



BOARD OF TRUSTEES

Research and Innovation, Legal and Legislative Affairs Committee

November 16, 2017

A G E N D A

**NIU Board of Trustees
Research and Innovation, Legal and Legislative Affairs
11:30 a.m. – Thursday – November 16, 2017
Board of Trustees Room
315 Altgeld Hall**



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*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) 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, Office of the President, at 753-1273, as soon as possible.

Minutes of the
NIU Board of Trustees
Legislative Affairs, Research and Innovation
August 17, 2017

1. CALL TO ORDER AND ROLL CALL

The meeting was called to order at 9:00 a.m. by Chair Barsema in the Board of Trustees Room, 315 Altgeld Hall. Recording Secretary Cathy Craddock conducted a roll call. Members present were Trustees Boey, LaGioia, Struthers, Wasowicz and Barsema. Also present Acting President Lisa Freeman, Vice President for Research and Innovation Partnerships Gerald Blazey, Trustees Butler, Coleman, Board Parliamentarian Gregory Brady, UAC representative Cathy Doederlein.

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 Barsema asked for a motion to approve the meeting agenda. Trustee Wasowicz so moved and Trustee Struthers seconded. The motion was approved.

4. REVIEW AND APPROVAL OF MINUTES

Chair Barsema asked for a motion to approve the minutes of May 18, 2017. Trustee Boey so moved and Trustee Struthers seconded. The motion passed.

5. CHAIR'S COMMENTS/ANNOUNCEMENTS

Chair Barsema introduced the UAC committee members and asked for comment. Cathy Doederlein thanked the trustees for engaging with UAC since the last meeting.

6. PUBLIC COMMENT

Chair Barsema asked if any member of the public had registered a written request to address the Board. Parliamentarian Brady confirmed one timely request had been received by Mr. Derek Van Burer. Chair Barsema thanked Mr. Van Burer for his comments.

7. UNIVERSITY REPORT

Agenda Item 7.c. Sponsored Programs Administration

Trustee Barsema introduced Dara Little, Assistant Vice President for Sponsored Programs Administration, to speak to the Board. Ms. Little indicated that we ended FY17 with 25.9 million in sponsored funding. Research funding is up 11% over FY16. The external research funding is critical for NIU to continue to stake its claim as a premier student-centered research university. These funds provide opportunities for both undergraduate and graduate students to work directly with principle investigators on their research programs. A lot of the undergraduate students are able to work in the labs and actually be involved in publishing the research and attending the conferences and so this research funding goes directly to supporting our students. It is building out those 21st century workforce skills, the next generation of STEM researchers, and it also gives them the analytical skills that they would carry with them throughout their lives regardless of their career.

If we look at that data by sponsor type, you can see that federal and state sponsors are our largest source of funding. This is normal and completely to be expected. The reduction in state funding that you see again is due to the elimination of that large state program. Our corporate funding was down a little bit this year. When we looked through the information it looks like there were a number of larger contracts about \$100,000 a piece that were not renewed. I'm not sure why but that did seem to contribute to that decline. I also wanted to point out that you can see that our funding this year from public and non-profit sponsors was up about a half million dollars. And this is due to a large grant that our library received for the digitization of nickel and dime novels, and so while a lot of this report really focuses on research I think it's also important to recognize the depth and the scope and the caliber of our programs across campus. And so this slide here breaks out our funding by type and agency and of course this models our portfolio with the state funding the majority of our public service type projects and with the federal government supporting the vast majority of our research activities. The take away here is really that to continue to sustain or grow research we need to continue to be competitive for federal funding. Federal funding is critical for our research programs. Our total research funding for FY17 was \$9.7 million. Out of that \$9.7 million, five agencies provide 70% of that funding and really highlights the importance of federal funding, but also the fact that our funding rests within five federal agencies.

Last year our chemistry department received a Research Experiences for Undergraduates award for about \$275,000. The program enables students from underserved populations or who are at institutions that may not have a robust research infrastructure to come and spend the summer at NIU working alongside our principle investigators. Chair Barsema asked if we do workshops or classes on how to write proposals and grant responses. AVP Little replied that we do as part of the funding development series mentioned earlier. The series is a combination of Sponsored Programs conducting some of those workshops and some external consultants.

Agenda Item 7.d. SWOT Analysis

Trustee Barsema introduced Dr. Jerry Blazey, Vice President for Research and Innovation Partnerships.

Dr. Blazey indicated that the very first step in a strategic plan is a SWOT analysis. As context, he continued, I'd just like to remind the board of the three aspects of our university mission which refer to excellence and engagement and that's number one, teaching and learning; two, research and scholarship; and three, outreach and engagement. These three areas do not exist in isolation, but reinforce and strengthen one another and it reflects the president's comment about how we try to optimize our resources to move forward in all three areas. The intersection of instruction, scholarship and outreach are what distinguishes NIU and makes us attractive to students and faculty. As you probably recently heard, we were cited as a national leader among selective universities for simultaneously promoting research and social mobility. That speaks to our mission to reach out to our students and provide them opportunities and in my opinion this distinction will become more important as public support wains for higher education and competition for students and faculty increases. I firmly believe for the university to remain vital we need a strong research component and it is key to our mission as well. Given the centrality to our mission and our future success, a SWOT analysis of research and innovation is well placed and I thank Chairman Barsema for encouraging us to do so.

AVP Little and I took the initial pass at this and then shared it with the other division leaders. This is an analysis of research and innovation program strength, weakness, and opportunity threats to provide our framework for evaluating the potential for future programs. So strength, positive attributes, tangible and intangible that are internal to NIU and within institutional controls. The important caveat there is internal or not caveat, criteria is internal. Weaknesses, circumstances that detract from the institution value proposition or place the institution at a disadvantage. Opportunity, external factors which when leveraged will enhance our programs. Threats, external factors beyond institutional control that place our programs at risk. So the important criteria in there are external factors. So this is a definition. You could put various items in various categories depending on your definitions, but we needed to start somewhere. So the

strengths, I like this image because it speaks to that observation or my observation that broadly speaking our primary institutional strengths are associated with faculty and their scholarship, our students, student engagement and outreach programs, and recent administrative efforts to strengthen and invest in our programs.

With respect to faculty and scholarship, I think our number one asset is our enthusiastic faculty. They're nationally and internationally recognized and as you saw in one of the plots Dara showed, they are still investing heavily and significantly in their scholarship just by the number of proposals they're submitting. I can't stress enough how much work it is to write a proposal and how many you need to submit to actually successfully get external funding. It's a painful process at times and you really need to make it something you're going to succeed at and our faculty are successful. They've created numerous strong programs of public interest that I do think strengthens our position with the community, and I'll name just a few, they're not all of them, but they're ones that have been very successful and have high potential going forward. In Southeast Asian Studies we have a national reputation. In the Center for the Study of Family Violence and Sexual Assault we have a national and international reputation. Non-profit NGO studies, social entrepreneurship, environmental studies are growing rapidly and there's going to be a greater societal need as the years pass. Physics partnerships with the labs and recently advanced manufacturing is really heating up. The third pillar or tree supporting our serving as a strength is our student engagement and just the numbers point out why they're a strength. We have 4700 graduate students. Graduate students are the lifeblood of a research program.

In terms of cultural aspects that are weaknesses, we have uneven research support across the campuses and colleges. Some areas have great mentorship. One of the reasons CLAS has so much of the research portfolio is they've got it up and running. Some of the other colleges have fallen off recently or are ramping up research. We really need to help with mentorship and unit support to help them get it up to the level of CLAS. Another cultural weakness is what I would term our nascent campus-wide innovation and corporate engagement strategy with respect to research. A cultural impediment I referenced as a strength is also a weakness is policy impediments. We still have some in place and we need to work on those. In terms of key missing programs, what I mean by that is we have a limited complementary doctorate programs.

Opportunities, we have two general types, continued Dr. Blazey; those that are evolving and those that are related to location. It's amazing how many of our opportunities have to do with our location. In terms of evolving, I perceive a new commitment between the university and city leadership and we should be able to find ways to leverage that and research programs that make sense for both institutions or both entities. There are changing student demographics that we need to respond to as the interests of society change, what becomes important and what becomes less important. And there's a growing need for environmental stewardship and advanced manufacturing and those two megatrends that offer opportunities, we're well positioned to respond to them. In terms of location, we're sort of situated kind of nicely up here in northern Illinois. The other research universities, and they're goliaths, and roughly two hours away, so in this area, we are the research university. In terms of innovation and entrepreneurship, our proximity to Chicago offers a lot of opportunities. Our location offers a huge alumni base, and we have highly regarded collaborations with the national laboratories and we can grow key programs that are pursued with high levels of support by the federal government.

Trustee Barsema thanked Dr. Blazey for his remarks.

8. OTHER MATTERS

No other matters were discussed.

9. NEXT MEETING DATE

The next meeting of the LARI Committee will be Thursday, November 16, 2017 at 9:00 a.m.

10. ADJOURNMENT

Chair Barsema asked for a motion to adjourn. Trustee Wasowicz motioned and Trustee Boey seconded. The motion was approved. Meeting adjourned at 10:00 a.m.

Respectfully submitted,

Recording Secretary

Cathy Cradduck

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
Ad Hoc Committee on Governance
October 20, 2016

1. CALL TO ORDER AND ROLL CALL

The meeting was called to order at 12:32 p.m. by Committee Chair John Butler in the Board of Trustees Room, 315 Altgeld Hall. Recording Secretary Kathleen Carey conducted a roll call. Committee Members present were Trustee Robert Boey, Wheeler Coleman, Matthew Holmes, Robert Marshall, Marc Strauss, Tim Struthers, and Committee Chair John Butler. Also present were Trustee Cherilyn Murer. General Counsel Jerry Blakemore, Board Liaison Mike Mann, President Doug Baker, Executive Vice President and Provost Lisa Freeman, Vice President Al Phillips, Greg Brady, Murali Krishnamurthi, and UAC Representatives Greg Long and Holly Nicholson.

