help.

Chair Butler continued, so the Board will now cast their ballot for Vice Chair. The Vice Chair will not be done as a secret ballot so you will see your names on these ballots. Each ballot will be personalized for the trustees and this will allow a public record of the vote of each member as required by the Attorney General's binding opinion. With the exception of the office of secretary, the remaining position will be conducted in this same manner so we can begin that process.

General Counsel Brady added, just as a reminder, I think it's obvious, but since Trustee Coleman was elected as chair, he is not eligible for this position.

Following the vote and tally, Chair Butler announced Trustee Dennis Barsema has received the requisite number of votes to be the Board's Vice Chair.

Trustee Barsema responded, I look forward to working with you and with all of the members of the Board and the members of the NIU family. Thank you very much.

Chair Butler noted, the next ballot will be a secret ballot and Trustee Coleman and Trustee Barsema are not eligible to serve as secretary. You will also see our incoming student trustee name, who will be eligible to serve in the remaining officer positions. Because he is an undergraduate, he is ineligible for the prior two officer positions which is why this is the first time you'll see his name on the ballot.

Following the vote and tally, Chair Butler announced, I have received the requisite number of votes to be the secretary of the Board. Thank you and I look forward to working with everyone. So, now we move to two additional positions. The first is the fourth member of the executive committee and obviously excluded from that are Trustees Coleman, Barsema and Butler. This is an open ballot, so your name will be on this ballot.

Following the vote and tally, Chair Butler announced Trustee Tim Struthers has received the requisite number of votes to be the fourth member of the executive committee.

Chair Butler continued, the final officer ballot concerns the University Civil Service Merit Board representative. There are no restrictions for this position so you could elect people that have been elected before. This will also be the fifth member of the executive committee as per our new Executive Committee structure.

Following the vote and tally, Chair Butler announced, it's my distinct pleasure to indicate that Trustee Veronica Herrero has received the requisite number of votes to serve as the University Civil Service Merit Board representative.

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

Chair Butler continued, we move to the closed session minute review and release and I'm going to ask



General Counsel Brady if he could speak to that issue.

General Counsel Brady added, the Board members have been reviewing closed session minutes in closed session as permitted by the Open Meetings Act. There has not been a determination at this juncture to release any of the closed session minutes based upon confidentiality and I do not recommend any release at this time. The Board will take up the matter again as it's required to do on a bi-annual basis in the December meeting. Do I have a motion to approve that recommendation?

Trustee Wasowicz so moved and Trustee Boey seconded the motion. The motion was approved.

### **Agenda Item 9.c. – Resolution Honoring Student Trustee Matthew Holmes**

Chair Butler began, I'll ask Student Trustee Matthew Holmes to join me at the podium. As you know the Board expresses its sincere gratitude to its members and at times others through the promulgation of a resolution, and it is customary for us to do so particularly for outgoing board members. I've enjoyed working with Matt and I'm sure that my fellow trustees join me in feeling the same way.

## **R E S O L U T I O N HONORING STUDENT TRUSTEE MATTHEW HOLMES**

**WHEREAS**, Matthew Holmes has faithfully served as a student member of the Northern Illinois University Board of Trustees from July 1, 2016, through June 30, 2017; and

**WHEREAS**, prior to his appointment as Student Trustee, Matthew has been active on a variety of committees serving in a variety of roles representing students and working to improve student life on-campus and off-campus. He has served on the Campus Activities Board, holding positions of Vice President of Finance, Athletics Coordinator and Member of the Committee for Education Leadership. Matthew is also a member of the Sigma Nu Fraternity and served as Treasurer and Alumni Chair. In the Spring of 2016, Matthew received the Mortar Board Senior Honor Society Scholarship through the College of Business, Department of Operations Management and Information Systems.

**WHEREAS**, as a member of the Board of Trustees, Matthew contributed valuable insight and information regarding the student perspective. Matthew served as an active and engaged member of the Ad Hoc Committee on Enrollment; the Ad Hoc Committee on Governance; the Academic Affairs, Student Affairs and Personnel Committee; Legislative Affairs, Research and Innovation Committee; the Finance, Facilities and Operations Committee; and, the Compliance, Audit, Risk Management, and Legal Affairs Committee; and

**WHEREAS**, we, as his colleagues on the Board of Trustees, want to express our appreciation for Matthew's service to the NIU students and community, congratulate him on his achievement of his undergraduate degree in Operations Management and Information Systems at NIU and wish him continued success in his career; and

**NOW, THEREFORE, BE IT RESOLVED** that the Board of Trustees of Northern Illinois University in formal meeting herein assembled, extends its grateful appreciation to Matthew Holmes for his leadership and service to Northern Illinois University students and the Board of Trustees.

**BE IT FURTHER RESOLVED** that this **RESOLUTION** be presented to Matthew Holmes and a copy of this document be placed in the official files of the Board of Trustees as part of the permanent record of the university and the great State of Illinois and as a lasting tribute to the accomplishments of Matthew Holmes.

Adopted in a regular meeting assembled this **15<sup>th</sup>** day of **June 2017**.

**BOARD OF TRUSTEES OF NORTHERN ILLINOIS UNIVERSITY**

*John R. Butler, Chair*

*Timothy A. Struthers, Secretary*



Trustee Holmes commented, this is truly an honor. I want to start by saying today has been a different day for board meetings and I think the university is in a situation where we're set up for success in a tough spot of the state. I didn't have a chance to say earlier, but from a student perspective, Dr. Baker is very well liked. Every student I've met and talked to has held Dr. Baker in high regards and they see the student career success focus he has in internships and developing students here at NIU, and they see Dr. Baker's face on campus everywhere, at meetings, ceremonies, anywhere he can be with students. I would say, from a student perspective, students see that and appreciate it a lot from a president. Serving in this position, NIU had given me a lot. I never expected to be in this position coming here as freshman. I've developed myself personally, professionally and I'm honored to be able to give back in this position. Everyone on this Board is extremely intelligent and successful in their own careers and taking time to volunteer with this position. You see people like Chair Butler and every member of this Board put in tireless hours on top of their careers and families and it's impressive and inspiring, and I've learned the most just watching how you work as a Board and individually. It's truly been an honor to see that. Lastly, this is my last month, probably my last meeting, so incoming student trustee Giuseppe LaGioia will be stepping in. He's someone I got to know pretty well. When he was elected SA president, I was elected to this position, so we did a lot of work together to get these positions, and Giuseppe is someone who is really dedicated to NIU. It's refreshing to see someone with that drive and I know he's going to do well because of his passion for NIU. He's already served as SA president and I know he'll do well in this position. I'd like to publically wish him best of luck in continuing the role of student trustee. It's truly been an honor. Thank you.

Trustee Barsema commented, I would just say, Matt thank you very much. You've been a tremendous asset to the Board in the five months that I've been on the Board and I think you're a great role model and representation of our student here on our campus, and you've set the bar high for those that follow in your footsteps, so thanks very much.

Trustee Wasowicz added, I echo the same thing.

Trustee Boey added, great student representation on this Board and best wishes when you go out to the world. You will do great.

Trustee Herrero commented, I was just telling Trustee Coleman that I just have a lot of respect for student leaders because of all the work that you do. You excel in your course work and you still make time to do this, representing your fellow students is really impressive. With your resume, you will be able to find an amazing job. Thank you for not just being here just for the learning experience, but for being so engaged in all of the conversations. We really appreciate your insights and we need more student leaders like you, so thank you.

Trustee Coleman added, Trustee Matt Holmes, thank you for your support, your commitment to the university, commitment to the cause. One thing that I will always remember about you is your maturity. For someone your age you have a good perspective on the university, on life, and we wish you the very best in the future. Thank you for serving.

Trustee Struthers commented, you're a fine young man, and Trustee Coleman's comment on maturity was so clear that you're a balanced, centered, mature young man and we're proud of you and we're proud to have alums like you out in the graduate school as well as the marketplace in the next chapter of your life. Thank you.

Chair Butler called for a motion. Trustee Coleman so moved and Trustee Herrero seconded. The motion was approved.

## **10. OTHER MATTERS**

No other matters were discussed.

## **11. NEXT MEETING DATE**

Board of Trustees Committee meetings will be held August 17, 2017, beginning at 9 a.m. Full Board of Trustees meeting will be held on September 14, 2017.

## **12. CLOSED SESSION**

Chair Butler announced, the Board needs to go into closed session now and we plan to take up business following the closed session. We are making provision, which I will ask Board Liaison Streb to explain, on how to be notified of the return of the Board after the closed session.

Matt Streb remarked, we anticipate closed session to be several hours, so if you would like to be notified before the Board goes back into session please text the phrase on the slide to 41411 and you'll get a text letting you know when the Board will reconvene.

Chair Butler asked for a motion to close the public meeting to conduct an closed session to discuss the following subjects authorized by the Illinois Open Meetings Act, as amended: personnel matters as generally described under sections 2.c.1, 2, 3 and 21 of the Open Meetings Act, litigation and risk management matters as generally described under sections 2.c.11 and 12 of the Open Meetings Act, and closed session minutes matters as generally described under section 2.c.21 of the Open Meetings Act.

Trustee Boey so moved, seconded by Trustee Wasowicz. A roll call vote of the Trustees to recess to Closed Session was as follows:

Trustee Dennis Barsema: yes	Trustee Robert Boey: yes
Trustee Veronica Herrero: yes	Trustee Matthew Holmes: yes
Trustee Tim Struthers: yes	Trustee Eric Wasowicz: yes
Vice Chair Wheeler Coleman: yes	Board Chair John Butler: yes

The meeting is now closed and will re-open at the conclusion of the closed session. The Board adjourned for closed session at 12:05 p.m.

### **Reconvene Meeting:**

The Board of Trustees of Northern Illinois University reconvened on June 15, 2017, at 6:43 p.m. Chair Butler announced they were reconvening after the closed session and asked for a roll call.

Members present were Trustees Dennis Barsema, Robert Boey, Wheeler Coleman, Veronica Herrero, Tim Struthers, Matthew Holmes, Eric Wasowicz, and Board Chair John Butler.

### 13. PRESIDENTIAL EMPLOYMENT

Chair Butler began, welcome back. The item on the agenda is regarding presidential employment and I will introduce the action item with some explanation. As I have already stated, the Board has been devoted to one over-arching objective prior to today, and all of today, to do what is in the best interest of the university. Dr. Baker made clear this morning that, after discussions he had with me, and then individually with other Board members, we concurred that it was best to move forward with a presidential transition. This was among the subjects discussed by the Board in closed session. As such, I have now the unenviable task of announcing that the Board and Dr. Baker have reached an agreement that will affect the transition of the presidency from Dr. Baker to an acting president effective June 30, 2017. There is indeed mutual agreement that the continued public attention in the matters contained in the OEIG report has become a distraction and our attention cannot be diverted as we attend to what will arguably be the most challenging fiscal year we have ever faced as a university community. Dr. Baker has made clear that he cares too much about this university and the people who work and study here to not take action to mitigate this uncertainty and concern. We placed this action item on the agenda to signal the possibility that the Board could take action on the future of the incumbent president not being fully certain at the time what that action would fully entail. That's not to say that we did not contemplate a range of options and considered the pros and cons of each following our mutual agreement that a transition was an appropriate pathway. There are no options free of consequences; financial, political, legal, and otherwise for all parties involved. This presidential transition agreement reflects a mutual agreement to affect Dr. Baker's separation from the university and the amicable resolution of any and all matters concerning his relationship with the university. The item outlines the nature of the agreement being considered by the Board which I will recite shortly. Copies of the transition agreement will be made available to the media as soon as it is signed. Lisa Minor will facilitate these requests at the end of the meeting. The Board has been advised by legal counsel that it may proceed with this action today and that is why it is what we are about to do. I also want to be clear that this action does not affect, or in any way address, the installation of the acting president. Dr. Lisa Freeman, Executive Vice President and Provost, will assume the presidency automatically, at the moment, Dr. Baker leaves the office on June 30<sup>th</sup>, in accordance with the Board's presidential succession policy. She will remain as acting president until a permanent president is appointed following a national search. Although the succession policy would allow Dr. Freeman to participate in a subsequent search process for a permanent president, she has indicated to me that she will not pursue that option. During these challenging times, her focus will be completely on the university. While the succession is automatic, the Board intends to enter into an employment agreement with Dr. Freeman which is subject to the new amendments to the Northern University law that took effect on January 1, 2017, that require the Board to post the principle financial components of any such agreement for the acting president's appointment in advance of the Board's action. That action will occur after a suitable arrangement for the Board and Dr. Freeman has been negotiated. I want to quickly add that NIU is fortunate to have a proven leader like Dr. Freeman prepared to take on the acting presidency. It is also no small consequence that Dr. Freeman will become the first female president of Northern Illinois University. Lisa Freeman has been a senior leader at the university since 2010 and, as Executive Vice President and Provost, has led many major initiatives. We believe she will build on these initiatives, continue our focus on recruiting and retaining students, work with the Board to address a very challenging fiscal environment, and function as a strong and articulate advocate for our academic mission. Dr. Freeman earned a Bachelor's degree in 1981, and a Master's degree and a Doctorate of Veterinary Medicine in 1986 from Cornell University. She went on to earn a Doctor of Philosophy at the Ohio State University in 1989, and subsequently worked as a post-doctoral fellow and research scientist at the University of Rochester School of Medicine. She spent 16 years at Kansas State University where she served as a principle investigator on research and training grants, taught courses in pharmacology and in the responsible conduct of research, and acted as a mentor for graduate students, post-doctoral trainees, and early career faculty members. In 2004, she was a fellow of the American Council of Education, and in 2005 she was promoted to professor and also became the Associate Dean for Research and Graduate Programs for the K-State College of Veterinary Medicine. In 2008, she became Associate Vice President for Innovation for the K-State Olathe Innovation Campus. Dr. Freeman was hired by NIU in 2010 as the Vice President for Research in Graduate Studies. I recall at the interview and the dinner I had with her then, a position she

held until 2013, which included an appointment as a professor in the Department of Biological Sciences. In 2013, she was appointed interim Executive Vice President and Provost and was named to the permanent position in May 2014, and her appointment was renewed in May of this year. I'm going to ask that we acknowledge that Dr. Freeman is here with us today and congratulations on what will be her soon to be appointment as president. I'm also going to ask Dr. Freeman to say a few words if she wishes.