2. VERIFICATION OF QUORUM AND APPROPRIATE NOTICE OF PUBLIC MEETING

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

3. APPROVAL OF PROPOSED MEETING AGENDA

Chair Butler asked for a motion to approve the meeting agenda. Trustee Strauss so moved and Trustee Boey seconded. Chair Butler asked that Item 10 be removed from today's agenda and moved to the next meeting. Trustee Strauss so moved to amend the agenda and Trustee Boey seconded. The motion to amend the agenda was approved and the motion to approve the agenda passed.

4. REVIEW AND APPROVAL OF MINUTES OF JULY 21, 2016

Chair Butler asked for a motion to approve the minutes of July 21, 2016. Trustee Strauss so moved and Trustee Boey seconded. The minutes were approved.

5. CHAIR'S COMMENTS/ANNOUNCEMENTS

Chair Butler added he had no comments and welcomed the representatives of the University Advisory Council, Greg Long and Holly Nicholson.

Holly Nicholson commented, at the risk of sounding like a broken record and I may be caught repeating this at a later meeting as well, but since I've stepped in the role of Operating Staff Council President, I've been impressed with the value places on shared governance by the administration and while we can always do better, and Greg and I have received to that effect of course, I did want to express my appreciation for the inclusive practices and discussions and as we continue to progress through the constitution and bylaw revision and we begin to codify the process by which we create and maintain policy, it's my hope and expectation that shared governance will have a role in policy approval because it is important to be inclusive and consider the input of all constituencies when discussing NIU policy.

6. PUBLIC COMMENT

No Public Comment.

7. APPOINTMENTS-FACULTY AND ADMINISTRATIVE EMPLOYEES

Executive Vice President and Provost began with calling on Vice Provost Krishnamurthi to discuss the item of appointments – faculty and administrative employees.

Vice Provost Murali Krishnamurthi began, these are some simple requests to refine the Board of Trustees regulations regarding the language related to appointments. The first one is (related to) visiting faculty appointments. These are individuals hired temporarily to cover for tenure track faculty duties. If they go on leave or if there is a search going on, it takes the whole year, sometimes longer. The current regulation says that appointment is limited to a year so the request today is to extend it for two years. The rationale is that CMS allows faculty to go on leave for two years. There are such cases right now. So it is inefficient for us to hire somebody as visiting for a year and train them and they do teaching and research and then you let them go and hire someone else for the second year, it's not efficient. The second reason is if someone leaves or retires from the tenure track, it takes a whole year to do a search. If you hire someone to fill in as visiting, and at the end of that time period if the next faculty also leaves and you cannot retain that individual you hired as temporary to fill in the role for visiting resulting in letting that individual go and hire someone else new. This happened in Department of Engineering last year. Lastly, in some disciplines it's harder to recruit faculty and we're experiencing this more and more in Nursing, Music Education, and other areas. So it is attractive to hire doctoral candidates who are in the last stage of their dissertation to give them a whole year so they can complete their dissertation work, however, at times it takes longer so it spills over to the second year.

Trustee Strauss asked, in if the terms and conditions of employment in some cases that would imply to have implications for collective bargaining and are we free to alter our regulations outside of the collective bargaining process?

Vice Provost Krishnamurthi responded, that the subsequent recommendations were actually discussed with the union while in the negotiations stages. Secondly, these changes also are consistent with the collective bargaining agreements. Laura Alexander, Senior Associate Vice President for Human Resources, also assisted with updating definitions relative to the rest of the state universities. Speaking of the classification of visiting professor, for this year there's 19 visiting faculty.

Chair Butler noted, are you going to move through the three classifications?

Vice Provost Krishnamurthi responded, the next classification is temporary appointment. This is also a request that came from the UPI, and the management side concurs. The Board of Trustees regulation on this are from the 1990's and it says they can be appointed for one leave ever five years for consecutive appointments. After that, there needs to be a special approval from the president or the designee. The request is to remove this limit for the simple reason by definition these are temporary appointments annually renewed. Also, the collective bargaining agreements take care of the appointments and the duration, so renewing these appointments and going through the process, takes a lot of transactions involved. Lastly, from the union side, the seniority is important for them but you cannot have someone work for five years and say you let them go and then rehire them a year later, so the seniority roster is important. Some of the instructors have been here ten years, fifteen years, and they do a great service for NIU. This is really a transactional recommendation from the union as well as from us.

Trustee Murer asked, I am concerned about taking a time limitation off of something that's called temporary. It's one or the other, either it's temporary and if so I think that we require some type of specificity as to what does that mean. Or if they're not temporary and they're permanent, then why are we still using that language?

Vice Provost Krishnamurthi responded, exactly and let me respond to the temporary matter. It's actually all these union instructors' contracts are annually renewed.

Trustee Murer commented, I'm having a difficulty with language. I have difficulty with the terminology temporary which has a meaning that is not permanent and if we take any time limitation off of it then it's an infinitum. I might be missing something here but I'm just having a language issue of using terminology called temporary and not having specificity of what does temporary mean.

Provost Freeman responded, I almost think in this context temporary was probably introduced to signify non-tenured which it's probably not the most appropriate use of the word temporary.

Trustee Murer noted, I'm a big fan of language and precision of language. We should say what we mean and if it's non-tenured, then non-tenured track, maybe that's what you need to call it. But if we have the opportunity to continue to rectify any discrepancies that we have, let's take that opportunity.

Vice Provost Krishnamurthi responded, absolutely and just as you were saying, I was recognizing the language issue, maybe it's easy to say just instructors and this is their classification, this is their type of appointment.

Provost Freeman added, because that definitely carries with it the non-tenure line meaning and then it's one word instead of a lot of extra words.

Trustee Murer added, that would be fine with me.

Senior Associate Vice President Alexander agreed.

Chair Butler added, so this is a committee and this is an action item, we can recommend that the Board approve these amendments, but at the same time we can recommend that you take another look at the title. I think the recommendation from Trustee Murer is to retitle this section and the appropriate sentences inside it to change it to instructor appointments.

Provost Freeman noted, we will bring back through AASAPC with new wording for that section. Would anybody object to us bringing them back through the Academic Affairs, Student Affairs and Personnel Committee since these are personnel items and we have a meeting coming up on November 17th?

Chair Butler agreed, I think that's appropriate. My question would be is the concept of automatic tenure still an issue, still a matter of concern that might affect this issue?

Provost Freeman noted, the composition of the non-tenure track faculty workforce nationally has really changed. I'm very proud that we're an institution that does not rely in majority on contingent faculty who are not long term employees. The best practice nationally for instructors, meaning non-tenure line faculty who don't have research expectations and who teach the 4/4 teaching load is actually moving towards rolling contracts, opportunities for advancement, because it's best for our students when they're part of this. I think the concern you might be raising might no longer, in the current environment, be one that's raised very often. If I'm understanding it was an implied tenure.

Chair Butler agreed. I was just curious if that legal concept or principle was still hanging out there that could affect this distinction.

Provost Freeman replied, we'll certainly have a better answer for you on November 17th.

Vice Provost Krishnamurthi added, the third one was more of a language and consistency issue. The current definition of adjunct at NIU is when non-employees occasionally teach specialized courses and they're not compensated, they're volunteers. This is again, not the national definition or even a statewide definition so the recommendation is to define them as adjunct, employees of NIU, hired for less than 50% of time to

teach and I'll explain that, and they could be eligible to receive compensation. I say less than 50% because the collective bargaining agreement says for instructors, if somebody is teaching 50% or more, they have to be in the collective bargaining unit. If somebody is less than 50%, and some examples are those who teach non-credit course for the Community School of the Art like piano and all those things for kids and adults, motorcycle safety, and some of those non-credit which are less than 50% and occasionally some specialized courses where you can bring in the industry expert to teach something in business or law, for example for 25% and they should and they deserve to receive compensation. If somebody teaches voluntarily, they can do that too. Some of you may recall last year that Associate Vice President of Human Resources, Celeste Latham, came and shared information about elimination of this affiliates category. The affiliate's category was used before for accommodating all those outside of tenure, tenure-track faculty and collective bargaining instructors. Whoever was left over, were affiliates. So the adjunct faculty by definition right now is they should be volunteers. The national definition and the state definition in other schools is these are adjunct faculty. So this is also an issue for us. So for those who teach non-credit and less than 50% of the time, for consistency we are making this is recommended for your consideration.

Trustee Strauss noted, the only issue I have is with the proposed addition. Adjunct appointments for teaching credit courses shall be less than 50% but it doesn't say 50% of what. I think it would be advisable if simply the language was clarified. I don't have a problem with the concept.

Trustee Murer added, I'm just concerned with making sure that we're clear on the methodology of compensation, please explain if an adjunct must go through the same rigors as being an employee.

Provost Freeman responded, actually if an adjunct is going to teach they have to meet the HLC requirements for faculty qualifications and in our graduate school where we occasionally really would like people from the outside to serve on graduate committees and generally that's done uncompensated, we still put them through a special review process.

Trustee Murer noted, I didn't mean the same rigors in terms of academic qualification, I meant in terms of HR processes. Maybe I'm wrong on that. I just want to make sure that as we start to take a categorization of adjunct appointments that in the past had not received compensation, and put them in a category of compensation, then what methodology are we going to use through the HR process to determine that level of compensation.

Vice Provost Krishnamurthi replied, two things here; number one in terms of screening those employees, background check, and the paperwork and approvals, they will be the same as any other employee. Number two, the compensation is really dictated by the discipline and the market rate. A lot of times that drives that.

Provost Freeman added, we have those processes in place for these employees now. It's just that these employees have been called affiliates and with the elimination of the affiliates category we're going to call them adjuncts and adjuncts previously were by definition uncompensated. We are comfortable with the methodology.

Chair Butler noted, the recommendation is that we forward this to the Academic Affairs, Student Affairs, and Personnel Committee with the changes that we have discussed here today with respect to changing temporary employments to instructors and the appropriate changes inside the body of that section and that there be some clarification as to what 50% of what is?

Chair Butler called for a motion. Trustee Strauss so moved. Trustee Coleman second. Motion passed.

8. APPEARANCES BEFORE THE BOARD AND RECORDING OF MEETINGS

Chair Butler began, we're now considering a motion to amend the bylaws to create conditions for making

public comments at our meetings. Let's begin with some background from Mr. Blakemore or someone from your office.

General Counsel Blakemore began, Mr. Chair, Members of the Board, this is actually a follow-up to action that the board has already taken with respect to the governance of its meetings. The board took action within the last year or so based in part on an attorney general's opinion wherein we did not have a written policy related to whether in fact one was required to provide specific information in order to make a presentation to the board. There as an attorney general's opinion that indicated that you could not require personal information like the home address, telephone number, etc. That was not a practice that the board did, but we clarified that by eliminating that in terms of the form that the public needs to fill out in order to make its presentations to the board. Because of that, the Office of General Counsel took a more comprehensive review of what our policies and quite frankly what our practices were and felt that it was important to do two things. One, we wanted to make certain that we were compliant with other attorney general finding opinions with respect to this issue. And then two, and more importantly, we wanted to clarify the roles, responsibilities and expectations. What we have proposed here is a more comprehensive appearance before the board section I provided you what we call red line, it's actually highlighted in yellow, statement for your information and review and what I'm going to do is summarize the major provisions of that proposal. One, we are requesting that the board make a statement in support of open discussion and observation of the public related to the business of the board and so there's a comprehensive statement that is part of now Section IV of appearances before the board. We specifically lay out the obligation of the board to provide opportunity for the public to observe the meeting, that you will from time to time stream the meetings. Streaming of the meetings, and that is especially true when you choose to meet in other locations within the university. We wanted to make certain that if in the event that we're done, you would still have the opportunity here in DeKalb to have the meeting. That has been the practice of the board. We wanted to memorialize that. We also wanted to make certain that there was an opportunity for the board, as it's required by law, to record the meetings in the event that they wanted to. This morning was an example of the board fulfilling that legal obligation, but we wanted to be a little bit clearer about the parameters of that and therefore you have pretty detailed procedures related to that as part of the policy. The other thing that we have done here is the board has had a practice but never had it in writing with respect to the amount of time that it would provide for public comment. Typically, institutions will want to provide the public notice and you would want to have notice for yourself in terms of how you manage your meetings. We have taken what has been your practice which is about ten minutes before that you've provided. We've provided specific authority of the board chair to extend that for another five minutes. The board could always extend that public time itself, but we are very specific about the ten minutes plus the extension of time on the part of the chair within the discretion of the chair. We also, and this does not change our current practice at all, we now have a practice of allowing anyone from the public up to the time of the beginning of the meeting to actually register to actually speak. What we have done here though is expanded that by providing different options so you don't have to come and necessarily, we provide a website, we provide a telephone number and so what we have done here is made registration a little easier for the public. And we have also provided opportunities for those persons who are disabled and we have for your consideration in this, you would provide upon a two-day notice, more access if a person were disabled. And so that is not something that is in the board's sort of policy or practice now, we wanted to make clear to the public that we would be doing that for sort of obvious reasons. We have a section and I'll go right to that where we indicate that the public obviously has a right to have discussions or to make their thoughts known to the board about those issues that are within the jurisdiction of the board as opposed to issues that may not be within the jurisdiction of the board. As a second step however we have indicated and this is by means of a notice to the public that there's certain personnel and sort of related issues that the board will not engage in conversations with the public although the public would still have the right to sort of raise those issues. We just had a discussion for example about collective bargaining and how that might entail. Typically, a collective bargaining discussion is done in closed session although the board has to act in public session on those. We have laid out and these are the exemptions that are actually part of the Open Meetings Act wherein effect the public knows that although you are listening to them, you may not be discussion the issue with them not because you don't have necessarily opinions on it, but

because those are more the subject of confidential discussions up to the point that you're making a decision. We're looking to in effect provide a more comprehensive section that deals with public appearances before the board, being clear about what the expectations are, and also providing some pretty specific details about what can and cannot be discussed and what you will engage in.

Trustee Murer began, I think this is really very important and one of the comments you made in terms of giving the public the parameters of our response, in light of discussion that have gone on over the past couple of years, I think that's really important. Sometimes the board doesn't respond when the public makes a comment and in the past we've been criticized that we haven't been engaging enough, but many times that's because either it's litigation or it's not within the scope of what we can discuss in public at that particular time because of the evolution or where we are and I think this is very timely for us to be much more articulate as to how a board responds when a public has absolute right to make comment, but it doesn't mean the board has an obligation to be immediately responsive to those comments in a dialog. I think this is really, for me, a very important issue to be very clear and I think this is the time to do it.

General Counsel Blakemore added, I very much appreciate your comments and that was the intent behind that particular section and an overall notice to the public about what is expected in terms of the public and what they can expect quite frankly from the board.

Chair Butler asked, I want to make sure that we're clear when we make reference to the chair that we're referring to.

General Counsel Blakemore responded, the language that we use is committee chair or presiding officer.

Chair Butler continued, that's in some places, it's not throughout. Sometimes it just says chair. The sub point D, the new D, it says members of the public are allowed to register, I think it needs to indicate there with whom they are to register.

General Counsel Blakemore responded, the board liaison's office would be where registration would take place.

Chair Butler asked, if we could just put that there because that's where someone would want to know who they are speaking to. I know it comes later that the recording secretary shall confer with the registered speakers.

Trustee Strauss added, registration, second sentence, registration should be made with the board liaison.

Chair Butler agreed and added, if we could just have that up there where it first says register with. In addition to that, I have some questions. What is a material disruption?

General Counsel Blakemore responded, during the past several months we have gone through extensive consultation on the freedom of expression policy. Part of what we wanted to do on, quite frankly constitutional law, basically indicated you cannot in a sense infringe upon constitutional rights unless there is a material instruction. We do not give that definition here. It is hard to really determine. We can make clear here that that can be determined by the board chair or the board fully, but it's going to be a fact based sort of circumstance. What we wanted to do, and using this morning as an example, what we didn't want any interruption, a slight interruption should not prevent the public from having an opportunity to speak. And so we wanted to have a high enough standard that if someone is a little bit over or whatever, they would still have that opportunity. But we don't define it here, but it's a standard that I think can be applied based on the particular circumstances.

Chair Butler added, I only ask that question because prior to that term there's a number of action verbs defining disruptive behavior, make false statements, and then that term then appears and I'm trying to

figure out. I mean I think there's often times where people speak to us that we think the statements are false. That's not a material disruption?

General Counsel Blakemore responded, no, in fact those are two separate type issues. One has to do with what your actual statements are and everyone has a right fact of cause of action for defamation. What we're talking about here is when you're really interrupting as opposed to I would say mere statements. Again, we call for in the policy consistent with what we expect of our students in terms of the Huskie Pact, what we expect of our employees in terms of an academic institution with robust discussion but in a civil and respectful many. We're very clear about those. So again, we establish a standard here of how that communication could occur. But I don't think that someone making what they believe to be in good faith a truthful statement which ultimately may turn out not to be. That's not a material interruption.

Board Liaison Mann asked, Mr. Chair can I ask a quick question please? Since I missed the meeting, I'd like to ask for a little clarification. In section D where it says that the members of the public are allowed to register up to the time posted and then in the second short paragraph it says advanced registration closes one hour prior to the scheduled start of the meeting. Is that a conflicting statement there?

General Counsel Blakemore replied, what we're trying to do there is that we assume that you have to be in preparation for the meeting so people could still come within that hour and actually register, but having someone responsible for taking those sort of ends to the hour before to the meeting, but they still have the option of registering at the meeting.

Board Liaison Mann noted, so the distinction is the advanced registration as opposed to on-site?

General Counsel Blakemore replied, yes.

Chair Butler clarified, and as a practical matter that would come into play if there were multiple people wishing to speak and the chair of the meeting wished to limit the speaking.

General Counsel Blakemore added, that is correct. That's why the provisions that are before you have a section that talks about how best and it provides the chair the authority to manage several speakers on the same topic. Right now it's first come, first serve, but if the public wants to speak on enrollment as opposed to any other major, you can actually do that.

Chair Butler noted, this isn't unusual, if anyone's ever testified in Springfield you know that the chair of the committee will say we'll have speaker on the pro side, one speaker on the con side, they'll exercise that level of authority. As a practical matter as long as I've been on the board, we have never had to do that. This is more of a prospective change. I think I've got this. We can empower our general counsel with his notes as I continue. It indicates in H that sign language interpretation is available upon request without prior notice. One, it's in a bracket. Would that bracket be removed? And two, can we actually make this promise?

General Counsel Blakemore responded, I actually had it in brackets because I really wanted to have some discussion on that very issue. Can we do this? I believe that there's an obligation on our part to do it. I think it's the right thing to do, but I didn't want to assume. This wasn't a decision of the General Counsel's Office as much as an issue that if we make this representation, we need to be certain that we will be able to comply with this representation.

Trustee Murer asked, what does the ADA require?

Deputy General Counsel Brady responded, we do have an obligation in our program and services to provide reasonable accommodations to individuals who have disabilities and maintain requests for such accommodation. I believe that's the intent of the statement. It really is no different than what we have in

employee situation in those contents but I do believe we will have to, if it's not the specifics of the proposed language here, the university does have an obligation to provide reasonable accommodations to disabled individuals who request them.