Dr. Freeman began, this is certainly not a transition that I envisioned and this is a bittersweet occasion for me, but I'm honored to have this opportunity to serve Northern Illinois University. I fell in love with this university and with this community in 2010 when I interviewed here, the interview that Dr. Butler just referred to. I appreciate the institution's focus on excellence in teaching as well as research and engagement and I take great pride. Dr. Baker used the word "amazing" this morning describing the university, and I share that. I take great pride in the transformative experiences that this university offers students as it prepares them to succeed in their careers and in life and it's an honor to be able to help and support this institution during this very challenging time. I look forward to working with the Board, the faculty and staff, and the members of our community.

Chair Butler responded, now we'll move to the agreement itself. The item that's on the screen is item number 13 dated June 15, 2017, and I'm going to recite the summary of the agreement. The Board of Trustees and Dr. Baker mutually desire to enter into a presidential transition agreement to reflect Dr. Baker's separation from the university and the amicable resolution of any and all matters concerning Dr. Baker's relationship with the university. The following is the nature of the agreement being considered by the Board of Trustees and other information about the agreement that is intended to inform the public of the business being conducted by the Board. Sub point A, in exchange for appropriate consideration provided by the Board and as described below. Dr. Baker agrees to separate from the university and relinquish his position as president of Northern Illinois University effective June 30, 2017. Sub point B, upon Dr. Baker's resignation, the Board of Trustees agrees to pay Dr. Baker one year of Dr. Baker's base salary in the amount of \$450,000 and applicable benefits less applicable deductions or withholdings as required by law and regulation. In addition, Sub point C, Dr. Baker agrees to surrender any right or ability to assume active faculty duties in the College of Business. Under Dr. Baker's employment agreement effective July 1, 2013, Dr. Baker could elect to assume active faculty duties at a rate of \$225,000 per year upon the conclusion of his service as president. In consideration of Dr. Baker's agreement to surrender any active faculty duty rights, the Board of Trustees agrees to pay Dr. Baker a one-time lump sum payment of \$137,500 less applicable deductions or withholdings as required by law and regulation. Sub point D, pursuant to Article 9 of the Board of Trustees bylaws, the Board of Trustees agrees to pay Dr. Baker an amount up to but not exceeding \$30,000 for Dr. Baker's reasonable, unpaid expenses for legal counsel in relation to his service to the university. Sub point E, Dr. Baker has agreed to leave the university president's official residence on or before July 31, 2017. Sub point F, Dr. Baker agrees that other than the payments set forth above, no additional amount is payable to Dr. Baker under the provisions of the agreement. Dr. Baker further releases any claim related to his employment with the university existing on or before execution of the agreement and agrees to waive any right to use a university internal grievance or appeal process or any other administrative or judicial process for such claims. The Board hereby agrees to the terms and conditions outlined above and authorizes those terms and conditions to be reduced to a mutually agreed written presidential transition agreement between the Board and Dr. Baker.

Chair Butler asked for a motion to approve the presidential transition agreement. Trustee Coleman so moved and Trustee Boey seconded the motion. The motion was approved.

#### **14. ADJOURNMENT**

Chair Butler asked for a motion to adjourn. Trustee Wasowicz so moved and Trustee Boey seconded. The motion was approved. Meeting adjourned at 6:56 p.m.

Respectfully submitted,

Kathy 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.*

Minutes of the  
**NIU Board of Trustees**  
**Of Northern Illinois University**  
**Special Meeting**  
June 28, 2017

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

The meeting was called to order at 8:33 a.m. by Board Chair John Butler in the Board of Trustees Room, 315 Altgeld Hall. Recording Secretary Kathleen Carey conducted a roll call. Members present were Trustees Dennis Barsema, Robert Boey, Matthew Holmes, Tim Struthers, Eric Wasowicz, and Board Chair John Butler. Members absent Trustees Wheeler Coleman and Veronica Herrero. Also present: Dr. Lisa Freeman, Executive Vice President and Provost, Board Liaison Matt Streb, Acting General Counsel Greg Brady, Acting Chief Financial Officer Larry Pinkelton, Chris McCord, UAC Representatives Greg Long, Cathy Doederlein, Kendall Thu, Linda Saborio, and Holly Nicholson.

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

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

**3. MEETING AGENDA APPROVAL**

Chair Butler asked for a motion to approve the meeting agenda. Trustee Wasowicz so moved and Trustee Holmes seconded. The motion was approved.

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

Chair Butler began, this is my last meeting as chair. I have a few things I would like to say that I think are relevant to today's meeting and some questions that have been posed to the Board. Let me first say a few things about the results of the 360 review. The Board is immensely grateful to the many respondents who participated in the 360 review and I want to assure the NIU community that the feedback will continue to be useful in the Board's formation of its expectations and aspirations for the NIU presidency. The 360 results were presented to the Board during closed session on May 18th. The consultants consolidated feedback according to themes of what the president has done well during his tenure and opportunities that the president could consider going forward. The Board members questioned the consultants to derive a deeper understanding of the components, including compliments, aspirations, concerns that informed the summary statements. A written executive summary was promised as part of that project and this was received two weeks ago, on June 15<sup>th</sup>, and will be attached to what we produce to document our evaluation activities overall which we plan to release by the end of this week. The executive summary was prepared by Greenwood/Asher, the firm that performed the 360 review, and no alterations were requested or made by NIU leadership including the Board. Second, let me address the 2017 performance evaluation overall. The 360 review provided data that was considered by the Board in its evaluation of the president's performance. This data and the results of our additional evaluation activities will continue to be useful to the Board as we chart a path with the Acting President and grapple with many of the same challenges and opportunities. For about three weeks, the board has been focused primarily on the transition of the presidency. This weekend I was able to return to the evaluation and determine, in conjunction and consultation with several Board members, a suitable format for documenting the Board's evaluation activities for a president with whom the Board has reached a mutual agreement that affected his separation with the university. The Board is very close to a final draft of a memorandum that documents out 2017

evaluation activities and, as I said, we plan to release this before the end of the week. Third, over the next several weeks, my successor Trustee Coleman will be leading an effort of the Board to work with the Acting President, Dr. Lisa Freeman, to review several sources of information concerning the future of NIU and establish goals for FY18 and beyond. This activity will track closely our evaluation engagements with the outgoing president where we discussed NIU's current state environment, the essential characteristics of the present moment in terms of higher education nationally and within the state of Illinois, and more significantly the institutions most significant threats, strategic resources and opportunities for effectiveness. We will discuss with Dr. Freeman NIU's performance within this environment concerning key measures such as enrollment, new freshmen, new transfers, first year retention rates, graduation rates, and financial stability as well as important distinctions between NIU's mission and scope and that of its peer institutions. To encourage deliberation and refinement of Dr. Freeman's planned areas of focus and expected outcomes, we will explore some of the expectations and goals of Board members and we will take stock of key expectations Board members have formed over the past academic term particularly more recent objectives. I believe that will result in the following determinations at minimum that we will execute a productive recruitment strategy; that we will implement cost reduction and program realignment strategies to address fiscal headwinds; that we will continue the development of a shared comprehensive vision that details NIU's value proposition and differentiates NIU from other colleges and universities in Illinois; and that we will continue process improvements and attention to compliance protocols. These significant challenges and opportunities and others will require that NIU leverage its talents and creativity of its university leaders, faculty, staff, students, alumni, and allies. Finally, let me close by saying that the Board is immensely confident and excited about the leadership of Lisa Freeman. We're excited to welcome the first female into the presidency in NIU's 118 year existence, a historical milestone of no small consequence. Dr. Freeman's capacity to step into this role stems from a culture of inclusion and respect for talent that she and others have been nurturing for many years. For many observing this moment, this is also an achievement rooted in the pioneering work of female faculty, administrators, and staff and the legacy of many female students who have studied at NIU. This is also a time for us to unite in common purpose and move forward and Dr. Freeman is the right person to lead NIU in that direction. She's already presided over some of the most challenging soul searching this institution has seen as it undertook a large and comprehensive effort to exam all academic and administrative programs that make up the university. We have more work to do on this front and she's the right person to lead that work. And as we are continuing to learn, Dr. Freeman has widespread support across NIU constituencies. Board members have heard from multiple sources that she has demonstrated a strong commitment to NIU students, personnel, and mission. We appreciate the feedback and we have formed the same positive opinions. Finally, Dr. Freeman is the ideal advocate for NIU at a time when we need an articulate and informed voice on campus, in our home community, in the Chicagoland area, our regional neighbors and neighboring communities, among our alumni and supportive donors, in Springfield, nationally and internationally. She will be joined in this advocacy effort by this Board as we intend to be more visible and involved in dialog as we seek to increase confidence and make thousands of NIU stakeholders proud to be affiliated with NIU. Now I will ask my friends and partners in shared governance, the members of the University Advisory Committee to the Board of Trustees, if they have any comments for this board.

Greg Long began, good morning and welcome trustees. Thank you for your ongoing service to the university. It's greatly appreciated. I would also offer best wishes and support to Acting President Lisa Freeman. I'm one of many faculty who have lots of confidence in her ability to lead the university forward. I did have lengthy notes prepared and, on my way to work today, I decided to change them. It's one of those things, I will be an emeritus professor in three days and, for those of you who don't know what that means, it's a fancy word for retired. This will be my last opportunity to talk to you in my role as Executive Secretary of University Council and Faculty Senate President. So I'm going to make this more personal and start with letting you know that I'm a warrior and, if I were being an academic, I would say that I'm a professor who identifies a problem and focuses on it intently and frequently, and from many different perspectives; but, the reality is I worry, and over the past two years and especially the past seven months, a lot of my worry is focused on the shared governance and direction and discussions related to President Baker. When President Baker offered his resignation during the June 15th board meeting, one of my worries



abated. Specifically, the president identified himself as a source of distraction and that he was the focus of many Freedom of Information Act requests. I agree with that. This was a mistake on my part, however. In fact, subsequent to his resignation there's been an increase in the number of FOIA requests offered to the university. Please understand, I agree with the value of transparency and holding public officials to expected codes of conduct. Overall, I strongly support the use of FOIA to protect the public. There can however be abuses of the system. NIU, for example, has had more FOIA requests than any other state university other than the University of Illinois, and Illinois is twice the size of NIU. Also, the number of requests have increased over each of the past three years. There is a sense that some of the requests are more focused on fishing than answering specific questions. So, as the university moves forward I would ask that future FOIA requests be targeted to specific concerns, that there is a red flag associated with rather than just doing fishing. In my opinion, it would be much productive to spend money on a policy librarian than it would be to continue and try to identify the mistakes of the past. I would also offer my support for the Board of Trustees. Most of you are new and were not here when the OEIG problems took place. I know your dedication to the university; this is not something you're getting paid for. But, because these are unprecedented times, I would ask that the Board and the faculty, staff, and students rethink how we operate. We need to change the narrative about NIU. Although we cannot control media or public opinion, we can move forward toward increased trust and collaboration between the Board, administration, faculty, staff, students, and community. Demonstrating proactive solutions to our challenges represents an effective way to demonstrate our strengths and boost our image to the public. Toward this end, I have three suggestions: First, relationship building. I've been here for 26 years and for the vast majority of my time the Board of Trustee meetings were mysteries to me. Alright, it was something that, as a typical faculty member I thought had no opportunity to participate. I should have investigated more, but, if we can, we need to work on relationship building such that people know they can come and make public comments. We do have people come and make public comments right now and it's often times a fairly typical group. I'm challenging the faculty, staff, and students to also be individuals who come and make public comments, as well, because this need not be a public comment only for complaints about the university. There are opportunities to offer suggestions, positive comments, create again a new narrative, a new image for how the university operates. I would also challenge the Board of Trustees. I know that you're busy, but you need to know more of us. By that I mean the typical faculty members, those who are part of Operating Staff Council, SPS Council, the Student Association, the University Council, Faculty Senate and I know that you can come individually or in groups of two. I would strongly encourage you to come and meet with the governing bodies so you have a sense of what we're doing and what we think is important. The final thing that I would mention is, if we are truly to collaborate and not just a yes vote for you, I would say let's identify specific goals that we can collaborate on. If we're going to work together, we can't just amorously say yes the university is in trouble and we need to do things, but let's look at specific goals that faculty and staff can work together to be of assistance to you. For example, the one thing, because again it's my last opportunity to say so, please not only deal with the policy library but codify the policies that deal with the selection and review of the president. Let's not have multiple policies that deal with those things. This is an opportunity given that status quo is being disrupted, let's take advantage and move forward on those things. So thank you for this opportunity. I wish the Board as well as everyone in this room the best of luck and success helping moving NIU through this most difficult time. Thank you.