Trustee Murer added, it's not so much the issue of our obligation which we all understand, I think what the question is what the sense of immediacy is. Can we require notice for the accommodation? We have no doubt the accommodation must be made, but it's the language of that sense of immediately.

Deputy General Counsel Brady responded, yes, we can require notice because that goes to the reasonableness of us being able to accommodate an individual. If an individual just shows up and says I can't hear, I would like an interpreter and we don't have one available, the reasonableness there is we're going to just say I'm sorry that is not reasonable at this point. So asking for advanced notice like two days or whatever is appropriate.

Trustee Murer asked, do we think two days is too much though? Do we need two days for something like that?

Trustee Coleman asked, do we staff or do we hire this service?

President Baker responded, we have staff.

Chair Butler added, there's the issue of when an agenda item is announced to the public, which is 48 hours, so I think you need at least a day to notice the change, so maybe 24 hours.

Greg Long added, one thing that I would mention, it isn't realistic to have someone come to the meeting and request an interpreter as far as our staffing goes. We do have some interpreters on staff certainly, but they are most often times assigned to work with students in specific classes and so I don't think we could say alright we could provide someone because we may then have to take someone from a classroom setting to bring here and I think that's certainly not what we want to do. The other thing too if you're thinking about hearing loss as an issue, I don't know that I would say I always have an interpreter here because if you want to hit the broader nature of things, captioning would be far better. We use this in our University Council and Faculty Senate meetings such that you've got the TV up there and it's just like the evening news where the captioning is getting everything that's said and it's being presented because there are a lot of people who are deaf or hard of hearing who don't use sign language. While we might think an interpreter would be something to bring in, I would argue that you'll probably going to be more inclusive if you are captioning what is said.

Deputy General Counsel Brady added, can I suggest then to cut the conversation that we move to language that we request that individuals who may need reasonable accommodations to participate in the meeting give us advance notice within two days, some language like that. This would also go beyond a specific to a type of disability when there are other types of disabilities that we may need to consider from time to time.

Trustee Strauss responded, I would propose we get rid of the bracketed language in the paragraph immediately preceding and just change two business days to one business day and that is a more general statement with regard to disability not a particular disability and it allows for the notice to be posted.

Trustee Boey questioned the two-day notice requirement.

Chair Butler responded because you can announce an agenda item 48 hours in advance of the meeting, it's not really enough time for someone to maybe catch the change and so if you had two business days advanced notice somebody might miss that. So I think one day is better. It would potentially require us to move more quickly but it's our obligation.

Deputy General Counsel Brady clarified, this is part of the reasonable, and we will have to engage with the person on a can we accomplish this. We are not required to give exactly what they ask for. We have to engage in an interactive process where we determine can we provide reasonably what is being requested or come up with some other reasonable alternative.

General Counsel Blakemore continued, I can certainly support the 24 hour versus the 48. I think the critical issue is noticing the public of access to this meeting and providing that. We can be flexible. We want to encourage people to do it as soon as practical. One of the things that the board does is that you publish your meetings by law in December for the entire calendar year, coming calendar year. So at least of terms of your regular meetings there is notice to the public and it would be helpful to encourage people to give us as much advance notice as possible so we can accommodate that. So I'm fine with the change.

Trustee Murer added, I just have one thought. When we talked about the material disruption, I don't know if I'm using the same words but basically the same thing, have we had any discussions and pre-thought what our response might be if there is material disruption and I'm thinking about under what circumstances do we call in the campus police and I want to at least have us think about, maybe not necessarily come to an answer today, but to preempt this so that we don't have any overreaction or under reaction on the effective use of law enforcement. Whether it's campus police or outside the campus police, but I think when we use that terminology and it's a broad term which well it should be and we have the provisions that are civil in terms of response from a chair, but I want us to at least think about and again so that there's no overreaction or under reaction to that and from your perspective or anyone's perspective have we had these conversations in the past?

Chair Butler responded, not as a committee we haven't and I think it's a worth one to have. I mean I think there's a point at which making an appearance before the board, that's one thing, but then there's protest and what happens and my next question is about hand held posters and place cards. I'm not quite sure that would be consistent with our free speech policy but we can get to that in a moment. But if we do have a situation where we have protests what are the options that are available to us?

Board Liaison Mann added, one thing I'd like to mention is that we always do have a plain clothed officer in the board room at all times. In fact, we have one here with us today.

Trustee Murer added, I think, again especially in light of societal issues that we're facing, I would like us to at least engage in the thought process and I want to continue to use that language of under response or over response.

General Counsel Blakemore added, Trustee Murer let me share with you and I don't want to put the provost on the spot, but she and I have been engaged in the past two, three weeks in exactly these types of discussions. So I will share with you and Dr. Freeman may want to add a little bit to this. As we develop the policy on freedom of expression, we had conversations that included the Department of Public Safety and Student Affairs, Facilities, the Provost, the Provost's Office, my office and we actually established a protocol, I won't go through the details of that, that in effect helped us determine when we would call in the police, what action would be taken before hand and who would be responsible for taking that action. We developed a protocol that respected the public, provided notice that you're now in violation of the policy, provided them an opportunity to comply with the policy. We made a conscious decision not to have the Department of Police and Public Safety making those interactions, but that it would be Student Affairs or the appropriate individuals. It was actually instituted this week, my days are mixed up, last week where we avoided I believe what could have been a challenging violent situation because of the matter in which it was handled. We had people who understood the policy, who were told about the policy, but clearly having the Public Safety Department with the authority in the event there was imminent danger being able to take the appropriate action. So we have engaged in that. I think it will be helpful to sort of share that particularly with the board chairs and committee chairs and we can sort of do that and I don't know if the

president or the provost wanted to add to that.

Provost Freeman added, I would just say that the policy was developed based on a practice shared with us by Public Safety and the first time we discussed it as a leadership team was actually not in the context of the freedom of expression policy and civil activism but actually disruption of commencement in the Convocation Center so it's a de-escalation protocol that has multiple uses and we feel very comfortable with it.

Trustee Strauss asked, can I just add that in Section 4.G., the second paragraph, reads speaker registration much be made during the advance registration period by the individual who will make the presentation. That's inconsistent with what we talked about in D with regard to the time. I don't know whether it's advisable to require the person who wants to speak to make the registration but the time element conflicts internally.

General Counsel Blakemore responded, we can eliminate that.

Chair Butler continued, my next question was on K, the last sentence, regarding the hand held posters and place cards or placards are not allowed in the board room during board meetings. I find it hard to believe that's consistent with freedom of speech provisions and we have had this in the past.

General Counsel Blakemore responded, two points, one is one's expression of freedom of expression in this room is a specific provision that has been provided for the university community. This is a place where except when you are in meetings and it is being used for other purposes, the freedom of expression and the placards, etc. it is open. In fact, it's encouraged, it's a specific part of the expression policy and procedure. With respect to the meetings, placards which disrupt, which make it impossible or material disrupt the ability of other individuals to observe your meeting, those types of placards could be prohibited and that's what we're talking about. So in the course of your meeting, no different than in the course of someone faculty member teaching, a faculty member in the lab, the athletic events, we're still saying there is no right there to have that type of protest. We're saying the same thing here. The second thing is, I think the determination of whether it's disruptive again, ultimately is going to be that of the board's and we would look to the board chair to do that but we are trying to protect the interests of the public whether they are protesting or not, their right to observe and in some situations participate in your meeting.

Chair Butler added, so this provides then the option for the enforcement of this provision if the presiding officer of the meeting determines that the postcard or placard is offensive, constitutes a material disruption, and prevents people from being able to participate in some manner.

General Counsel Blakemore noted, I don't believe that just because something is offensive that you would be able to prohibit that. I do think that if there is a material disruption. What we have advised, for example, faculty on this issue is a student that is protesting who comes to a class, and they come in their hoodie as an example or they have an armband on, that's perfectly acceptable as incidental, not disruptive in that classroom. I would say the same rule would apply here. But if it gets to be disruptive or it interferes with other person's rights to be here to observe and participate, then it can be prohibited.

Trustee Coleman asked, recording the meetings and I know there's an Illinois law that provides that recordings are allowed. However, I didn't know we were going to be live on a radio show this morning and that our meeting was going to be broadcasting the full intent to rebroadcast not only locally but possible nationwide. Is there anything we can do about limiting the amount of or the types of broadcasting that can occur?

Deputy General Counsel Brady responded, there is a difference between recording and broadcasting. The law speaks only to recording, so let's start with that premise. So the allowing of broadcasting directly from your meetings is something within your control. Something to consider. The reuse of a recording by the

public is an area of the law that is actually complicated. The intent behind the law is to allow the public to record public meetings. We do separately record at the same time and because of that actually retain intellectual property rights in the recordings of the Board of Trustees meetings. This is a complicated area to where there could be control over the commercial use of that, however fair use principles of copyrighted materials would come into play where a person could take the recording, go out and do such things as parody or commentary or well. Those are the two primary, parody or commentary about the board meeting and they're going to be allowed to do that because of the fair use principle under copyright law. There are some things that can be allowed, and in fact I believe the commercial use of the recordings is something that was addressed in the draft. I don't believe, but I could be wrong, that broadcasting was addressed in the draft.

General Counsel Blakemore responded, we do not specifically address the issue of broadcast, but I would agree with Greg's sort of assessment here. Here's the bottom line, you can probably broadcast, the law though it doesn't speak specifically to broadcast. I think courts, one the Attorney General's interpretation because this is an Open Meetings Act requirement it's more likely than not going to be that the recording or broadcasting or use of and there's going to be few limitations on what could be done. One is you cannot use it for commercial purposes. That's generally what we do with vendors now. They don't have a right quite frankly to come and advertise here, etc. What we did try to do in the provisions, in the policy, was to indicate that they could not manipulate the recording in such a way as to being misleading, etc. So there's clear language there. We were not; at least I was not, aware that there was going to be a live broadcast either. This is an issue that, to be candid, we will probably need to go back and look because that type of notice is more than reasonable. There is no obligation on the part of the board in the event it really interferes with the continuity of the meeting to allow that. But I don't think that we could prohibit the broadcasting.

General Counsel Blakemore added, you cannot eliminate the recording. It can be recorded and I think again courts are probably going to look at recording in a broader sense than if you can record it then you ought to be able to use it as part of what is being heard and understand what has been said, etc.

Trustee Murer asked, am I correct in Illinois, specific to Illinois, you can't record someone unless they know that they're being recorded?

Deputy General Attorney Brady replied, that's an eavesdropping law. It only applies to private conversations not public meetings of a public body.

Trustee Murer added, so that was my question, so would a person have to divulge if they were recording at an open meeting and the answer is no. They can just put it in their pocket and do it.

General Counsel Blakemore added, in fact with the use of cell phones it happens all the time.

Trustee Boey added, my reaction to this morning was Mr. Mason was using NIU to broadcast to his listeners. We were being used in that respect that he's getting the attention of people who are listening to his program. It just enhances his participation of listeners and he did it purposely and I was surprised that he was allowed to do it quite frankly.

Trustee Coleman asked, so what if every month he wants to broadcast live from the NIU Board? I'm also going to tell you I don't know what kind of show it is and I don't know what his political agenda is although it looks like it's beginning to come out. I think we strongly need to look at the live broadcasting. I don't want that to be a regular event and I don't think I want to be part of that.

General Counsel Blakemore replied, we will research this in more detail. This was not an issue that we were aware was going to happen and in the fashion in which it was. We were asked whether in fact he had the right to record, the Open Meetings Act is clear on that provision. We added the commercial provision, the

commercial prohibition provision consistent with what we do across the university. But we will look at this in particular because again, for commercial purposes, someone wanting to do it every month or whatever, I think we'd have an issue with other institutions or entities but we will take a look at that.

Trustee Marshall added, I think the question for me would be his statement on admission that he did have a vested interest which leads to the question on does it make it commercial?

General Counsel Blakemore responded, he has a commercial interest, usually with respect to issues of conflict of interest you're really talking about disclosure as opposed to prohibitions. His right and any other person's right to speak on issues notwithstanding the fact that they may have some direct interest in them would be preserved and you couldn't prohibit that.

Trustee Strauss added, two things, first I hope we can simply allow some further study regarding these issues on recording and broadcasting. I don't think it's productive to speculate anymore about that today, but I do believe that we need some further input. When I first asked for recognition, I wanted to speak to the posters and placards issue that was raised with regard to 4 K. So the summary that we had about material disruption, discretion of the chair is not contained in this draft. So to the extent that those are concepts that we want incorporated means we need to have modifications before this comes back again.

Chair Butler responded, I'm still not convinced that that's a prohibition we should have in this policy. We've seen before people come to our meetings with signs. It's not a disruption. I certainly will tell you in the world that I operate in when I'm not here, in the labor world signs are very important and a regular part of peaceful, free speech. So I personally would prefer that not be in here.

Trustee Strauss added, I'm sensitive that you can have a sign and its free speech as well. I also understand that you could have somebody that had an 8ft x 10ft sign that they brought in and nobody else in the room could see through them. So I just think this needs a little more work to try to be able to separate the two out. I'm not in favor of saying people can't bring any written material either. It has happened in the past, it wasn't disruptive. We have no problem if it continued in that vein. My problem is if you have somebody who causes a material disruption however it is that you define that. So if we could just let people reflect on that and come back to us with another recommendation.

Chair Butler asked, do the members of the committee feel they have sufficiently expressed their views and observations about this policy? In this case can we recommend that this come before the board in an amended fashion and I will, as the chair of this committee, continue to have dialog with Mr. Blakemore so that we can have a first reading of this? Again, this will come before the board in December as a first reading. So we'll have plenty of time to talk about its contents.

Trustee Strauss noted, I'll make a motion to advance this on first reading to the full board with modifications consistent with our discussion today and further research.

Trustee Marshall seconded the motion. There was no additional discussion and the motion passed.

9. CONSTITUTIONAL REFORM PROCESS UPDATE

Chair Butler indicated that last item on our agenda is an information item. It's a constitutional reform process update which this committee has been discussing since its formation and Greg Long will present the item to the committee.

Greg Long began, I would like to thank you for the opportunity to give you this update. As Jerry mentioned this is something we have been working on for quite a while and I know as listed in the agenda it's constitutional reform process update and as identified on my slide up here it's one thing lead to another, inception of a policy library and really that's done intentionally to show quite how closely aligned these two

projects are. Also with this, my presentation was going to be kind of a lead up for Jerry to talk about the policy on policies. I will do my best to wrap the discussion around and close it up, but it will be something that certainly needs further elaboration and discussion as it moves forward. In looking at this, what I want to talk a little bit about is why we're interested in this, what we've done and where we're suspecting it should go from here. Within shared governance, about a year ago when I had just entered this role, spent a lot of time looking at the constitution and bylaws and our other governance documents and saw that with those documents there are some significant issues, particularly in terms of their specificity and breadth. The threshold required to change bylaws was set unrealistically high compared to many other universities. For example, to change a bylaw we require two-thirds of the membership of 60 people to change a bylaw required than 40 people and our average attendance for the previous five years has run about 43 people. So you can image that when we took votes that one or two people if they just vote no can in fact influence votes. In thinking about this then we thought about we want to revise the constitutional. We presented this information to the president's cabinet a couple of weeks ago, we also presented it to the Rules, Governance, and Elections Committee last week and in preparation with sending it here, but that particular slide was simply to emphasize that over the past three years within University Council, we've had a number of votes that if you look at in terms of popular vote, what does the majority of the body want who's present, we had as you'll notice on this 80%, 95%, we had a large percentage of the people present wanting to have things endorsed or changed, but because our attendance was low, we would miss votes by one or two and that was problematic. On the plus side, I will tell you that we have made a change, our bylaws threshold was amended back in April and just this past month we had a meeting of the University Council where the Athletic Board had proposed a bylaw change in terms of its structure and operation, I mean minor things, but basically updating. If we had not changed the bylaws, we had used the same threshold that has been in place for the past 30 years, the vote would have failed by one, however, with our current threshold, it passed by 6 votes. Recognizing that this was a particular concern for us, we thought about this idea of revising the constitution and bylaws but one of the problems we have with it is what do we do with the policies, if you will, that are codified as bylaws and where would they go? So that was the discussion that led to the idea that we need some sort of policy library, a place to put the constitution and bylaws which is more easily identified and accessible with the creation of a policy library.

Mr. Long continued, I have two slides here just to show you. At the University of Arizona, it's essentially a web portal where policies across the university are organized so you can do a quick search. They have it both as far as categories as well as an A to Z search index. On this particular one they also have at the bottom of that page what's the status of policies, what's in revision, what's being looked at. For anyone who is interested in that information they just go to the website, it's there, it's handy. We have nothing similar at this point at NIU. Purdue same thing, same idea, just giving you those as examples. Just so you know from an overall standpoint, we have looked at over 30 different institutions at this point in terms of their policy libraries and approach and have summarized a lot of that data and shared with the Office of General Counsel. I would reiterate, we have had a very close working relationship particularly over the last 8 to 10 months as we've talked at this because shared governance leadership wants to see this happen and, I think larger picture, administratively and functioning of the university we need to have this happen. So it has been a very collaborative process so far. This is, from our standpoint, a very grass roots kind of an effort on our part in collaboration with upper administration and Office of General Counsel. So as we mentioned at this point if you look at university and divisional levels, so higher level policies, they exist in a lot of different places. They exist in the Constitutional Bylaws, your Board of Trustees Regulations and Bylaws, the Academic Policy and Procedure Manual and across those different documents there's redundant information. Sometimes there's information that's in conflict. We have, for example, multiple ways of describing how you do administrative evaluations depending upon where you look. That's not a particularly helpful approach. Recognizing that we want to have something that would allow easier access to policies and have them be organized and consistent in how they're presented, that's again where the concept of a policy library comes in. But to do that it's not just the web portal, it's not just the here are the categories, but you have to have the guidelines for it and that's when Jerry talks about the policy on policies, we like to talk about it as policy management, but it's that idea of who creates a policy, who owns it, how is it reviewed, so on and so forth. Those are the discussion points that are included in the draft memo that we