Kendall Thu, Department of Anthropology, commented, I just want to echo a couple of things that I said to Chair Butler and Trustee Barsema last Friday during our lengthy conversation, which I thought was very informative and it helped to build the trust in relationships that Greg is talking about. I want to echo the support for President Freeman. I also want to support Dean McCord becoming Interim Provost and support my colleague Mark Cordes as interim head of the College of Law. I also want to say that I look forward to the selection process for the next president as being more open than it was the last time. I think in this environment it's particularly important that the final candidates be made public, that they be brought to campus, and that they be vetted thoroughly with all stakeholders. I want to thank the Board, and I want to thank all my colleagues who, in these tough times, in these demoralizing times, are doing their jobs and working with our students and doing all that we're supposed to do and more. When the last Provost search was entered into, one of the candidates asked what differentiates NIU from any other university and I said

I will put NIU's ability to have compassion and caring for students against any other university in this country. I don't care whether they're an Ivy League school or Stanford or whomever. We take care of our students and we attend to their needs and I'm very proud of that.

Cathy Doederlein commented, thank you as always for the opportunity to comment today. When we last met, my colleagues and I from shared governance noted how much of a challenge it can be to try to speak for such broad constituencies. Inevitably, with such a large group represented, there are going to be divergent opinions. That's to be expected and it's not a bad thing, but it can make it hard to try to best speak on behalf of our colleagues. However, as we've had a bit of time since the last meeting to digest things and also to formally seek out input from our colleagues, I took the opportunity to ask members of my Supportive Professional Staff Council to speak with the constituents they represent and provide feedback on what they were hearing. As I suspected would be the case, the comments were wide ranging in their scope. Some had comments about the outgoing president's compensation package, some gave feedback on President Baker's performance, some commented on Lisa Freeman's proposed contract, some speculated on who should be provost, some shared concerns about the state budget. The comments and questions from my constituents were so wide ranging that I'd like to share just a few of them that I feel best represent the cross section of comments I was hearing. One person noted, people in my office seemed less concerned about President Baker's final contract and Lisa Freeman's compensation and more concerned about continuing the good work President Baker began at acknowledging his accomplishments. \$30,000 for general expenses, that's more than I make in salary for a full year. Another person said that my concern is that Lisa Freeman would be able to get a performance bonus. This is hard to stomach given the fact that many of our colleagues are working harder than they have and are not being given raises or performance bonuses. I should note that I share those last compensation concerns not necessarily to belabor that point, but to just give an important reminder and context of what these dollar amounts mean to many of our staff, many of whom make well under \$30,000 a year. Others went on to say, what plans does the BOT have for addressing the many initiatives that Baker started and led? How can we make sure that things like program prioritization, connections with the community, leadership with diversity nationally, etc. continue? Others in commenting about the provost position asked will Chris McCord be selected as provost? He's the clear choice in my mind. Another noted I would think Dean McCord would be selected as the provost. His experience with NIU, from the College of Liberal Arts and Sciences and his work on program prioritization, will suit him well for the role. Lisa Freeman took a hit on salary. She's worth more than that, but, given the concerns regarding the outgoing president's compensation package, I applaud her that she doesn't take more there. We regret that we will lose President Baker, however Lisa Freeman is certainly a very competent individual. She will do her best. Somebody else said I support NIU in the manner in which this is being handled. Lisa Freeman's logical transition to Acting President will create the greatest stability going forward and makes good sense. In situations like this, I'm often compelled to try to find a common theme in the things I'm hearing, and finding a theme perhaps we could find some common ground that we can all build from. And the thing I noticed across absolutely every single person I heard from, whether they were providing feedback formally or just happen to catch me in passing, was a confidence in Provost Freeman and her ability to serve in the role of president and a desire to see her succeed, and I share that confidence. We all have a desire for NIU to move forward. Given the challenging times we face as an institution and as a state, I feel we are very fortunate to have two people ready and able serve us in the way that Lisa Freeman and Chris McCord are capable of doing. This will not be an easy task for either of them or for the university as a whole, but if we can strive to do something this university has had to do time and time again and move forward, together forward, we can and will win for NIU. Thank you.

Holly Nicholson, President of Operating Staff Council, commented, thank you again for the opportunity to speak today. I want to first offer my sincere congratulations to President Freeman and to Dean McCord. This week we will have our first female president and, as well, we'll have female presidents of the Faculty Senate, Operating Staff Council, SPS Council, Student Association, and the Speaker of the Senate. So I am excited for the future. I also reached out to my fellow Operating Staff council members to talk about how other constituents are feeling about the upcoming separation of Dr. Baker from the university and also, as can be expected, there are a lot of mixed feelings. Some still have questions which I hope I can discuss

with you at some point to gain clarity. Some are angry whether it's over the amount of money spent on the affiliate employees. For perspective, some of the salaries were ten to fifteen times what many staff members make annually. It could be the optics of the hiring situations or misinterpretations of leadership's reaction to the situation, and it will take time for those people to heal. Many are sad. Dr. Baker did a lot of good on campus and was supportive of many initiatives, and many are relieved. Tensions over the hires made at the beginning of Dr. Baker's time at NIU caused stress that is now over. They're ready to move on. How can we move forward? How can we take from what's happened and make positive headway? I'm going to share some of my own thoughts. For ten years I've been at NIU we've had to ask those questions as a university community over and over almost every year it seems. Sometimes terrible tragedies or actions at the state level occurred that were out of our control. A few times, actions of our own employees brought the negative spotlight on to NIU. I feel that every time that NIU starts to gain momentum we get kicked down and each time it gets harder and harder to get ahead again. Enrollment keeps declining and the state has appropriated less and less each year until now the funds are disappearing completely. Unfortunately, this has also eroded our campus climate. We're at a point where more employees discourage students to come here more than encourage them, according to the brand survey conducted by the Office of University Marketing. Where negativity has spread almost gleefully through the community both in-person and online where people waste incredible amounts of the university money and colleagues' times in their pursuit of tearing NIU down. This has to stop. Right now the few negative voices are drowning out the positive things going on at NIU and they're drowning out the dedicated employees who care passionately about the university. And maybe those employees are quieter because they're too busy providing quality education and services to students, or just the fact that negative news is naturally more sensational. But whatever it is, we need those positive voices to be louder. Let's talk about our incredible students and alumni. I hear so many stories about the good our students are doing in the world from helping those in need to new discoveries to entrepreneurship. Let's talk about the innovative NIU Plus programs which enrich our students' education. Let's talk about program prioritization and how the university is moving to be more fiscally responsible. Let's talk about award winning faculty and staff, our internship program, diversity inclusion efforts, P20 Network, community college partnerships, and so much more. Let's make the most of this new beginning and build trust with the new administration and board members through mutual respect and constructive and transparent communication. Those negative voices do not speak for all of us. They don't even speak for a majority, not by a long shot. If we're going to survive as an institution, we must unite as a community around the good things happening at NIU. I think what many don't realize is that every negative comment online, every piece of gossip spread in the community by someone affiliated by NIU magnifies exponentially and it means we're going to lose students and we're going to lose donors and then we all lose. I'll lay it out there. If we want jobs in a year, two years, five years, if the community wants to keep its greatest economic asset alive, we had better start convincing people of NIU's greatness and that means first discovering it for ourselves. So my encouragement to some of my colleagues across the university is to stop wasting energy, time, and resources, both your own and the university's, on sensationalism and direct it somewhere constructive. Nothing will change what happened over the past few years. Lessons have been learned and policies have been put into place so we can all move on and heal. And to others, start amplifying your positivity. Let's help NIU shine and get the message about how great this university is out there so loudly people won't help but be able to listen. Thank you.

## **5. PUBLIC COMMENT**

Chair Butler noted, we move now to public comment. We have one request to make public comment from Betsy Chronopolis. Ms. Chronopolis you're welcome to approach the podium and offer your remarks.

Betsy Chronopolis began, there is much to be said and I've sat here and I've listened to many of the comments. I'm an alum, I'm a DeKalb resident, I care about my community, I love NIU. NIU is a fine institution and it needs to center its energies around students, faculty, and staff. That's your job. That's your job to oversee that and make sure the leadership needs to be very strong and positive and I'm going to use this word that's been used over and over again, but not necessarily practiced, "transparent" -- it's got to be transparent, as "open as possible." That will solve a lot of your FOIA problems too, I believe. I'm

not going to say that I'm sad that Dr. Baker is leaving. Sometimes you have to change leadership in order to make progress. And, yes, the lady over there mentioned; you know something about negativity, well you need negativity and you need positivity. You need both. And what you need to do, this is as an educator, you learn from both, and if you don't it's like banging your head up against the wall over and over again and you're not gonna make progress. So you need to listen to the positive for sure, but you also need to listen to the negative, and have it not happen as much as possible. DeKalb recently experienced a change in leadership and it's good. It's a good thing to do. Things are going to be looked at from different points of view and people need to continue talking with each other. NIU is a premier institution but it is in trouble. Illinois is in trouble. We need to all sit down and talk together and learn from the mistakes in the past. Now there's part of me that would say that perhaps some members, or all members, of the BOT should resign and maybe there should be a total sweeping change in the whole university structure at the top level. That's not my decision. I don't know if that would be a good thing or a bad thing, but if you all, each and every one of you, have not learned from the experience that you have been going through these last couple three years, then we're gonna be really in trouble and that's not a good thing. NIU and DeKalb are inextricably joined together, forever and ever, and we do need to work together, but in a transparent fashion. So many people are here to help, and do listen to the negatives because people care. They speak out because they care. It's that simple and, John Butler, you taught me that a long time ago, and you know where I'm coming from. Transparency, honesty, integrity. NIU is worth it. I don't know what else to say other than strong, solid leadership and look and question every single thing that comes before you BOT. You've got to. Lisa, I don't know if I should congratulate you or send sympathy to you, or what, but yours is not going to be an easy battle. It's going to be very, very difficult, but think of NIU first and foremost and the DeKalb community too. Thank you.

## **6. CLOSED SESSION**

Chair Butler noted, the Board needs to go into closed session now. We do plan to take up business after the closed session. Arrangements have been made for notifying those who are interested to learn when the Board is coming back into session and will be posted on screen.

Chair Butler asked for a motion to close the public meeting to conduct a closed session to discuss the following subjects authorized by the Illinois Open Meetings Act, as amended: personnel matters as generally described under sections 2(c)(1)(2)(3) and (21) of the Open Meetings Act, litigation and risk management matters and generally described under sections 2(c)(11) and (12) of the Open Meetings Act, and closed session minutes matters and generally described under sections 2(c)(21) of the Open Meetings Act.

Trustee Wasowicz so moved, seconded by Trustee Barsema. A roll call vote of the Trustees to recess to Closed Session was as follows:

Trustee Dennis Barsema: yes	Trustee Robert Boey: yes
Trustee Veronica Herrero: absent	Trustee Matthew Holmes: yes
Trustee Tim Struthers: yes	Trustee Eric Wasowicz: yes
Vice Chair Wheeler Coleman: absent	Board Chair John Butler: yes

The motion was approved.

The meeting is now closed and will re-open at the conclusion of the closed session in approximately two hours. The Board adjourned for closed session at 9:05 a.m.

The Board of Trustees of Northern Illinois University reconvened on June 28, 2017, at 11:28 a.m. Chair Butler announced they were reconvening after the closed session and asked for a roll call.

Present: Trustees Dennis Barsema, Robert Boey, Matthew Holmes, Tim Struthers, Eric Wasowicz, and Board Chair John Butler. Absent: Trustee Wheeler Coleman and Veronica Herrero.

## **7. CHAIR'S REPORT NO. 80**

### **Agenda Item 7.a. – Appointment of Acting President of Northern Illinois University**

Chair Butler began, with the Chair's Report No. 80, Item 7.a. The automatic succession of the provost to the acting presidency happens by operation of law and in this case Board policy. However, for the good of the university, the Board of Trustees and Dr. Lisa Freeman, mutually desire to enter into an employment agreement for an Acting President. The item's components were posted 48 hours in advance of this meeting as required by new provision in the NIU law that became effective January 1, 2017, that apply to new contracts the Board enters into with presidents, and I'm going to recite the nature of the agreement being considered by the Board of Trustees and other information about the agreement that is intended to inform the public of the business being conducted by the Board, and then I will seek a motion to approve the agreement. Subpoint A, Dr. Freeman will perform the duties and responsibilities of the Acting President until a new president is appointed after an appropriate search. Subpoint B, a base salary of approximately \$360,000 for the Acting President position. Subpoint C, deferred compensation in the form of \$25,000 for each year that is completed as Acting President and for one additional year after a return by Dr. Freeman to the Executive Vice President and Provost position. If there is no return to the Executive Vice President and Provost position, this additional one year of deferred compensation will be forfeited. Subpoint D, Dr. Freeman's base salary for the Executive Vice President and Provost position will be adjusted to \$300,000 annually when she returns to the position. Subpoint E, the Board provides authorization after a national search is completed for the next president to provide performance based incentive compensation to Dr. Freeman as the Executive Vice President and Provost in the range of \$20,000 to \$25,000 after a successful completion of goals and objectives mutually set by the new president and Dr. Freeman. Subpoint F, in the event that Dr. Freeman does not return to the Executive Vice President and Provost position upon completing service as the Acting President, she will be provided a 12-month professional leave to prepare to return to her academic appointment in the College of Liberal Arts and Sciences, Department of Biological Sciences.

Chair Butler continued, the compensation for the professional leave to be between the current base salary of \$280,000 and the adjusted base salary of \$300,000 depending upon the circumstances of the termination of her service as Acting President, example resignation versus without cause termination by the university or expiration of the term of service. Subpoint G, reimbursement for reasonable university related business and travel expenses for Dr. Freeman for performance of duties and responsibilities of Acting President in accordance with applicable state and university policy. Expenses for the spouse of the Acting President are reimbursable if they are related to business needs of the university. I am now seeking a motion that the Board hereby agrees to the terms and conditions I just outlined and authorizes those terms and conditions to be reduced to a mutually agreed written employment agreement for an Acting President between the Board and Dr. Freeman.