would have talked about had time allowed us today, but does certainly need further discussion. If we look at this it's not only that we need the guidelines, but there's the bigger picture of we talked about enterprise risk management, the compliance and risk features that exist and if we have policies that are in a number of places doesn't that put us at some level of risk for being non-compliant and otherwise not functioning the way that's efficient and appropriate. Those were reasons for it and, thus far from our standpoint as I mentioned, our policies are largely, many of them I should say, are largely codified in our bylaws. Our bylaws are significantly more detailed and have more breadth in them than any I've looked at. I've spent the last six/eight months looking at this and ours are pretty unique in terms of how they are organized and they were also designed at a time to be very resistant to change. So the political atmosphere 30 years ago was different than what we have now. What they set up 30 years ago has basically presented some serious roadblock to for moving forward. In terms of what we've done thus far; I'm in this role, it's a one-year term, I have the possibility of serving two years and so when I began this I looked at it as a two-year commitment. Last fall we were talking very specifically about the constitution and bylaws and what we needed to do and we needed to change that voting threshold, and we did. We changed the voting threshold for bylaws and then over the spring semester and summer we've reviewed the core governance documents in excruciating detail. Again the Constitution and Bylaws, the BOT documents as well as the Academic Policies and Procedure Manual. We've got lots of notes, lots of guidance on those. We also have shared it with the Rules, Governance, and Elections Committee who have even crafted a draft of what a revised Constitution and Bylaws might look like, where it takes out all the things that are currently policies or how we would define policies, so what might that look like and that draft has been again shared with the Rules, Governance and Elections Committee, but we're waiting to go further on it because again in taking the things out of the bylaws, where would they go? Our initial thought would be we would put them in the Academic Policies and Procedures Manual, but again as board members I don't know that you've had any direct experience with that but that's a document that is 80 some separate policies not searchable and not well organized and fairly out of date in certain policies and so that was the thought that if we were just to put the bylaws and put them in the APPM that that wouldn't be successful, that the faculty who were going to vote on this would say we don't trust you, and if I were in there position I would have hesitation too which is why then the policy library and the management guidelines become so important because until those policy guidelines, the policy on policy gets established, further work on the constitution and bylaw revision really is on hold. We've done all the work for the constitution and bylaws to present it, we're just now waiting on the policy on policies to be put in place and create the structure to support that. Currently, as I said, we have done this at the University Council level, we have looked very carefully at all the organic governance documents for the university. We are working with Al Phillips and Lavonne Neal to gather policies from other divisions on campus. Our focus is more on the academic and the issues that we can directly address. There's lots of policies that exist elsewhere that we have no direct interest or desire to do further. The eight questions are the ones that are listed on the draft you have from General Counsel. What we did with those eight questions is we looked at a number of different universities, we benchmarked NIUs Constitution and Bylaws, we also benchmarked our policy library or lack of one against others, and when we did that, we identified 14 institutions that we thought did a pretty good job of how they organized a policy library. The grad students and I took those 8 questions and answered them as they related to each of those separate institutions and also shared with Office of General Counsel. We've tried to provide as much background as we can on this to get the faculty and staff behind this because it not only needs to be a good idea but we need to show our work. We need to show how we arrived at the decisions and so that's where we've been going on that. The other thing that we've done on this is in the process of gathered examples of what a policy template might look like. Right now, if we had time, we'd look at a freedom of expression policy. It misses a lot of the answers of the questions in terms of where's it from, how is it reviewed, how long does it stay in places, etc. etc. Those things aren't there. Other universities who have policy libraries have a very clear template for how one goes about submitting a policy and how it works. We've gathered some examples of that to share as well. Finally, to make sure that this works, you know it's going to be web based and so we have included Brett Coryell. At our last meeting of the Rules, Governance, and Elections Committee, Brett had one of his representatives, Dan Ihm attend. Dan's going to continue to meet with us so that we understand how to best structure this from a web standpoint that's searchable and so forth. As I said, right now we at the University Council and governance level have

gathered and reviewed the governance documents. There are many, many others that are out there. I've met with Lavonne Neal, met with Al Phillips, talked about how to go about gathering those additional policies and the division of labor because they have access and the ability to review and compile information on facilities, on safety, on a number of things that aren't within our purview. We're also need to, once we have this set, go back to University Council and introduce the change to the Constitution and Bylaws. As part of this, also work with the APPM Committee because the policy library will necessarily have to take things out of the APPM and put it where they belong within the policy library. Again, this is an on-going process. So, long term success, we have to let people know about this. We have to pull it off. We have to create a structure that maintains the library. That's one of my major concerns on this. This is a lot of effort that's being directed right now to organize, review, compile this information, but then how does it go forward in a sustainable fashion. Long run, when we think about the idea of having a policy template such that policies are submitted in a consistent fashion, they ought to be written in a way that people can read them. Right now many of our policies are written, but with a lot of legalize such that our sentences run 30/40 words per sentence and end up being at the 15th, 16th, 17th grade level. If our policies are harder to read than the Wall Street Journal, we have a problem. Part of this is, long run, thinking about can we create, you know once we do the reorganization because that's the first step following the policy library implementation and the guidelines, can you go back and look at policies and create them in a way that makes sense to people so they can read it. At this point, I would have turned it over to my esteemed colleague and we would have talked more about the draft on the policy on policies. Trustee Butler and I and General Counsel Blakemore did talk a little bit before this meeting about the idea of having some ongoing discussion on this prior to the next time we meet because from our standpoint within shared governance, I really would like to see this set up by the end of the semester if at all possible because we have four meetings in the spring semester and much like you, we have to have a first reading and then and action, and if we're talking about really significant changes to the Constitution and Bylaws which you know at first glance it would appear that's what we're doing; they're reasonable, they make sense, they're logical, but we need to have time to figure out how to roll that out, how to make sure that that happens because my term ends at the end of this academic year and while I certainly hope whoever follows me wants to maintain this. There's some time limitations here. My encouragement to you as the Board would be to please continue to act on this and let's shoot for by the time we get in the December meeting potentially have something ready to talk about in much more detail because I really cannot take it back to University Council. I can't take it back to the faculty until we have something that I can point to.

Chair Butler added, thank you very much for the summary. The reference that Greg is making is to the memorandum dated October 20th that we have in our materials that was put together by Mr. Blakemore and Mr. Long. If we could take some time on our own and review this. Contact me if you have concerns or things you'd like added to the conversation. If need be, we can take this up as a formal item in one of the committees that meets in November. That concludes our agenda.

10. PROPOSED DECISION POINTS RELATED TO POLICY ON POLICIES

- a. BOT Process for Determination of Policy Exclusive to Board of Trustees
- b. BOT Process for Determination of Authority
- c. BOT Process for Proposed Definition of Policy

Deferred to the next meeting due to timing.

11. NEXT STEPS

Addressed earlier in discussion.

12. OTHER MATTERS

No other matters were discussed.

13. NEXT MEETING DATE

The next meeting date of the Ad Hoc Committee on Governance will be determined at a later date.

12. ADJOURNMENT

Chair Butler asked for a motion to adjourn. Trustee Strauss so moved and Trustee Holmes seconded. The motion was approved. Meeting adjourned at 2:01 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.

STATE LEGISLATIVE UPDATE

Summary:

In an effort to reform higher education in Illinois, Senator Chapin Rose (R-Mahomet) and Representative Dan Brady (R-Normal) have filed bills (SB2243 and HB4103) titled the Higher Education Strategic Centers of Excellence Plan. If enacted, the plan would do the following:

- Creates a common application for all Illinois public universities;
- Guarantees admission to any high school student with a grade of B or better average to an academically appropriate state public university;
- Refers any student who is not offered admission to a state public university to the community college district where they live;
- Tasks the Illinois Board of Higher Education (IBHE) with studying academic programs at each public university and ranking them on quality;
- Tasks IBHE to study the concept of a multi-year budget process;
- Tasks IBHE to study the opportunity for merit based financial aid from "within the specific budget of a public institution" and to produce a report on the last 25 years of student financial aid grant programs;
- Requires IBHE evaluation of programmatic expansions and new programs.

Debate regarding this bill will likely begin in earnest during the spring session. The university believes that certain aspects of the bill are potentially attractive, unnecessary, or problematic.

Since the last committee meeting, Senators Castro and McGuire and Representatives Kifowit and Sosnowski have visited campus to meet with the acting president and various members of the campus community. Additionally, on October 18, 2017, representatives from the IBHE visited campus for the "Big Picture" budget day. Among the topics discussed with the IBHE were the budget, enrollment, financial aid, staffing, and deferred maintenance.

At the time of this meeting, the state legislature will have finished the fall veto session. Among the bills that will be considered for override are the Student Loan Servicing Rights Act and a bill to amend the Minimum Wage Law that would eventually raise the state's minimum wage to \$15 per/hour on or after January 1, 2022.

Finally, the Governor's race is in full swing. Governor Rauner has declared his intention to run for reelection and several Republicans, including Representative Jeanne Ives, are considering challenging him because of his veto of HB40, which expands taxpayer-subsidized abortions for women covered by Medicaid and state employee insurance. On the Democratic side, one candidate (Chicago Alderman Ameya Pawar) has already dropped out of the race citing his inability to raise enough money to be competitive. The Governor's race has the potential to be the most expensive statewide race in history.

FEDERAL RELATIONS UPDATE

This report covers the period of August through October 2017.

The Administration

On September 5, Attorney General Jeff Sessions announced the winding down and termination in six months of the Deferred Action for Childhood Arrivals (DACA) program. A month later, the White House laid out its immigration reform principles that are expected to be the starting point for negotiations with Congress on legislation to codify DACA. Federal Relations is working with our peer institutions in Illinois and across the country to encourage congressional action in support of DACA recipients. Also this quarter, the White House has turned its focus to tax reform with the goal of working with Congress to complete tax reform by the end of 2017.

Turning to the federal agencies, on September 22 the Department of Education withdrew the 2011 and 2014 guidance for campuses on sexual violence and issued a new interim guidance on how to investigate and adjudicate allegations of campus sexual misconduct under federal law. A public comment period leading to the issuance of a formal rule is expected to commence in the next few months.

Congress

On September 8, Congress passed a continuing resolution (CR) allowing government operations to continue from October 1 through December 8, 2017 at FY2017 funding levels. Operating under a CR coupled with limited congressional progress on the path forward for completing the FY2018 appropriations process leads to uncertainty and conservative spending within federal agencies. The House and Senate have approved the FY2018 budget resolution which sets overall spending levels for defense and nondefense discretionary spending and paves the way for avoiding the Senate filibuster on tax reform legislation. Now that the top-line spending levels have been set, we can expect negotiations to resume on the FY2018 appropriations package. Given the focus on tax reform in November, it is likely that we will see another short-term CR before FY2018 appropriations are finalized.

This quarter, Congress spent considerable time and energy on tax reform. House leadership is optimistic that tax reform can conclude by Thanksgiving despite the historically protracted nature of tax reform negotiations. The details of the negotiations are being closely held and, as of this writing, tax reform legislation has not been introduced. However, numerous provisions that have been discussed in the recent past or that the higher education community believes are currently being discussed would, on balance, be unfavorable for NIU students and families, employees, and the institution. Broadly, NIU equities from athletics to advancement to human resources and beyond could be impacted. Federal Relations is working across campus to understand our potential exposure and in concert with our peer institutions in Illinois and across the country to constructively engage Congress.

The House Committee on Education and the Workforce is beginning to ramp up its work on reauthorizing the Higher Education Act (HEA). We may see a comprehensive bill introduced this year and some Members have already started introducing piecemeal bills such as the Expanding Education for America's Workforce Act (a bill that strengthens ties between higher education and existing workers) and the Title IX Protection Act (a bill that codifies Obama-era Title IX provisions). The need for HEA reauthorization will only continue to grow: the Perkins loan program expired in September and the Pell grant automatic increases expire starting in FY2018, neither issue is likely to be addressed outside of a broader HEA bill. The Senate is not expected to act on HEA this year.

Federal Engagement with NIU

Recent and upcoming federal engagements with NIU include:

- August 1: Congressman Adam Kinzinger. Congressman Kinzinger met with President Freeman, Provost McCord, Senior Associate VP Edghill-Walden, the DeKalb Chamber of Commerce, and the Mayor of DeKalb to discuss issues of mutual interest to the university and community.
- August 1: Congressman Randy Hultgren. Congressman Hultgren met with Trustee Wasowicz, Associate VP Cotsones, Dean Rajagopalan, and leaders of the NIU-IDEAL Industries Intrapreneurship Program, NIU-EIGERlab, and College of Business to discuss NIU's support of regional entrepreneurship and innovation, on the occasion of Startup Day Across America, a congressional day of action that Congressman Hultgren co-chairs.
- September 29: Senator Dick Durbin. Senator Durbin was interviewed by NIU student Laura Cholula-Vivaldo for the NIU Latino Oral History Project. The interview will be publicly available.
- October 21: Congressman Bill Foster. Congressman Bill Foster attended STEMfest for the first time where he met President Freeman and toured the festival with Provost McCord and STEM Outreach Director Pati Sievert. He interacted with dozens of NIU students, faculty, and community members and led a science demonstration.
- October 21: Congressional Welcome Letter. For the third year running, the STEMfest brochure featured a congressional welcome letter that praises NIU and STEMfest. This year the letter was signed by Senators Durbin and Duckworth and Reps. Kinzinger, Foster, Lipinski, Bustos, Hultgren, Robin Kelly, Roskam, Krishnamoorthi, and LaHood.
- February 13, 2018: MAC Congressional Reception. NIU Federal Relations is helping to organize the MAC's first-ever congressional reception, which will showcase the strengths of MAC institutions and foster stronger relationships amongst the MAC schools and between our congressional delegations. Details are still coming together.
- March 14, 2018: Federal Agency Visits and NIU Congressional Reception. NIU Federal Relations and the Alumni Association are partnering on a congressional reception that will showcase NIU federally funded researchers and build relationships with our alumni, federal agency officials, IL congressional delegation, and key stakeholders in national science and education policy. Researchers will visit relevant federal agencies while in DC. Details are still coming together.
- March 11-15, 2018: NIU Spring Break Trip to DC. 16 NIU undergraduate students will visit DC to learn about the federal government through touring federal buildings and meeting with federal officials from the legislative and executive branches.

February through April is the busiest time of the year for campus visitors to Washington, DC so the list of upcoming federal engagements with NIU will undoubtedly grow during the next quarter.

The Director of Federal Relations visited campus on August 1 and August 16-18 this quarter and is next scheduled to visit campus on November 6-7 and in February 2018 (date TBD), with other visits possible as needed.

SPONSORED PROGRAMS ADMINISTRATION

For the first quarter of FY18, NIU received 66 externally funded awards totaling \$5.6 million, a considerable decrease from this timeframe last year (figure 1). The decrease is due to delays in receiving State of Illinois contracts valued at \$7 million for public service programs offered by NIU. These contracts are now in review and we expect to see them reflected on the Quarter 2 SPA Report.

Federal dollars accounted for the majority (88%) of total funding for all sponsored activities in the first quarter (figure 2). The National Science Foundation (NSF) and Department of Education (USED) provided slightly over half of all federal funding to NIU for research, instruction, and other sponsored activities. NSF's broad disciplinary programs and emphasis on fundamental science and research training aligns well with NIU's research and student training missions while

funding from the Department of Education continues to support NIU's high impact programs in visual disabilities, school psychology, and foreign languages. Throughout the fiscal year, we expect federal funding to continue as a significant source of funding for research. As State funding is received, the share of federal dollars for Other Sponsored Activities will likely decrease. Both trends are consistent with NIU's portfolio.

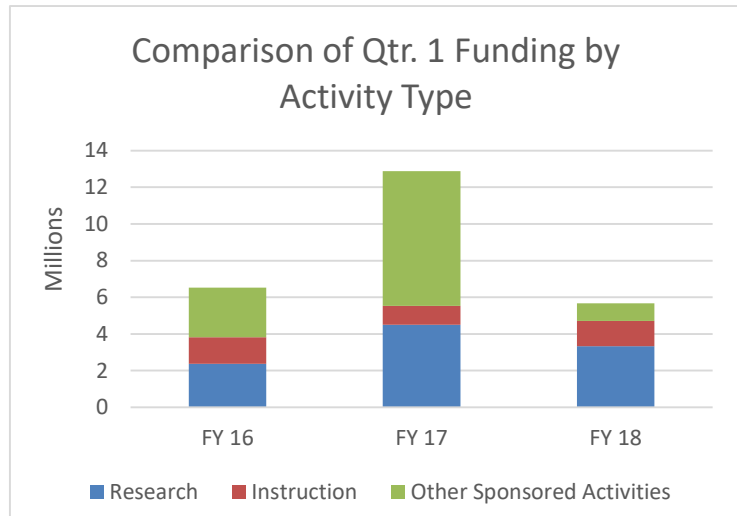


Figure 1

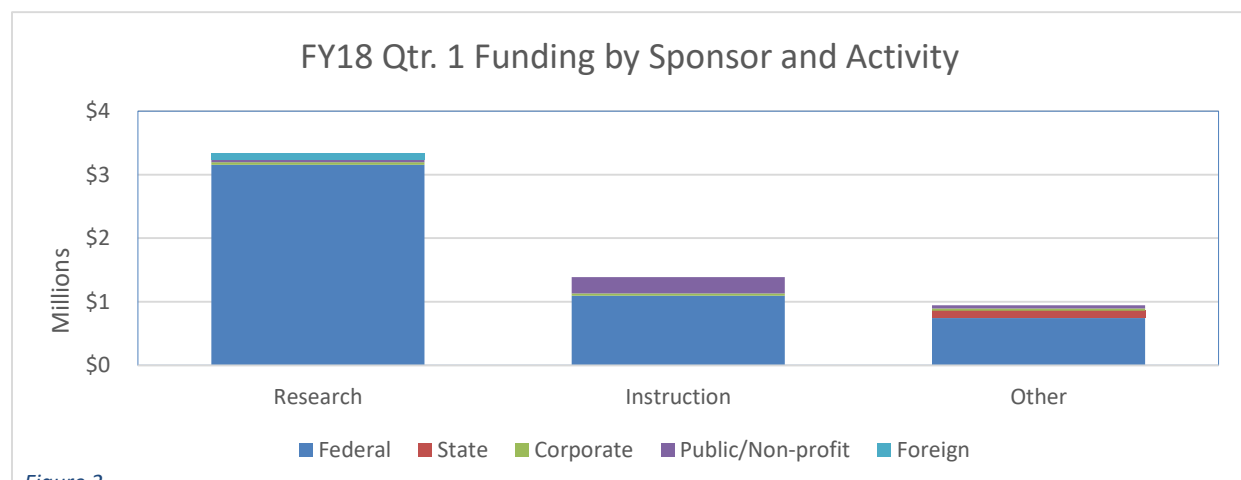


Figure 2

Table 1 below breaks down total federal support and the top five funding agencies for research, instruction, and other sponsored activities for this quarter.

SPONSOR/AGENCY- ALL FEDERALLY FUNDED AWARDS	TOTAL
DEPARTMENT OF EDUCATION	\$ 1,147,425.00
DEPARTMENT OF ENERGY (INCLUDING ARGONNE AND FERMILAB)	\$ 683,437.00
DEPARTMENT OF STATE	\$ 489,439.00
NATIONAL INSTITUTES OF HEALTH	\$ 418,295.00
NATIONAL SCIENCE FOUNDATION	\$ 1,517,360.00
ALL OTHER FEDERAL AGENCIES	\$ 740,657.00
TOTAL	\$ 4,996,613.00

Table 1

Table 2 below breaks down federally funded research by agency for this quarter. NSF funding represents NIU's strength in competing for research funding in the life and physical sciences with first quarter awards including a Major Research Instrumentation (MRI) grant that leverages private investment to expand NIU's research instrumentation as well as multiple awards to study the natural and economic effects of climate change. NIU Principal Investigators also participate in collaborations with New York University, SUNY – Stony Brook, and the University of Chicago.

SPONSOR/AGENCY – FEDERALLY FUNDED RESEARCH AWARDS	TOTAL
ARGONNE NATIONAL LAB	\$ 201,174.00
DEPARTMENT OF EDUCATION	\$ 49,786.00
DEPARTMENT OF ENERGY	\$ 185,000.00
DEPARTMENT OF HOMELAND SECURITY	\$ 385,492.00
FERMILAB	\$ 42,365.00
NATIONAL INSTITUTES OF HEALTH	\$ 418,295.00
NATIONAL OCEANIC AND ATMOSPHERIC ADMINISTRATION	\$ 59,481.00
NATIONAL SCIENCE FOUNDATION	\$ 1,517,360.00
U.S. SECURITIES AND EXCHANGE COMMISSION	\$ 295,684.00
TOTAL RESEARCH	\$ 3,154,637.00

Table 2

Funding per college/division bears out the federal funding and research portfolio for this quarter with most awards received through our academic colleges (see Table 3). In addition to the NSF and Department of Education awards previously mentioned, the College of Business is receiving \$295k in federal funds as part of a personnel exchange program that will lend NIU faculty expertise in securities pricing to the U.S. Securities and Exchange Commission. These exchange programs provide unique opportunities for NIU faculty to engage directly with federal agencies and advance the institution's knowledge of the agency and its policy priorities, an important component for advancing external funding.