Trustee Boey so moved, Trustee Wasowicz seconded the motion. The motion was approved.

Lisa Freeman commented, I want to say thank you to everybody. Especially first I want to thank the Board of Trustees for their confidence in me and I want to express my appreciation to the many friends and well-wishers among our faculty and staff and students who have reached out to me to express their support. The feedback that I've gotten from across campus reminds me that, whatever differences we have among us, I know in my heart that we are unified in our love of NIU and our desire to do what's in the best interest of our university and our students. For example, we're united in our desire to provide students with the tools they need for success in their careers and their lives. Critical thinking skills, disciplinary knowledge, a strong work ethic, and the ability to work on teams as part of a global workforce. This is reflected in our shared commitment to sustaining academic excellence, to celebrating diversity, and making all members of the Huskie community feel welcome and valued. I assume the acting presidency with my eyes wide open

and an understanding of the hard work ahead. This is an inflection point for the university. Job one will be to rebuild trust in our leadership among our faculty and staff and across the larger university community. This isn't going to happen with words. It will only happen with actions and it will take time. What I will pledge to you and the campus community is that we will be guided by the principals of shared governance, mutual respect and transparency and decision making. I will also adhere to a very simple proposition, and one that I believe in deeply, that the strength of NIU is from the bottom up and not the top down. That means our best ideas come from staff and faculty and always have, and we in leadership need to listen very carefully and actively to them, to our faculty, to our staff, and to our students. My administration will cultivate and actively seek the best ideas and thinking from everyone on campus. The challenges we face in bolstering our financial stability, increasing our enrollment, and stabilizing and rebuilding our reputation are by no means all of our doing. We are facing unprecedented uncertainty at the state level. We are going to need to make some tough decisions this year. Decisions not everyone will like. What I can promise is that we will have total clarity in both how we make the decisions and how we intend to implement them. In our last meeting in this room the trustees spoke eloquently about being united in their approach to governing this great institution and I was very encouraged by their expressions of the sentiment. Unity doesn't mean that you always agree on a means to an end, rather unity means that, at the end of the day, there are core principles that we can all agree on and a shared understanding of our institutional mission. Such unity can be very powerful and it will help us to succeed despite the factors that are against us. What lifts my spirits about the future is that I've seen evidence of this unity throughout my tenure at NIU. Time and again I've seen staff, faculty, and students come together to tackle really large issues. Our work in program prioritization, which will proceed and hopefully accelerate, is a wonderful manifestation of what people can do when they work together on common goals. This kind of shared effort happens every day at NIU and weighs both large and small, and, now more than ever before, we need this unity of purpose to animate us on a daily basis. My pledge is to put all my time while Acting President into making this happen. This is one reason why I have made clear my intention to not compete for the permanent role of president. There will be no distractions from doing what I believe needs to be done to focus us on what brings us together rather than what divides us. I look forward to the challenge and I appreciate your support.

Chair Butler commented, this is the beginning of a new era. Thank you very much for those outstanding remarks. I'm so looking forward to your leadership.

#### **Agenda Item 7.b. – Appointment of Acting Executive Vice President and Provost**

Chair Butler began, Agenda item 7.b. is the appointment of Acting Executive Vice President and Provost. Dr. Christopher McCord is being recommended for appointment as Acting Vice President and Provost effective July 1. I'm going to ask that Dr. Freeman summarize this item.

Dr. Freeman continued, in accordance with section 19.5 of NIU's bylaws there was consultation done with the leaders of our shared governance groups, the University Advisory Committee to the Board of Trustees, and the Dean's Council, regarding the characteristics of the person to be the interim Vice President and Provost, and in fact about Dean McCord's suitability for the position; and, I'm pleased to report there was unanimous support for Dean McCord ascend to this role. In making that recommendation, I thought long and hard about the necessity of sustaining operations and major initiatives, such as program prioritization and philanthropic efforts, and then also about how well suited and well prepared Dean McCord was to assume the responsibilities of Executive Vice President and Provost. He has significant academic leadership experience, a working knowledge of diverse academic disciplines, direct engagement in international initiatives, focus on teaching and learning, research and artistry, outreach and engagement, in depth knowledge of NIU's institutional culture, policies and procedures including shared governance, experience managing departmental and college level budgets and personnel actions, and an established reputation for fairness and transparency, a track record of using data to inform decisions, and the ability to communicate effectively with multiple internal and external stakeholder groups. On this basis, I recommend Dean McCord who has served as the Dean of the College of Liberal Arts and Sciences since 2007 to the Board of Trustees

as the Acting Executive Vice President and Provost. The university recommendation is we request the Board of Trustees approve the appointment of Dean McCord as Acting Executive Vice President and Provost effective July 1, 2017.

Chair Butler added, trustees, the recommendation is for the Board to approve the appointment of Dr. Christopher McCord as Acting Executive Vice President and Provost effective July 1, 2017. Do I have a motion?

Trustee Wasowicz so moved and Trustee Boey seconded the motion. The motion was approved.

Chris McCord commented, my thoughts this morning in many ways echo those of Dr. Freeman. I'm grateful for the confidence in me that's been expressed and will do my best to reward that confidence with leadership that supports and sustains the university in these very challenging times. I'm well aware of the challenges. We have a deepening partisanship nationally that erodes many of the values of higher education. We have a crisis of confidence in Illinois public higher education fed by a state budget impasse now entering its third year. We have declining enrollments both state wide and locally. We have a campus crisis in leadership that's brought us to this moment with corresponding doubt, anxiety and damaged morale. I don't recite this list to be pessimistic, but I want to be clear that it's a moment when we'll be tested, and those of us called upon to lead will be tested the most. Meeting those challenges demands the best in us and I expect all of us to rise to the occasion. To do so, my commitment to NIU will be informed by the lessons of my own experiences together with the wisdom gathered from colleagues around the university and across the country. We've faced challenges before and won through them. Moreover, we're not alone. We stand together with our colleagues across the state, together with colleagues across the country who have faced their own crisis and prevailed. In Dr. Freeman, we have a brilliant, devoted, and principled leader who will do what is best for NIU. We have a community of faculty and staff who show again and again their dedication to the mission, to our students, and to each other. Holly Nicholson's inspiring words this morning is just the latest example of that. Building on those strengths, I commit to giving NIU my best. First, I commit to a focus on the mission, sustainable academic excellence that inspires and transforms our students, adds to the world's understanding through our research and artistry, actively connects the talents of our students, staff and faculty with our communities. Next, I commit to completing the work we have begun in transforming the university whether through formal efforts such as program prioritization or personal initiatives all across the university we have launched numerous efforts to adapt new ideas, new conditions and new opportunities. We must continue with the good work we've begun and bring to completion the transformative efforts we've undertaken to make ourselves a better place for our students, faculty and staff, alumni and community. We may be limited by resources. We must not be limited in imagination or will power. Very important to me is a commitment to fair and open dealing and to using the strengths that shared governance brings. We're a community of talented and dedicated individuals. We do not always agree and that diversity of thought is one of our strengths. Our shared governance allows us to bring together those diverse points of view to arrive at productive decisions and to empower individuals to make informed choices within shared understanding. Finally, I offer a commitment to lead. That means listening, collaborating, consoling; it means enabling colleagues and resolving differences; it means analyzing, guiding, inspiring. It means making clear decisions and then owning them. Again, my thanks for your support. I'll do my best to live up to it and to support Acting President Freeman to serve as an effective, inspiring leader in these very challenging times. Thank you.

### **Agenda Item 7.c. – Appointment of Interim Dean, College of Law**

Chair Butler continued, Agenda item 7.c. is the appointment of an Interim Dean for the College of Law. I'm going to ask that Dr. Freeman summarize this action item as well.

Dr. Freeman remarked, Professor Mark Cordes has served the College of Law for 34 years as a faculty member and multiple administrative roles. He served as an Associate Dean from 1996 to 1998, he was the outstanding law alumni's professor award for supportive alumni activities in 1999. In 2001 he was the

college's professor of the year, and he served previously as the interim dean in 2015 and 2016. Mark Cordes teaches course in property, land use controls, constitutional law; he's been active in our campus efforts to make people understand how freedom of expression works and how it can enable the free expression of all ideas in a community that still has values that it respects. He's been a member of the dean's leadership team. It's been a pleasure for me and for everyone on this campus to work with him and I'm delighted that he's willing to step up again when it's needed. The university recommendation is that the Board of Trustees approve the appointment of Professor Mark Cordes and the Interim Dean of the College of Law effective June 28, 2017.

Chair Butler added, the motion is that the Board of Trustees approve the appointment of Professor Mark Cordes as the Interim Dean of the College of Law effective June 28, 2017. Do I have a motion?

Trustee Boey so moved and Trustee Barsema seconded the motion. The motion was approved.

#### **Agenda Item 7.d. – Yordon Center Lease Amendment**

Chair Butler continued, Agenda item 7.d. is the Yordon Center lease agreement. Mr. Pinkelton will explain what this item involves.

Larry Pinkelton began, we need to bring forth a request to have an agreement made between the Foundation and the institution to facilitate a transfer of payment. This is critical that we resolve this issue prior to the end of the fiscal year so that we stay clear of any conflict around making a payment to an entity without having a contractual relationship in place.

Chair Butler continued, the university requests the Board of Trustees approval to amend the Yordon Center lease to be extended at no additional cost in order to be coterminous with the Chessick Center ground lease and operational agreements. Do I have a motion?

Trustee Boey so moved and Trustee Wasowicz seconded the motion. Chair Butler called for a roll call vote:

Trustee Dennis Barsema: abstain	Trustee Robert Boey: yes
Trustee Veronica Herrero: absent	Trustee Matthew Holmes: yes
Trustee Tim Struthers: yes	Trustee Eric Wasowicz: yes
Vice Chair Wheeler Coleman: absent	Board Chair John Butler: yes

Motion Approved.

### **8. OTHER MATTERS**

No other matters were discussed.

### **9. NEXT MEETING**

Board of Trustees Meeting is scheduled for September 14, 2017. Board of Trustees Committee Meetings are scheduled for August 17, 2017.

### **10. ADJOURNMENT**

Chair Butler asked for a motion to adjourn. Trustee Boey so moved and Trustee Barsema seconded. The motion was approved. Meeting adjourned at 11:50 a.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.*

Minutes of the  
**NIU Board of Trustees**  
**Of Northern Illinois University**  
**Special Meeting**  
August 17, 2017

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

The meeting was called to order at 2:16 p.m. by Chair Coleman in the Board of Trustees Room, 315 Altgeld Hall. Recording Secretary Kathleen Carey conducted a roll call. Members present were Dennis Barsema, Robert Boey, John Butler, Veronica Herrero, Giuseppe LaGioia, Tim Struthers, Eric Wasowicz and Board Chair Wheeler Coleman. Also present were Acting President Lisa Freeman, Chief of Staff and Board Liaison Matt Streb, Acting General Counsel Greg Brady, Acting Executive Vice President and Provost Chris McCord, and Acting Chief Financial Officer Larry Pinkelton. University Advisory Committee Members Linda Saborio, Barb Andree, Alex Gelman, Cathy Doederlein and Kendall Thu were also present.

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

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

**3. SWEARING IN OF TRUSTEE GIUSEPPE LAGIOIA**

Chair Coleman asked student trustee, Giuseppe LaGioia to join him at the podium to read the oath.

**NORTHERN ILLINOIS UNIVERSITY**  
**BOARD OF TRUSTEES**  
**TRUSTEE OATH OF OFFICE**

I, GIUSEPPE LaGIOIA, DO SOLEMNLY SWEAR THAT I WILL FAITHFULLY SERVE, SUPPORT, PRESERVE, PROTECT AND DEFEND: THE CONSTITUTION OF THE UNITED STATES, AND THE LAWS THEREOF; THE CONSTITUTION OF THE STATE OF ILLINOIS AND THE LAWS THEREOF; AND THE CONSTITUTION, BYLAWS AND POLICIES OF NORTHERN ILLINOIS UNIVERSITY. FINALLY, I ACKNOWLEDGE THE FIDUCIARY RESPONSIBILITY THAT EACH MEMBER OF THE BOARD OF TRUSTEES HAS AND FURTHER SOLEMNLY SWEAR THAT I WILL DISCHARGE FAITHFULLY MY DUTIES AS A MEMBER OF THE BOARD OF TRUSTEES OF NORTHERN ILLINOIS UNIVERSITY TO THE BEST OF MY ABILITY.

Giuseppe LaGioia  
Trustee Signature

August 17, 2017  
Date

Oath of Office administered by:

Wheeler Coleman  
Signature  
Board Chair, Northern Illinois University Board of Trustees

August 17, 2017  
Date

Chair Coleman added, it is truly an honor to pin our new trustee. I know you've got a lot of good friends here with you for this special moment. I just want to simply say that it is a pleasure to have you as a student representative for the Board of Trustees. We're looking forward to your perspective on the many important issues that we have as a board to address and we're looking forward to your insight as we make key decisions. At this point in time, congratulations and if you have a few words please take the podium.