TOTAL FUNDING COLLEGE/ DIVISION	TOTAL
COLLEGE OF BUSINESS	\$ 295,684.00
COLLEGE OF EDUCATION	\$ 660,158.00
COLLEGE OF ENGINEERING AND ENGINEERING TECHNOLOGY	\$ 114,787.00
COLLEGE OF HEALTH AND HUMAN SCIENCES	\$ 23,000.00
COLLEGE OF LIBERAL ARTS AND SCIENCES	\$ 4,206,153.00
OUTREACH, ENGAGEMENT, AND REGIONAL DEVELOPMENT	\$ 113,686.00
OTHER ACADEMIC UNITS	\$ 249,439.00
TOTAL	\$ 5,662,907.00

Table 3

Sponsored Programs Administration Action Items

Sponsored Programs Administration continues to work with the Office of the Vice President for Research to identify ways to support NIU's research and scholarship missions while also enabling institutional compliance with these heavily regulated awards. Following are three action items SPA has taken this past quarter in the areas of compliance, funding development, and grants management.

1. Compliance	A new overhead rate agreement was executed with the Federal government. NIU's on campus research and instruction rates increased from 47% to 49% and these rates will be in effect for at least five years. SPA is working with faculty and agencies to implement these new rates.
2. Funding Development	Three sessions have been offered through the PI Academy Professional Development Series, a series aimed at providing insight about the range of activities of a successful Principal Investigator. Sessions included Working with the Division of Research and Innovation Partnerships, Positioning Yourself as a Researcher, and Working with Research Methodology Services.
3. Grants Management	One session has been offered through the new Grants Administration and Management Series (GAMS), a series aimed at providing functional grants administration guidance to Principal Investigators and staff providing administrative support to grants. The series <i>Everything You Need to Know about Sponsored Budgets</i> was well received and met standing room only capacity.

FACULTY SCHOLARSHIP

Dr. Aaron Spencer Fogleman, Professor of History, and Presidential Research, Scholarship and Artistry Professor discussed his award winning book *Two Troubled Souls: An Eighteenth-Century Couple's Spiritual Journey in the Atlantic World*. The narrative offers a lens through which to better understand how individuals engaged with the eighteenth-century Atlantic world and how men and women experienced many of its important aspects differently. Jean-Francois Reynier, a French Swiss Huguenot, and his wife, Maria Barbara Knoll, a Lutheran from the German territories, crossed the Atlantic several times and lived among Protestants, Jews, African slaves, and Native Americans from Suriname to New York and many places in between. While they preached to and doctored many Atlantic peoples in religious missions, revivals, and communal experiments, they encountered scandals, bouts of madness, and other turmoil, including within their own marriage. Based on five years of work with archives in Germany, Switzerland, and numerous places in the United States, *Two Troubled Souls* won the prestigious American Historical Association's 2014 James A. Rawley Prize for the best book in Atlantic History.

STRATEGIES TO SUPPORT SCHOLARSHIP

The mission of Northern Illinois University encompasses excellence and engagement in teaching and learning, research and scholarship, creativity and artistry, and outreach and service. Each of these activities enhances and deepens the others. High quality programs in research, scholarship, and artistry are essential for the recruitment and retention of students and faculty, both of which will become increasingly important as competition for students increases. Following an analysis of program strengths, weakness, opportunities, and threats (a SWOT analysis), the Division of Research and Innovation Partnerships (RIPS) in collaboration with the Division of Academic Affairs proposes a vision and strategy to strengthen and increase research, scholarly, and artistic activity across campus. Although initial implementation steps of the strategic plan are underway, campus-wide conversations throughout the remainder of AY 2017-2018 will sharpen and improve the plan.

As a draft vision for NIU research and innovation, scholarship, and artistry we propose:

Preparing Northern Illinois and the Nation for a Century of Change.

As a leading public research university, Northern Illinois has the responsibility and opportunity for preparing our region and students for the challenges of the future. A focus on regional issues with national relevance will be attractive to students by offering new opportunities for meaningful engagement, and attractive to faculty by facilitating research, scholarship, and artistry. The vision rests on four strategic areas of activity:

Responding to the changing climate, Preparing for changing demographics, Leading the evolution of technology, Interpreting our changing world.

Although distinct, these four areas of activity are deeply interrelated, offering opportunities across campus for a wealth of mission-focused activities, well-matched to faculty and staff capabilities. These strategic emphases will complement and strengthen and not diminish established areas of inquiry. Scholarship around the changing environment will involve disciplines from multiple colleges seeking to understand the underlying science; develop engineering responses and humanist perspectives; and explore legal, social, and economic impacts. Changing demographics associated with growth and migration, aging and composition, offer a wide range of scholarly activities in environmental, education, and diversity studies and human and health sciences. In the coming decades, transformative and disruptive changes in technology associated with computing and sensing, advanced manufacturing, and biomedical engineering will require expertise from a broad array of scholars including computer scientists, educators, engineers, biologists, social scientists, and humanists. As our world changes, to help guide society through new terrain, there will be need and opportunity for interpretation and forecasting by the humanities and arts.

The NIU vision and plan for research, scholarship, and artistry must capitalize on the strengths and opportunities cited in the SWOT analysis while eliminating or mitigating weaknesses and threats. The SWOT analysis noted NIU's primary strengths are associated with our faculty and their efforts, numerous programs to engage our students, and administrative efforts to coordinate and leverage resources and services. An overview of weaknesses lists an inconsistent culture of research and innovation, a lack of graduate programs in key areas, and a broad lack of resources. The institution's opportunities are largely related to the location in northern Illinois, especially with respect to the nearby national laboratories and Chicago. Leading threats to the institutional portfolio are the diminishing level of state and federal funding for scholarship and competition with large research universities, particularly those in Illinois.

Two extremely important and effective tactical steps NIU can take to further the proposed vision and strategy while acknowledging the SWOT analysis, are initiation of new doctoral programs and creation of new research clusters or centers. Our students will benefit from both initiatives; further, the former permits full realization of program scholarship potential and the latter ensures adequate personnel and resources to pursue emerging scholarly activities. With sufficient resources, a judicious combination of new doctoral programs and new clusters could lead to a 25 percent increase in scholarship (as measured by metrics appropriate to the discipline and discussed below) within three or four years.

NIU is well positioned for new doctoral programs in computer science and engineering. Both programs have Master's degrees and curricular and research capacity in place. The new programs would be uniquely responsive to regional workforce needs and fully leverage the collaborative opportunities offered by local institutions, especially the two nearby national laboratories. Doctoral programs in these areas would offer our students advanced preparation and improve their competitiveness. Each new doctoral program will significantly increase the productivity of faculty, especially because graduate students will be with NIU three to four years longer. The increased competitiveness of the programs would strengthen the success rates of faculty and attract research active faculty. A plausible estimate for the increase in research activity for each new doctoral program would be five percent per year, relative to FY17. Currently at NIU, about seventy faculty are involved in externally sponsored research. A new doctoral program in computer science or engineering will attract at least four new research high faculty and four new external research grants, corresponding to a five percent increase. Resources required for recruiting and equipping the new faculty will be realized through Program Prioritization, the enrollment strategic plan, and succession planning.

Creation of clusters or centers is a well-established technique for increasing scholarly activity. Much as with the new doctoral programs, establishing one cluster per year each with four active scholars would increase productivity by about five percent per year relative to FY17. The metrics used to measure growth will vary with the discipline, but will typically be some combination of grants, articles, books, presentations, performances, and exhibitions and can be analytically benchmarked in many disciplines. Clusters would be established through a partnership with the Divisions of Academic Affairs and Research and Innovation Partnerships. The Provost can dedicate tenure lines to the centers or clusters. The Vice President of RIPS can assist with the funding of new lines and startup funds. In the scientific and engineering disciplines, about \$500k per year for three years for a total of \$1.5M (beyond the tenure lines) would be sufficient to establish a four-person cluster. After the initial three-year period the new clusters would be expected to be self-sufficient. Costs would be significantly lower for clusters or centers in the humanities or arts.

The Divisions of Academic Affairs and Research and Innovations Partnerships have held preliminary discussions with each College to discuss notional clusters and centers that are unique and regionally relevant. Possibilities include emphases in advanced technology for instruction in CEDU; advanced manufacturing and biomedical engineering in CEET; aging in community in CHHS; data sciences, water in a changing world, and restoration of damaged ecosystems in CLAS; environmental policy in CLAW; and data visualization in CVPA. All of these are responsive to the vision, strategic emphases, and SWOT analysis. All of these clusters and centers, in addition to potentially new targeted centers and clusters, would support humanistic and artistic interpretation of our changing world. Initial policy steps have been taken to operationalize cluster and center proposals, selection, implementation, and assessment.

There are other important and necessary tactical steps the University can take to increase the scholarly portfolio. These include deliberate leveraging of internal and external partnerships, improving infrastructure (particularly equipment), reducing impediments, modernizing and expanding RIPS support, ensuring mentorship, and providing resources for innovation. Conversations are underway between Argonne National Laboratory and CLAS, CEET, and CVPA for future collaborations. Opportunities to partner with equipment manufacturers are also under discussion. The Research and Innovation Advisory Council has developed a list of policy, financial, and travel impediments requiring attention; significant progress has already occurred, more opportunities remain. RIPS has embarked on a campaign to modernize processes and is refining a program of professional development and mentorship for faculty.