Trustee LaGioia began first and foremost, I just wanted to thank the student body for believing that I could obtain this role. It's such a humbling experience and a huge honor for me in my academic experience and I'm very excited to see what this year has in store for me. So a little bit about my background; as a first-year college student if you told me that I was going to be in college, or let alone serve on the Board of Trustees about six years ago, I wouldn't have believed you. So this experience in my academic journey so far has been an absolute blessing and I'm so excited to be here. I'm a management major with an emphasis in entrepreneurship and social responsibility and I'm a rising senior this year so I will be graduating after this May but I do plan on being involved in NIU for as long as I can after that. My background in leadership roles; I've been in student government since my freshman year. I was a student senator and served in that role for two years and then last year I had the honor in serving as Student Association President which is kind of the equivalent to student government president so I was really happy to do that role. It was a great experience. I met a ton of great people and a bunch of people from different organizations so I really feel like I can bring a new perspective to the board from that experience just with my experience with so many different student populations. Other than that, I've been involved in a variety of other roles on campus and various leadership roles and awards. But other than that, I also want to say how excited I am this year serving on the board. I feel like I can bring a really good perspective here especially with my relationship with different student organizations and student leadership as well as my relationship with Matthew Holmes who was the previous student trustee. He and I worked very well together. I was able to give him feedback. He gave me some perspective on what was going on in the university and together I think we were able to make great things happen, so I'm looking forward to doing that again this year. Again, I just wanted to thank the student body for this honor and I'm looking forward for the rest of this year.

#### **4. MEETING AGENDA APPROVAL**

Chair Coleman asked for a motion to approve the meeting agenda. Trustee Barsema so moved and Trustee Butler seconded. The motion was approved.

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

Chair Coleman welcomed the University Advisory Committee representatives to the meeting and offered an opportunity to make comments.

Linda Saborio began, I just like to take this opportunity to thank two of the trustees, Trustee Coleman and Trustee Barsema, for their willingness to seek input from all three shared governance groups; the Operating Staff Council, the SPS Council, and Faculty Senate regarding the presidential search process. I think this effort on your part demonstrates that the board values inclusiveness and participatory governance, and that you respect the opinions of faculty and staff. Although I may be premature in stating this because you actually haven't visited Faculty Senate yet, we remain hopeful you respect and value our opinion after that meeting. I do see this as a positive step toward establishing a meaningful and ongoing relationship with the Board of Trustees.

Barbara Andree added, I'm the newly elected president of the Operating Staff Council, and I'm honored to be part of this group. It's been a very steep learning curve, but I also am very happy to see more and more credence given to the shared governance process here on campus. It's very, very important to all of us.

Kendall Thu commented, I want to throw my complete support behind Dr. Judy Ledgerwood as the Acting Dean of the College of Liberal Arts and Sciences. I think Provost McCord made the right choice. I took over as chair of the Anthropology Department from Judy and she did a terrific job in leaving the department in a great state of affairs. She's a wonderful administrator. She has the respect and admiration of her fellow colleagues in the College of Liberal Arts and Sciences so I think she'll do a wonderful job. The second comment, Dara Little and Jerry Blazey shared with me their presentation on research and I wanted to pluck out one item from that report that I think needs a little bit of faculty context or perspective; and that is, as Dara will share with you, last year our research dollars from grants actually increased from the previous

year. That's pretty remarkable because last year we were in the middle of a budget crisis, although I'm not sure whether it's a crisis or not. Crisis denotes something that's temporary. I think last year a number of us thought that that was going to be the permanent state of affairs. But in the midst of that budget crisis which created the lowest morale that I have ever experienced at this university, faculty and staff continued to do their jobs and ratcheted up our productivity. That's pretty remarkable. It's also remarkable given the fact that there are fewer faculty at the university that we actually increase our research dollars. I want to give kudos to my colleagues and I'm very proud to be entering my 19th year at Northern and I look forward to continuing the progress that we've made.

Alex Gelman added, as I mentioned earlier this is my first time in this function here. First of all, I think I speak for my colleagues when I express my gratitude to both Dr. Freeman and Dr. McCord for stepping onto the bridge and taking on their respective challenging roles in this situation. I think many of us have a pretty good idea of how difficult their challenge is and those that don't should. So I think gratitude needs to be expressed and repeated. I spoke earlier at one of the committees about the need to address faculty salaries not just faculty but the entire NIU family. There's one aspect of it that I did not address that I'd like to stress a little further. In addition to the overall raises not having taken place over the course of the last several years, there is also another outcome that it has caused. As a department chair I've hired a number of faculty over these years and invariably found myself having to hire faculty at a higher salary than those that were hired the previous year and the year before that because the market is the market. As a result, this year there are two faculty members who will receive tenure, promoted to Associate Professor and with the raise their salary is lower than that of the most recently hired assistant professors who are by no means getting rich themselves. I believe the term for that is compression and over the next, well as immediate a future as possible, this would have to be addressed or the different complicated issues of morale will arise and hanging on to our recently tenured faculty is going to be increasingly difficult. They're at exactly the perfect place in their careers to get great jobs and they're committed to the institution, but as you know with each passing semester it must feel like an insult to each one of them when newer people who have contributed less to the institution by virtue of not having been here as long are compensated better. So I think that's worth keeping in mind in addition to considerations of just regular or across the board or merit raises.

Chair Coleman responded, I want to say we appreciate your comments and we want you to continue those comments. I'd like to briefly speak to the raises that Alex brought up. One of the priorities that I personally have and I talked to Dr. Freeman about this as well as others, is to find a way to give raises to our employees. Dr. Freeman and her staff are looking at the possibilities and will bring in front of this group a proposal to see what we can do. With that stated however, I also want to mention that there's some tough decisions that we have to make. There's some trade-offs. If we engage in on-going raises, then we need to also find a way to take costs out of operations to sustain those raises. Proposals are coming and we're excited to take a look at them and we will see them soon.

Chair Coleman continued, if there are no more comments I'd like to make some personal comments. So on a personal note, I'd like to reiterate my sincere appreciation to the Board for their faith in me in electing me chair. I don't take this responsibility for granted and I will do my very best to serve with dignity in the highest possible ethical standards. Former Chair Trustee Butler, I can't say enough about your dedication and commitment to NIU. After chairing for two and a half years and co-chairing for a year and a half in the last four years, I only have one question of you and that is how do you find the time to do what you do? You do it with a tremendous amount of dedication and leadership and we thank you and I also thank you for your personal support as I make this transition into the chairmanship role. I also want to congratulate the newly elected trustees. Many of you have new roles as well as many of you have volunteered to take on committee chairs and vice-chair positions. Many times folks do not realize all the countless hours that you give to NIU working with the administration and supporting functions and events. To all the board members I want to tell you I love your energy, your desire for greatness your willingness to serve and bring back Huskie pride which is a phrase that Dr. Freeman has been using frequently and recently around campus. Speaking of Dr. Freeman, we are excited to have her as our acting president and until we conduct

an active search for a permanent president, we are so lucky to have her as part of our leadership team and I want to publicly say so that this board supports her 110%. She's our president and we're going to support her and we're going to make sure she has all the resources necessary to carry out the duties of the presidency. In spite of the recent transition of our former president and the many challenges that we have at the national, state, and local levels, it's an exciting time to serve as a member of this great institution. We're going to hear today about some of the changes that we're going to make with our committee structure, we'll have the first reading. A couple things that we're doing differently related to our committee structure is that all board members have been assigned or elected to standing committees, however, they have the option to opt out. We also intend and will try to get out and visit the campus as we have some of our regular meetings and so our hope is to visit Neptune or visit Holmes Student Center and conduct regular meetings. We will make sure that we will post the location of our meetings so that the board members can find it as well as other members, but our hope is to get out, to explore, to be seen as well as to reach out to different areas of the campus.

## **6. PUBLIC COMMENT**

No public comments were made.

## **7. PRESIDENT'S REPORT 116**

Chair Coleman asked Acting President Freeman to begin with the President's Report 116.

Acting President Freeman began, Item 7a, the appointing of the Acting Dean of the College of Liberal Arts and Sciences. Dr. Thu has already spoken to the qualifications of Dr. Ledgerwood for this position and the respect that she commands around campus. I would be remiss if I didn't say that this is an excellent choice. We speak about and we've spoken today about NIU's value proposition as occurring at the intersection of the different aspects of our agenda; teaching and learning, research and scholarship, outreach and engagement. Dr. Ledgerwood is a presidential engagement professor. She's garnered national and international funding for the work that she does in cultural anthropology. She's been the director of the Center for Southeast Asian Studies; led, constructed and grown a bunch of youth leadership programs. I've had the pleasure of accompanying Dr. Ledgerwood both to Washington D.C. to meet with agencies and legislators, and to Myanmar to do a tour of universities to look at international engagement and I can think of nobody who's better positioned to lead the college as an acting dean. The university requests the Board of Trustees approve the appointment of Dr. Judy Ledgerwood as the Interim Dean of the College of Liberal Arts & Sciences effective August 17, 2017.

Chair Coleman asked for a motion. Trustee Wasowicz so moved and Trustee Butler seconded. The motion was approved.

Acting President Freeman continued, 7.a.2 is one that we looked at earlier in the committee meeting so I won't go into any detail unless you have questions. This item is related to student internship partnership/lease or license proposal and the recommendation brought forth from committee reads in its amended form as the university requests Board of Trustees reauthorization to enter into the proposed agreement with Discover consistent with the program goals. Once final details and terms are negotiated, such reauthorization shall be delegated to the president for final signature on the agreement provided the agreement conforms to the programming concept and framework described above. The agreement can be executed prior to the meeting of the board scheduled for December of 2017. The agreement includes no financial obligations in the aggregate of \$250,000 or more for the university. If a final agreement is not executed within the above completed parameters by the meeting of the board scheduled for December 2017, the board shall reassess the matter and if appropriate extend the authority authorization granted and delegate it pursuant to this board item.

Chair Coleman asked for a motion. Trustee Butler so moved and Trustee Herrero seconded. The motion was approved.

## **8. CHAIR'S REPORT 81**

Chair Coleman continued, our next agenda item 8, Chair's Report 81. This is the first reading of the item before you put forth and approved earlier today by the Compliance, Audit, Risk Management and Legal Affairs Committee. The proposal is to amend the bylaws and the committee structure and will be forwarded to the September 14th meeting of the Board of Trustees for a second reading and final approval. The new committee structure will reduce the number of standing committees to four and roll up the ad hoc committees, the two ad hoc committees that we had, into the existing committee structure. May I have a motion to approve the proposed bylaws amendment and ask that it be forwarded to the full board for a second reading.

Trustee Wasowicz so moved and Trustee Struthers seconded the motion.

Trustee Butler added, I just want to get some clarity and if I'm incorrect about this our general counsel can correct me, but this is in fact what we're doing right now. This is the notice of intention to amend the bylaws?

Acting General Counsel Brady responded, yes, Trustee Butler this is the first reading. The notice in the board bylaws per article 10 states bylaws can be amended at a regular meeting of the board provided that notice of the intention to amend the bylaws shall have been presented in writing at the regular or special meeting immediately preceding. This is the special meeting immediately preceding and it is being presented today in writing so it meets the notice requirements. This is the first reading.

Acting General Counsel Brady added, that the document in the packets contain the changes here and if anybody would like to receive copies of those they can be received through the recording secretary or from my office. To the question, this is an action item in order to pass it to the next meeting for a second reading. It is not an action to be approved today.

Chair Coleman continued, so may I have a motion to approve the proposed bylaw amendments and ask that it be forwarded to the full board for a second reading.

The motion was approved.

## **9. OTHER MATTERS**

No other matters were discussed.

## **10. NEXT MEETING**

The next meeting of the Board of Trustees is September 14, 2017 at 9 a.m.

## **11. CLOSED SESSION**

Chair Coleman asked for a motion to close the public meeting to conduct a closed session to discuss the following subjects authorized by the Illinois Open Meetings Act, as amended: personnel matters as generally described under section 2(c)(1)(2)(3) and (21) of the Open Meetings Act; litigations and risk management matters as generally described under section 2(C)(11) and (12) of the Open Meetings Act; closed session meeting matters as generally described under section 2(c)(21) of the Open Meetings Act.

We do not plan to take up any new business following the closed session. Trustee Barsema so moved, seconded by Trustee Struthers. A roll call vote of the Trustees to recess to Closed Session was as follows:

Trustee Robert Boey: yes	Trustee John Butler: yes
Trustee Veronica Herrero: yes	Trustee Giuseppe LaGioia: yes
Trustee Tim Struthers: yes	Trustee Eric Wasowicz: yes
Vice Chair Dennis Barsema: yes	Board Chair Wheeler Coleman: yes

The meeting is now closed and will re-open at the conclusion of the closed session in approximately two hours. The Board adjourned for closed session at 2:45 p.m.

The Board of Trustees of Northern Illinois University reconvened on August 17, 2017, at 5:36 p.m. Chair Coleman announced they were reconvening after the closed session and asked for a roll call. Present: Trustees John Butler, Veronica Herrero, Giuseppe LaGioia, Tim Struthers, Eric Wasowicz, Dennis Barsema, Board Chair Wheeler Coleman. Absent: Trustee Robert Boey

## **12. ADJOURNMENT**

Chair Coleman asked for a motion to adjourn. Trustee Wasowicz so moved and Trustee Barsema seconded. The motion was approved. Meeting adjourned at 5:38 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.*

## **FISCAL YEAR 2018 SALARY INCREMENT ALLOCATION GUIDELINES**

**Summary:** Offering competitive salaries remains a continuing top priority of the President and the Board of Trustees. Accordingly, the university has developed an internally funded plan to provide increments for FY18 that recognizes the importance of salary increases for faculty and staff in a resource-constrained environment.

**Background:** In accordance with Board Regulation II.C.2.a, annual salary increment guidelines are approved by the Board of Trustees. The approval of annual salary increment guidelines authorizes the university's distribution of fiscal year increments to eligible employees. Following completion of the fiscal year salary adjustment process, increment totals are verified and provided to the Board of Trustees in summary form. The FY18 increment guidelines incorporate a 3% across-the-board salary increase for eligible Faculty, Supportive Professional Staff (SPS) and Civil Service employees, along with other employee groups as described below.

The FY18 salary increment guidelines pertain to non-negotiated faculty and staff. Non-negotiated faculty and staff on regular contracts/appointments employed by the university on or before December 31, 2016 and who remain employed on the effective date of the increment program will be eligible for the increment subject to university procedures. All graduate assistants are eligible for the increment subject to university procedures. SPS employees on temporary contracts/appointments who have been continually reappointed for three or more years and are reappointed during FY18 are eligible to receive salary increases associated with the reappointment.

Those employees who are represented by a union or other legally recognized collective bargaining representative will receive a negotiated increment pursuant to the specific provisions of applicable, existing collective bargaining or other future negotiated agreements. Any negotiated final agreement may be retroactive to November 16, 2017 based on authority stated in the State of Illinois Finance Act, as negotiated.

**Recommendation:** The University recommends approval of the FY18 salary increment guidelines effective November 16, 2017.



## **COLLECTIVE BARGAINING AGREEMENT**

**Summary:** Northern Illinois University negotiates with seventeen collective bargaining organizations representing different employee groups. Salary increases and other terms/conditions of employment for bargaining unit members are subject to negotiation and final agreements are submitted for approval to the Board of Trustees. The following collective bargaining agreement is the outcome of interest arbitration and is submitted to the Board of Trustees for approval.

- 1) ***Bargaining unit:*** International Union of Operating Engineers, Chapter 399, representing approximately forty (40) employees in the classifications of:
  - Asst. Chief Plant Operating Engineer
  - Lead Plant Stationary Engineer
  - Stationary Fireman
  - Stationary Fireman Helper

***Scope of Negotiations:*** Full agreement

***Tentative Agreement for Board Action:*** An eighteen-month agreement, retroactively effective from July 1, 2017 through December 1, 2018.

**Recommendation:** Terms and conditions of this agreement are consistent with University policies and guidelines. The university recommends approval of this collective bargaining agreement by means of the President's Report to the Board of Trustees for approval at its meeting of October 19, 2017.



INTERNATIONAL UNION OF OPERATING ENGINEERS • AFL-CIO

# LOCAL 399

**BRIAN E. HICKEY**  
PRESIDENT & BUSINESS MANAGER

**THOMAS J. KEATY**  
VICE PRESIDENT

**VINCENT T. WINTERS**  
RECORDING CORRESPONDING SECRETARY

**PATRICK J. KELLY**  
FINANCIAL SECRETARY

**NEIL MASTERSON**  
TREASURER

## EXTENSION AGREEMENT

Northern Illinois University (the "Employer") and International Union of Operating Engineers, Local 399, (the "Union") agree to extend all the terms and provisions of their current collective bargaining agreement (dated July 1, 2012 through June 30, 2017) until December 1, 2018.

If there is a campus wide wage adjustment Local 399 members will receive the same adjustment.

NORTHERN ILLINOIS UNIVERSITY

INTERNATIONAL UNION OF OPERATING  
ENGINEERS, LOCAL 399

By: \_\_\_\_\_

By: \_\_\_\_\_

VINCENT T. WINTERS  
BUSINESS REPRESENTATIVE

\_\_\_\_\_  
Date

\_\_\_\_\_  
Date

**COLLECTIVE BARGAINING AGREEMENT**

**Between**

**THE INTERNATIONAL UNION OF OPERATING ENGINEERS  
Local Union #399**

**And**

**The Board of Trustees of  
NORTHERN ILLINOIS UNIVERSITY  
DEKALB, ILLINOIS**

**July 1, 2012 through June 30, 2017**

### **Purpose of the Agreement**

It is the intent and purpose of this Agreement to promote a sound and mutually beneficial relationship between the Employer and the Union. The Employer and the Union are committed to the uninterrupted effective performance of the teaching, research, and public service functions of the Employer; subject to any changes in State or other laws or policies applicable to the Employer. The Union will strive to maintain these functions through the performance of the regularly assigned and related duties of the classifications covered by this Agreement.

### **Agreement**

This Agreement is made and entered into between the BOARD OF TRUSTEES for the use of Northern Illinois University, hereinafter called the "Employer", and the INTERNATIONAL UNION OF OPERATING ENGINEERS, Local 399, hereinafter called the "UNION".

### **Article 1 – Recognition – Membership**

Par. 1 The Employer recognized the Union as the sole and exclusive bargaining representative with respect to hours, wages, terms and conditions of employment for the bargaining unit consisting of the following position classifications:

Assistant Chief Plant Operating Engineer  
Lead Plant Stationary Engineer  
Stationary Engineer  
Stationary Fireman  
Stationary Fireman Helper

Par. 2 In the event that the Union seeks to add to the bargaining unit a position classification which may be appropriate to the bargaining unit, the parties agree to meet to discuss the inclusion of the position classification in the bargaining unit. The final determination as to the appropriateness of the inclusion of additional positions classifications in the bargaining unit is solely within the jurisdiction of the Illinois Educational Labor Relations Board.

Par. 3 The parties agree that the change in title of a position classification in the bargaining unit shall not remove the position classification from the bargaining unit as long as the type of work performed by the position remains essentially the same.

Par. 4 This Agreement is authorized by the Illinois Educational Labor Relations Act (IL. Rev. Stat., Ch. 48, Par, 1701 et seq.)

### **Article 2 – Union Responsibilities**

Par. 1 In accordance with applicable law, neither the Employer nor the Union shall discriminate against any employee covered by this Agreement because of handicapped, physical or mental condition, race, creed, color, national origin, sex, sexual orientation, age, parental status, marital status, or

political affiliation. Further, the parties agree not to discriminate against disabled veterans and veterans of the Vietnam Era.

Par. 2 The Union agrees that it will not conduct Union business during working hours and that requests for meeting room space must be cleared through the Employee Relations Officer.

Par. 3 The Employer will not discriminate against any member, steward, or other officer of the Union including those who are participating in the negotiations, adjustment of grievances or the performance of committee work which is the interest of the Union and its members. In accordance with applicable Federal and Illinois State law, neither the University nor the Union shall discriminate against any employee covered by this Agreement because of lawful Union membership or non-membership activity or status.

### **Article 3 – Management Rights**

Par. 1 The Employer continues to retain, whether exercised or not, the sole right to operate and manage its affairs in all respects. Any power or authority which the Employer has not abridged, delegates, or modified by the express provisions of this Agreement is retained by the Employer. The rights of the Employer, through its management officials, include, but is not limited to, the following:

- a) determine the overall budget of the Employer;
- b) determine control and exercise discretion over the organization and efficiency of operations
- c) direct the employees, including the right to assign work;
- d) hire, examine, promote, train and schedule employees in positions with the Employer;
- e) suspend, demote, discharge, or take disciplinary action against the employees for proper cause;
- f) increase, reduce, change, modify or alter the composition and size of the workforce with proper notification to the local Union;
- g) set standards for services to the public;
- h) change or eliminate existing methods, equipment or facilities;
- i) determine the purpose of each of its service areas;
- j) determine the locations, methods, means, and personnel by which new or temporary operations are to be conducted, including the right to determine whether goods and services are to be provided or purchased.

### **Article 4 – Hours and Schedules**

Par. 1 Eight (8) consecutive hours shall constitute a day's work and forty (40) hours shall constitute a week's work. Time and one-half shall be paid in cash for hours worked over eight (8) hours in one (1) day or over for forty (40) hours in any workweek. Policies of the Board of Trustees and the University Rules of Northern Illinois University shall be followed in the establishment of a basic workweek.

Par. 2 The greater part of the shift worked on a calendar day will determine which day will be considered as being worked. For example, a shift starting at 11:00 p.m. Tuesday night and running to 7:00 a.m. Wednesday morning will be considered as being worked on Wednesday. If the times are equal, the starting date will determine the day worked.

Par. 3 An employee's work schedule (shift) will not be changed more than once within the employee's workweek. Return to an employee's bid and regular work shift shall not constitute a change.

Par. 4 Except in emergency situations, whenever work schedules are changed, written notice of such change shall be posted in the East and West Heating Plant at least forty-eight (48) hours before such changes become effective. Time worked as the result of a schedule change when notice is less than forty-eight (48) hours shall be paid at the appropriate premium rate. The amount of overtime paid under this provision shall not exceed sixteen (16) hours or the actual amount of time worked within the forty-eight hour period, whichever is less.

Par. 5 Notification of shift changes:

- a) minimum of 48 hours notice
- b) shift changes are to stay on appropriate sides (East or West)
- c) when a holiday falls within a shift change, the changed employee will work the holiday

One day shift changes will be allowed:

- a) one shift change per week
- b) junior engineer will make shift change
- c) when there is more than one shift change in one week the second junior engineer will make the shift change provided that the least junior engineer already has had a shift change
- d) the junior engineer on occasion will be allowed to block out weekends from shift changing with advance notice

NOTE: Junior engineer is the engineer with the least seniority on the day shift on each side, east or west.

Par. 6 Work on the sixth day and the seventh day of the work schedule shall be compensated at the rate of time and one-half the basic straight time hourly wages herein established. Pyramiding of overtime is not permitted by this Agreement.

Par. 7 If an employee is called back to duty following the regular work shift and before being regularly scheduled to work again, the employee shall be paid no less than four hours at the regular overtime rate of pay. However, if the

employee's regularly scheduled shift begins within two hours after the call back, the employee shall revert to the regular base rate of pay at the beginning of the regular scheduled shift. In each instance the employee will be paid at least two hours call-in for time worked prior to the regular shift. Work performed in continuation of a scheduled shift will be compensated at the appropriate rate of pay for the additional time worked.

Par. 8 Overtime shall be distributed on a rotating basis for each classification represented by this Agreement.

#### **Article 5 – Seniority – Job Bidding**

Par. 1 Seniority shall be by classification and shall prevail in regard to layoffs, choice of working shifts, heating plants, and vacation periods, so far as the operating needs of the department permit.

Par. 2 Promotional examinations and training courses conducted in preparation for promotional examinations shall be open to all qualified employees within the bargaining unit in the promotional line.

Par. 2A Both parties acknowledge that the Chief Plant Operating Engineer is a supervisory administrative position not covered by the terms of this Agreement, but is in the promotional line for upgrading from within the classifications represented by this Agreement.

Par. 3 The annual job bid meeting for all classifications shall be held prior to the start of the fall semester. All bids shall include all classifications, except Helpers. Exceptions to the annual bid meeting shall be limited to the following: vacancies created by promotions, transfers, retirement, resignations, discharge, prolonged illnesses, and any other absences exceeding 30 consecutive calendar days excluding vacation absences.

Par. 3A Whenever work area (e.g. building) assignments change between bid meetings, such changes shall be noted at the following bid meeting prior to bids taking place. If bid areas are changed, a bid meeting will follow.

Par. 4 Permanent upgrades throughout the promotional line will occur within thirty days unless the union is notified in writing by the Employer. All employees upgraded due to a prolonged illness vacancy will be returned to their prior classification if the employee has been on sick leave returns.

Par. 5 When a temporary upgrading occurs, an upgraded employee will be inserted into the overtime rotation for the higher classification if it is determined the upgrade will last for thirty (30) days or more. An employee will only be eligible for overtime in one classification.

Par. 6 During an employee's probationary period, seniority may be ignored for purposes of bidding shifts and days off to allow management to utilize training opportunities as it deems most desirable.

## **Article 6 – Grievance/Arbitration**

Par. 1 A grievance shall be defined as any dispute of difference between the parties with respect to the application, administration and interpretation of the provisions of this Agreement. All grievances shall be filed in accordance with the provisions herein. The grievant may be an employee, group of employees or the Union. Grievances filed by the Union shall be initiated in writing at Step 3 of the grievance process within five (5) working days after the Union becomes aware or should have been aware through the use of reasonable diligence of the circumstances or condition causing the grievance. For purposes of the grievance procedure, work days are considered to be Monday through Friday.

Par. 2 An employee may choose to pursue a grievance with or without representation. Obtaining representation shall be totally the responsibility of the employee. If a representative other than a Union representative is selected, such representation shall be specifically limited to the grievance without prejudice or influence for any other employees. If a Union representative is chosen from the bargaining unit, the representative will speak for the Union. An employee representative, other than an attorney, may be involved with the employee at any step within the grievance procedure.

Par. 3 The limits herein set forth may be extended by mutual consent of both parties if submitted in writing to the Director of Labor Relations for Steps 1 through 3 or to the Vice President, Compliance and Human Resources, or designee, for Step 4. If at any step within the grievance procedure the Employer fails to respond within the time limits herein set forth, the grievant may appeal the grievance to the next step within five working days.

### **Grievance Procedures**

Par. 4 Step 1: Within five (5) working days after the first occurrence, or within five (5) working days after the grievant becomes aware or should have been aware through the use of reasonable diligence of the circumstances or conditions causing the grievance, the grievant shall orally present the grievance to the immediate supervisor. The immediate supervisor shall provide an oral response within five working days after such presentation.

Par. 5, Step 2 If the grievance is not settled at Step 1 and the grievant wishes to appeal the grievance to Step 2, the grievance and the Step 1 response shall be reduced to writing and signed by the grievant and immediate supervisor. The written grievance shall contain a complete statement of facts, the provision or provisions of this Agreement at issue and the relief requested. The written grievance shall be submitted to the department head within 5 workdays of the immediate supervisor's oral response. The department head shall meet with the grievant in an attempt to resolve the grievance at a time mutually agreeable to the parties. The department head's response shall be reduced to writing within 5 workdays following the meeting.



Par. 6, Step 3 If the grievance is not settled at Step 2 and the grievant wishes to appeal the grievance to Step 3, the grievance shall be submitted within ten (10) workdays after the department head's written response to the Vice President of Compliance and Human Resources or designee. The Vice President of Compliance and Human Resources or designee shall schedule a meeting with the grievant at a time mutually agreeable to the parties. The Vice President of Compliance and Human Resources or designee shall issue a written response to the grievance within fifteen (15) calendar days of the meeting, unless the timeframe is extended by mutual agreement.

### **Arbitration**

Par. 7 If the grievance is not settled at Step 3, the Union may present the grievance to the Vice President of Compliance and Human Resources or designee for arbitration within ten (10) workdays after receipt of the Step 3 response.

Par. 8 The parties shall obtain a list of seven (7) arbitrators from the Illinois Educational Labor Relations Board, Federal Mediation and Conciliation Service, or other mutually acceptable source. The parties shall meet in person or by telephone and alternatively strike names until a single name remains. A second list of arbitrators may be requested upon the agreement of both parties. The cost of services of the arbitrator, court reporter, and transcripts, as well as all other costs incurred by the arbitration, shall be borne equally by both parties. Neither side shall be responsible for the expense of the other's witnesses or representatives.

Par. 9 The scope of arbitration is limited to the terms of this Agreement and any supplemental agreements between the parties, Board of Trustees Regulation and Bylaws, University Rules and Policies, Laws of the State of Illinois and Rules and Regulations of Administrative Agencies are not subject to arbitrations. Pursuant to current University Civil Service statutes and rules, matters relating to the discharge or dismissal of an employee are not subject to arbitration. The arbitrators shall have no authority to amend, modify, nullify, ignore, add to, or subtract from the provisions of this Agreement. The arbitrators shall only consider and make a decision with respect to the particular issues necessary to resolve the grievance without recommendation or comment on any other matter. The arbitrators shall be without power to make a decision or render an award contrary to or inconsistent with or modifying or varying in any way the application or laws, rules, and regulations having the force and effect of law. No liability shall accrue against the Employer for a date prior to the date the grievance was presented in Step 1. The arbitrators shall submit in writing their decision and aware within 30 calendar days following the close of the hearing or the submission of briefs by the parties, whichever is later. The decision and aware shall be based solely upon the arbitrators interpretation of the meaning or application to the facts of this Agreement to the grievance presented. Past practices may be considered in interpreting an ambiguous provision of this Agreement but may not be considered for the purpose of creating an employee

right for the Employer obligation or liability. Subject to the provisions of this section, the decision of the arbitrators shall be binding on the parties.

#### **Article VII Jurisdiction**

Par. 1 In case of jurisdictional disputes arising between representatives of this Union and those of other unions, it is understood that such differences shall be settled, without work stoppage, among the Unions concerned and the Employer, and that the Employer will not make any changes in an already established work assignment practice pending resolution of the dispute.

#### **VIII No Strike, No Lockout**

Par. 1 During the term of this Agreement or any extension thereof, neither the Union nor any employee covered by this Agreement will instigate, promote, sponsor, engage in, or condone any strike, sympathy strike, slowdown, concerted stoppage of work, or any other intentional interruption of the operations of the University.

Par. 2 The Employer will not lock out any employees covered by this Agreement during the term of the Agreement as a result of a labor dispute with the Union.

#### **Article IX Proportionate Share Clause**

Par. 1 This proportionate share provision shall not become effective until the Union demonstrates to the Director, Labor Relations, or designee, that in excess of 50 percent of the employees in the bargaining unit have joined the Union based upon written payroll dues deduction authorization from such employees filed with the Employer. Upon this provision taking effect, the Union shall submit to the Employer an affidavit which certifies the amount constituting an Employee's proportionate share of the cost of the collective bargaining process and the contract administration, which amount shall not in any event exceed the dues uniformly required of members of the Union.

Par. 2 Within thirty days after the Union certifies to the Employer the amount of the proportionate share fee the Union shall notify all non-member employees as to the amount of the proportionate share fee and the procedure by which non-members may object to the proportionate share fee. The Union shall set up a procedure by which it will receive and consider objections.

Par. 3 The proportionate share fee deduction shall commence with the first pay period starting 30 days after the Union certifies to the Employer the amount of the proportionate share fee or 30 days after the date of original employment for a new employee, whichever is later. Each full-time employee in the bargaining unit who is not a member of the Union shall be required to pay the proportionate share fee. Such proportionate share payments shall be deducted from the earnings of the non-member full-time employees pursuant to usual and customary payroll deduction procedures and paid to the Union.

Par. 4 The Employer agrees to deduct Union dues, assessments, and Union sponsored benefit program contributions from the pay of those employees who are Union members covered by this Agreement and who individually, on a form provided by the Union, request in writing that such deductions be made. The Union shall certify the current amount of Union deductions.

Par. 5 The amount of the above employee deductions shall be remitted to IUOE Local 399 after the deduction is made by the Employer with a listing of the employee social security number, and the individual employee deduction(s).

Par. 6 It is understood and agreed that the Employer and the Union jointly acknowledge and respect the provisions of the "wage and Salary Withholding Act" as amended, in regard to dues authorization and revocation cards.

Par. 7 The Union shall indemnify and hold harmless the Employer, its officers, agents and employees from and against any and all claims, demands, actions, complaints, suits or other forms of liability that shall arise out of or by reason of action taken by the Employer for the purposes of complying with the above provisions of this clause or in reliance on any list, notice, certification, affidavit or assignment furnished.

Par. 8 Upon the proportionate share provision of this Article taking effect, the Union shall provide the Employer with a description of the Union's procedure for hearing employee objections to the proportionate share deduction.

#### **Article X Miscellaneous**

Par. 1 For purposes of stationary engineer-training, the Employer may assign Stationary Firemen, regardless of seniority, to the day shift for training which will last a minimum of six months. Employees so assigned will receive an additional \$.30 per hour above the Stationary Fireman's base rate of pay. Such assigned employees will receive Stationary Engineer wages when assigned as a replacement for an Engineer with hours of 3 p.m. to 11 p.m. and 11 p.m. to 7 a.m. The employee in training will receive Stationary Engineer wages on the day shift if replacing an Engineer who is absent due to illness or on vacation.

Par. 2 An employee may be assigned duties and be responsible to a designated supervisor. The designated supervisor will be responsible to the regular supervisor assigned to the shift. Efforts will be made to inform the designated supervisor of any contemplated major repairs or alternations to equipment normally maintained by Stationary Engineers.

Par. 3 The Employer and the Union will cooperate to eliminate safety and health hazards. The Employer shall continue to make reasonable provisions for the safety and health of its employees. Employees who neglect or refuse to use or wear safety equipment may, after one oral warning, be subject to disciplinary action by the Employer for the second act of neglect or refusal.

Par. 4 New employees shall serve a probationary period of six (6) months following their date of employment. The Employer shall have the right to transfer or dismiss any employee for any reason whatsoever during the probationary period and the employee shall not have redress through the grievance or arbitration provisions within this Agreement. Upon satisfactory completion of the probationary period, seniority will be credited in accordance with the rules of the State Universities Civil Service System.

Par. 5 It is understood that all work in accordance with current practice performed by Local 399 on Northern Illinois University campus located in DeKalb, Illinois will continue as new buildings on the DeKalb campus become operational.

#### **Article XI Benefits**

Par. 1 Holidays, Vacation and Personal Leave, Sick Leave, Family Medical Leave Act, Funeral Leave, and Leaves of Absence shall be granted in accordance with Policies and the Board of Trustees and Rules and Procedures of Northern Illinois University. Operating needs will determine vacation scheduling and choice of vacation schedule will be in accordance with seniority. Vacations will be considered to begin in the first day of an employee's scheduled shift.

Par. 2 Any employee required to work on Board-designated holidays or any additional holidays designated by the President shall be paid two times their regular rate for all hours worked. Additionally, employees will receive holiday pay for the recognized calendar holiday or the day designated as the holiday by the Federal Government if other than the calendar day.

Par. 3 Should the Northern Illinois University Retirement Enhancement Plan as offered in 1992 be reoffered during the term of the collective bargaining agreement along with new enrollment dates, it is understood that members of the International Union of Operating Engineers, Local 399, who meet qualifications and are granted early retirement under the NIU Retirement Enhancement Plan will be eligible to participate in the plan under current regulations as established by the University and as may be amended from time to time. If approved and granted, additional payouts received by the employee will be regenerated by means of the University delaying filling the vacancy created within the bargaining unit for a period of time to cover the additional payout.

#### **Article XII Wages**

Par. 1 All employees covered by this Agreement who are currently employed on the date of ratification and/or approval of this Agreement by both parties shall be paid the following rates effective 7/1/2012:

Assistant Chief Plant Operating Engineer	\$ 44.62
Lead Plant Stationary Engineer	\$ 39.69
Stationary Engineer	\$ 37.04
Stationary Fireman (hired into class on or after 7/1/2006)	\$ 28.15

Stationary Fireman Helper:

0 – 12 months	\$ 16.12
12+ months	\$ 18.19

\*Implementation of increases shall be at the beginning of the pay period in which the eligibility for increase occurs.

Par. 2 Any employee working the 3:00 p.m. – 11:00 p.m. shift shall receive a shift premium of \$.20 per hour. Any employee working the 11:00 p.m. shift shall receive a shift premium of \$.30 per hour.

Par. 3 For each of the succeeding years of this agreement the University will increase the bargaining unit classification wage rates equivalent to those authorized for general distribution to all non-negotiated hourly Operation Staff employees of the University in accordance with the salary increase distribution procedures approved by the Board of Trustees and outlined in applicable published University Salary Increment Guidelines for the University, including funds appropriated for salary increase by the University or personnel salary increase via the state appropriations process. These wage increases shall be distributed on an across the board basis to all wage classifications in the bargaining unit.

Par. 4 Both parties acknowledge and affirm that the promotional movement of employees, beginning with the starting classification of Stationary Fireman Helper and progressing through the Stationary Engineer classification, is of utmost importance to the operational efficiency and productivity of this unit. It is understood by both parties and conveyed upon initial employment that promotional opportunities will be available. Employees in all classifications of the promotional line through the Stationary Engineer classification are expected to test and actively participate in the promotional process. Effective July 1, 2000 and every year thereafter, any employee at a current rate above the contracted rates specified in Par. 1 of this Article shall have their salary level frozen at their current rate until such time that the contracted rate catches up their current rate.

### **Article XIII Termination**

Par. 1 This Agreement is effective upon ratification and/or approval of both parties and shall remain in effect through June 30, 2017. This Agreement constitutes the sole and entire existing Agreement between the parties hereto and supersedes all prior agreements, commitments or practices between the Employer, the Union, and the employees, and expresses all obligations of and restrictions imposed on each of the respective parties during its term. Except as specifically and expressly provided in this Agreement, neither party is required to negotiate any issue during the term of this Agreement. Upon formal notification received no earlier than 90 days prior to the expiration of this Agreement, either party may initiate negotiation of a successor agreement.

## **Article XIV Limitations**

### **Section 1:**

This Agreement shall not supersede:

1. Applicable Federal and State laws as such laws may be amended from time to time;
2. Rules of Federal and State agencies which have the force and effect of law, as such may be amended from time to time;
3. Board of Trustees governing policy, by-laws, and regulations as such may be amended from time to time;
4. Policies, procedures, and provisions of employment as established by the Board of Trustees as such may be amended from time to time;
- 4a. Whenever amendments to the Board of Trustees policies, procedures and provisions occur, such amendments will be discussed with the union prior to their implementation if they impact the bargaining unit.

### **Section 2**

This Agreement constitutes the entire Agreement and understanding between the parties and superseded all prior written and oral agreement (commitments and practices) between the Employer, Union and the employees. This Agreement expresses all obligations of and restrictions imposed on each of the parties during the term of the Agreement.

### **Section 3**


Should any provision of this Agreement or any application thereof become unlawful by virtue of any Federal or State law, Executive Order or decision of a court of competent jurisdiction, the provision or application shall be modified by the parties to comply with the law, order or decision and all other provisions of the Agreement shall continue in full force and effect.


**Signatures**


IN WITNESS WHEREOF, the Union and the Employer have caused this Agreement to be executed by their duly authorized representatives.

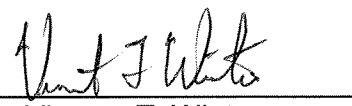
NORTHERN ILLINOIS UNIVERSITY

INTERNATIONAL UNION  
OF OPERATING ENGINEERS  
Local 399

By:   
Jesse Perez, Chief Negotiator  
Director, Labor Relations

By:   
Brian E. Hickey,  
President/Business Mgr.

By:   
Steven Cunningham  
Vice President,  
Compliance and Human Resources  
Designee for the Board of Trustees  
Northern Illinois University

By:   
Vincent T. Winters  
Recoding Secretary

## **FY19 OUT-OF-STATE TUITION RECOMMENDATIONS**

**Executive Summary:** The following item presents recommendations to revise the University's tuition structure. Specifically, the administration recommends approval of a rate structure that:

- Sets out-of-state tuition for domestic students at the equivalent of the in-state tuition rate;
- Sets an international tuition rate equivalent to 2 times the in-state rate, effectively preserving the out-of-state rate for international students;
- Sets an alternative international rate equivalent to 1.5 times the in-state rate for students enrolled at partner institutions or sponsored by a government agency through which NIU has an agreement to deliver academic programs at the University;
- Eliminates the Midwest regional rate.

The recommendations were developed with the goals of increasing access and addressing affordability concerns of non-resident and international partner institutions, which will enhance the institution's enrollment and national reputation without negatively impacting the enrollment of Illinois residents. The recommendations do not propose at this time the actual tuition rates for FY19 (official FY19 tuition rate recommendations will be proposed in the December 2017 Board of Trustees meeting), but rather, they propose to change the overall rate structure.

**Background and Summary:** Currently, the undergraduate tuition rate for domestic non-resident students is two-fold: the Midwest rate (Indiana, Iowa, Michigan, Missouri, Ohio, and Wisconsin) is 1.4 times in-state tuition (the equivalent of in-state tuition, plus 40% of the in-state tuition rate); all other states are at 2 times in-state tuition (the equivalent of in-state tuition, plus 100% of the in-state tuition rate). The graduate tuition model for domestic non-resident students is set at 2 times the in-state tuition rate. The current rate for all international students is also set at 2 times the in-state tuition rate.

There are several compelling reasons to move forward with these decisions now:

- For nearly a decade, the number of graduating high school seniors in Illinois has been on the decline, and this trend is projected to continue for at least the next 15 years. For several years now, Illinois has also been one of the leading exporters of college students to other states in the nation. In addition, uncertainty over state funding for public universities the last few years has hurt enrollment at schools in Illinois. Further, many institutions from bordering states have undergraduate tuition rates and discounts that further increase competition for the shrinking number of students from Illinois.
- The demographic declines are further exacerbated when noting that NIU currently enrolls less than 4% of its domestic students (about 3% undergraduate and just over 6% graduate) from out-of-state and only 5% of its students (approximately 2% undergraduate and more than 15% graduate) from foreign countries.
- An external market analysis was completed and demonstrates that several Illinois public institutions already have in-state undergraduate tuition rates for non-resident students:
  - Illinois State University has eliminated an out-of-state rate for bordering states (Indiana, Iowa, Kentucky, Michigan, Missouri or Wisconsin) with 3.40 GPA and 25 ACT criteria as a HS graduate or 3.50 GPA as a transfer.



- Eastern Illinois University has eliminated an out-of-state rate for bordering states; further, they have eliminated an out-of-state rate for all other states for students with 3.50 GPA and 26 ACT criteria as a HS graduate and 3.50 GPA as a transfer.
- Southern Illinois University (both Carbondale and Edwardsville) have a domestic rate for all US states and eliminated an out-of-state rate.
- Western Illinois University has a domestic rate for all US states and eliminated an out-of-state rate.
- An analysis of institutional data shows that NIU will need to enroll no more than 90 additional undergraduate students at the in-state tuition rate to make up the difference in lost revenue from new and returning undergraduate students who would have paid a non-resident rate. The same analysis shows that NIU will need to enroll no more than 25 additional graduate students.
- Demand is a function of both marketplace and price, along with many other combinations of unique factors that students and parents consider. Lowering the cost of attendance for domestic out-of-state students will help address concerns about price.
- Establishing the non-resident tuition change at this time, and separately from tuition-setting recommendations in December, is critical to providing additional recruitment and marketing opportunities for enrolling new students.
- Partner institutions abroad often argue that university prices deter their students from participating in academic programs established by the universities. Establishing an international partner rate will open the door for more students to participate in 2+2 and similar transfer and dual-degree arrangements; and it will help the University negotiate with government agencies abroad to encourage their national students to attend NIU.

In the next section, the specific recommendations to provide a new domestic tuition rate structure by eliminating out-of-state tuition rates, as well as reducing tuition rates for certain international students via strategic partnerships are described, along with the benefits NIU will realize after this change goes into effect.

**I. Recommendation for Domestic Non-Resident Tuition:** *It is recommended that the out-of-state tuition rate for domestic students be set as the equivalent of in-state tuition. This recommendation will result in both undergraduate and graduate tuition for domestic out-of-state students to be set at the in-state rate, while still offering flexibility for differential tuition in approved high-demand programs. Further, the recommendation reflects:*

- This change will be effective with the Fall 2018 term.
- It will continue ongoing for subsequent terms, until new recommendations are proposed and approved.
- It will be inclusive of both new students and currently enrolled students.
- NIU will extend the tuition guarantee provided to Illinois undergraduate students established by Illinois Public Act 93-0228 (Truth-In-Tuition) to all admitted domestic undergraduate students, aligning the tuition structure for undergraduates in both policy and practice. New and continuing non-resident domestic students will be eligible for the standard in-state tuition rate and guarantee established by the Board for Fall 2018 or the first term thereafter attended by the student.

**II. Recommendation for International Student Tuition:** *It is recommended that an international student tuition rate be set as equivalent of 2 times the in-state rate (the equivalent of in-state tuition, plus 100% of the in-state tuition rate).*

**III. Recommendation for Alternative Tuition Rate for Certain International Students:** *It is recommended to set an alternative tuition rate for international students whose attendance at NIU is facilitated and encouraged through an agreement with a partner institution abroad. The rate recommended is 1.5 times the in-state tuition rate (the equivalent of in-state tuition, plus 50% of the in-state tuition rate).*

Further, the recommendation reflects:

- Partner institutions are those in which NIU has an active 2+2, 3+1, or similar academic agreement, provided that the agreement specifically references the alternative tuition rate. Such agreements allow international students to complete an NIU degree or to take classes at NIU for at least one year.
- Partner institutions may also include foreign governments or ministries, as well as U.S. funding agencies and their sub-contractors, who financially or otherwise “sponsor” students to attend NIU. Partner institutions in such cases have active agreements with NIU, which among other items reference the alternative tuition rate.

**IV. Recommendation to Eliminate the Midwest Tuition Rate:** *It is recommended that the Midwest tuition rate established in 2015 be discontinued.*

#### **Benefits to NIU**

- Increase new enrollment and improve retention and completion rates.
- Increase access, affordability, and diversity – reflective of NIU’s enrollment guiding principles.
- Enhance national reputation and prestige of NIU.
- No harm to Illinois state residents – many institutions increase non-resident populations solely for revenue gain. This is done by offering admission to fewer resident students in place of non-resident students. NIU would like to enroll more resident and non-resident students.
- Opportunity to strategically reallocate institutional waivers.
- Increase work force for region and state, both while as enrolled students and after graduation – evidence demonstrates that college students are more likely to remain in the region and state after graduation to start their careers if they attended college in that state. Further, additional students at NIU would help with workforce demands in the region while enrolled, either as part-time work or internships.
- New domestic community college articulation agreements and partnerships, in addition to new international partnerships.
- Increase growth of online degrees and programs.
- Remain revenue neutral or increase revenue.

**Summary Recommendation for Fiscal Year 2019:** The university requests Board of Trustees approval of the recommended FY19 new domestic tuition structures which eliminates out-of-state tuition rates, as well as reducing tuition rates for certain international students via strategic partnerships, as described in this item. This change would include all new and returning students beginning with the fall 2018 term.

**FOUNDERS LIBRARY – CAFÉ RENOVATION  
CAPITAL PROJECT AND FRANCHISE AGREEMENT APPROVAL**

**Summary:** Revitalizing the existing café area in Founders Memorial Library with a national brand franchise is an important step in not only helping to enhance the learning environment in the library, but also improving retail food options in the center of campus. Additionally, establishing this upgraded food operation will provide an important dining alternative for the entire campus as existing food operations at the Holmes Student Center (HSC) will cease during the renovation phase anticipated to begin around May 2018.

**Background:** The brand/food types for the Library retail operation will be selected to best conform to a campus-wide dining strategy which strives to balance the best mix of food options across the various dining halls and retail cafés. Surveys conducted during the conceptual design efforts for the Holmes Student Center renovation indicated desires for a mix of national and unique/local food brands, as well as a mix of food options. The concept envisioned for the Library will be a coffee café atmosphere synergistic with the overall Library environment encouraging patrons to relax, read, and converse while enjoying convenience-style breakfast and lunch food options (i.e. sandwiches, salads, coffee, tea, etc.) with a direct entrance from the west side of the building.

To help ensure this improvement is fully established in advance of the HSC renovation, the upcoming winter break period is targeted for construction efforts to minimize the impact on the library operations. Costs for this overall effort are outlined below and form the initial investment to eventually introduce three national brand options within the overall campus dining strategy (two national brands are included in the renovation strategy for the HSC). The upfront expenses include the franchise licensing and construction/equipment installation. Franchise royalty payments expected over the term of the franchise are estimated at ~6.5% of sales. Based on a conservative estimated annual business volume of ~\$460K, this investment is expected to have a payback of ~4.5 years and will subsequently support future enhancement opportunities across campus. This approach as a NIU-operated franchise was evaluated in comparison with other alternatives and considered the best business model for positive financial returns and meal plan flexibility as students could utilize these retail venues as an alternative to the dining halls.

**Funding by type of action:**

**Funded by restricted Bond Revenue Reserves**

Estimated renovation construction work	\$246,000
Estimated equipment purchase/installation	<u>\$221,500</u>
Total bond revenue reserves funding	\$467,500

**Funded by Bond Revenue Operating Funds**

Estimated franchise fees	\$15,000
Estimated royalty payments over 10 year term (~\$30K/yr)	<u>\$300,000</u>
Total bond revenue operational funding	\$315,000

**Total Estimated Proposal Funding** **\$782,500**

**Recommendation:** Board of Trustees approval is requested for authority to (1) execute renovation efforts for a total initial capital investment not to exceed \$467,500 and (2) enter into a franchise agreement with a selected firm for a term not to exceed ten years where the overall magnitude of this agreement will depend on actual sales volume.

## **NIU PRESIDENTIAL GOALS –FISCAL YEAR 2018**

**Background:** University governance is improved when the President's goals are in alignment with the priorities of the Board of Trustees, and reflective of the institutional mission. Moreover, sharing these goals and priorities with the university community encourages a culture of transparency accountability. To this end, the Board of Trustees and Acting President Freeman have agreed upon a set of presidential performance goals for Fiscal Year 2018.

The priorities of NIU's Board of Trustees are stated in Item 8.a., and the cascading presidential goals are shared herein. These goals, along with the associated criteria for success, will also be posted on-line.

### **FY 2018 Presidential Goals**

- **Goal 1: Grow Student Enrollment & Success**
  - Increase Recruitment
  - Increase Retention
  - Enhance Student Success
- **Goal 2: Enhance Fiscal Sustainability of NIU**
  - Increase Tuition Revenue
  - Increase Philanthropy
  - Align Budget with Mission
- **Goal 3: Implement Program Prioritization**
  - Implement President's Report Recommendations Regarding Administrative Programs
  - Implement President's Report Recommendations Regarding Academic Programs
  - Advance data-informed culture
- **Goal 4: Foster an organizational culture that is ethical and accountable**
  - Increase transparent practices
  - Decrease critical audit findings
- **Goal 5: Increase capacity for research, innovation and regional engagement**
  - Initiate Research Cluster Strategy
  - Increase Regional Engagement
- **Goal 6: Enhance Student Experience**
  - Increase student satisfaction with support services
  - Increase student engagement

**Recommendation:** The University requests Board of Trustees approval of the FY 2018 presidential goals, so that the approved goals can be posted on-line, linked to the NIU President's Office homepage.

**NIU BOARD OF TRUSTEES PRIORITIES – FISCAL YEAR 2018**

**1) Develop and execute a thoughtful and strategic presidential search.**

- a. Utilize feedback from the NIU community to create the necessary framework and process to select NIU's next permanent president.
- b. Establish a search preparation committee in spring 2018, to work on behalf of the Board, to proactively reach out to all segments of the NIU community to solicit input regarding the search process and presidential qualifications.
- c. Appoint a search advisory committee and select an executive search firm to support the process, no later than September 2018.
- d. Keep the NIU community informed about progress on the framework and process.

**2) Grow our student enrollment and enhance student success.**

- a. Develop specific, achievable enrollment (recruitment and retention) goals for the upcoming year as well as a strategic, data-informed enrollment plan for the next 3-5 years, in collaboration with NIU leadership.
- b. Continue focus on increasing NIU graduation rates. Establish targets as part of the strategic enrollment plan.
- c. Enhance NIU students' experience, academic and career success.
  - i. Improve physical plant to provide students with an enhanced social and residential experience by supporting initiatives such as HSC renovation, dining plan revision and town-gown dialogue.
  - ii. Implement changes to academic support services suggested by Program Prioritization.

**3) Distinguish NIU among IL public universities by advancing excellence in all aspects of University's mission: teaching and learning, research and scholarship, creativity and artistry, engagement and outreach.**

- a. Support the university's efforts to increase stakeholder understanding about the ways that NIU's strengths support our value proposition.
- b. Leverage the strategic, operational thinking and recommendations born out of Program Prioritization to align resources and budget, and direct future investments in ways that acknowledge and support our values and aspirations.

**4) Achieve a stronger, more self-sustainable financial model, by supporting the university's efforts to:**

- a. Identify and support opportunities for revenue generation;
- b. Increase operational efficiency and effectiveness; reduce administrative costs.
- c. Increase faculty, staff and student satisfaction, as well as invest in our human resources.

**5) Foster a culture of operational, fiscal and ethical excellence.**

- a. Create a university-level compliance program, supported by an ethics officer, a policy librarian, and a university level compliance coordinator, to integrate roles and responsibilities related not only to ethics and compliance, but also to policy development and management.

- b. Increase access to and participation in ethics and compliance training for both the Board of Trustees and NIU employees.
- c. Work with the university to reduce critical audit findings.
- d. Model ethical behavior and operational transparency.

The Chair requests Board of Trustees approval of the FY 2018 board goals, so that the approved goals can be posted on-line, linked to the NIU Board of Trustees homepage.