



Special Meeting
of the
Board of Trustees

January 10, 2019

**Special Meeting of the
BOARD OF TRUSTEES OF NORTHERN ILLINOIS UNIVERSITY
1:30 p.m. – Thursday – January 10, 2019
Board of Trustees Room
315 Altgeld Hall**

AGENDA

1. Call to Order and Roll Call
2. Verification of Appropriate Notification of Public Meeting
3. Meeting Agenda Approval..... *Action*..... i
4. Review and Approval of Minutes of November 15, 2018..... *Action*..... 1
5. Chair's Comments/Announcements
6. Public Comment*
7. President’s Report No. 130
 - a. Constituent Relationship Management System Replacement *Action*.....6
 - b. Marketing and Support Services for Online Education Programs *Action*.....8
 - c. Request for Delegated Authority Regarding Purchase of High Performance Computing *Action*.....10
8. Other Matters
9. Next Meeting Date
10. Adjournment

*Individuals wishing to make an appearance before the Board should consult the [Bylaws of the Board of Trustees of Northern Illinois University](#), Article II, Section 4 – *Appearances before the Board*. Appearance request forms can be completed [online](#) in advance of the meeting or will be available in the Board Room the day of the meeting. For more information contact Chelsea Duis, cfrost1@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 Chelsea Duis, cfrost1@niu.edu or (815) 753-1273, as soon as possible.

Minutes of the
NIU Board of Trustees of Northern Illinois University
Special Meeting
November 15, 2018

1. CALL TO ORDER AND ROLL CALL

The meeting was called to order at 12:59 p.m. by Chair Wheeler Coleman in the Board of Trustees Room, 315 Altgeld Hall. Recording Secretary Chelsea Duis conducted a roll call. Members present were Trustees Dennis Barsema, John Butler, Nathan Hays, Bob Pritchard, Tim Struthers, Eric Wasowicz, and Board Chair Wheeler Coleman. Member absent was Veronica Herrero.

Also present: President Lisa Freeman, Acting General Counsel Greg Brady, Board Liaison Matt Streb, Vice President for Administration and Finance Sarah McGill, and University Advisory Council (UAC) Representatives Therese Arado, Catherine Doederlein, and Holly Nicholson.

2. VERIFICATION OF QUORUM AND APPROPRIATE NOTICE OF PUBLIC MEETING

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

3. MEETING AGENDA APPROVAL

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

4. REVIEW AND APPROVAL OF MINUTES OF SEPTEMBER 13, 2018, AND SEPTEMBER 20, 2018

Chair Wheeler Coleman asked for a motion to approve the minutes of September 13, 2018. Trustee Dennis Barsema so moved and Trustee Eric Wasowicz seconded. The motion was approved.

Chair Wheeler Coleman asked for a motion to approve the minutes of September 20, 2018. Trustee Eric Wasowicz so moved and Trustee John Butler seconded. The motion was approved.

5. CHAIR'S COMMENTS/ANNOUNCEMENTS

Chair Wheeler Coleman had no comments. UAC representatives had no comments.

6. PUBLIC COMMENT

Acting General Counsel Greg Brady indicated there was one timely request for public comment. He called forward Dr. Joseph Baumgart.

Dr. Joseph Baumgart: "First of all I apologize. I'm a little naïve to exactly how these things function and I was also unaware that the Finance Committee was in fact a committee of the whole. There will be a little bit of redundancy in what I have to say, but I did intend to make my remarks somewhat different from those that I had addressed earlier. On October 26, my wife and I celebrated Lagoon Day. It is Lagoon Day because that was the day 45 years ago while on a blanket on the lagoon studying physiology, cupid's arrow struck and almost everything good that has happened to me since, and I've had many blessings in my life, is a result of that moment. You the members of the board have had a bit of your own Lagoon Day. You have worked so very hard to keep the ship afloat through the most economically challenging time in the history of the university. In the middle of those struggles, you discovered a star. You noticed that a reluctant interim president was a hard-working, intelligent, thoughtful, resourceful individual. And

somewhere in the course of searching for the right person to be president, you realized that the right person was in your midst. It is almost like the Cinderella story except this Cinderella has two doctorates. But even hard-working, intelligent, thoughtful, resourceful individuals can make a mistake sometimes, and here we are today. Just say out loud “I am Northern Illinois University’s first woman president and I am doing away with Women’s Health.” And you know it is a stumble. I am trying to save Northern Illinois’ first woman president from stumbling. Have you ever tried to help somebody who doesn’t want to be saved? I have and it’s not easy. I spoke directly to Northwestern about this fact and they told me to my face that their current plan excludes Women’s Health and all patients will see generalists. I wrote an e-mail to the president thinking she did not understand what Northwestern was going to do, and she responded to me through Dr. Wesener-Michael, that family practice doctors are well-trained and are well-equipped to meet the needs of female, male, and transgender students. HMO’s made the same claim in trying to require women to see a generalist before they saw a gynecologist over twenty years ago, and it caused such an uproar that women descended on the US Congress and had federal laws passed barring gatekeepers from interfering with a woman’s right to see a gynecologist. In the day and age of Title IX, rising STIs, sexual violence on campus, LGBTQ awareness and evolving contraceptive technology, is there any question that expertise in women’s health is needed on campus? Female college students are women, not girls, and they need to be treated with the same respect as all women. They too do not want a gatekeeper to decide if they should see an expert in women’s health. The contract as it stands is a bad deal for NIU students. Health Services employees were told to watch for Northwestern’s job postings. There are currently 31 employees in Health Services and we are seriously understaffed with 31. To replace our 31 employees, Northwestern Medicine posted 11 jobs including two for registered nurses. Do you think two RNs is a reasonable number to take care of 17,000 students? When Northwestern took over Kishwaukee Hospital, they did not throw two-thirds of the employees overboard. When Northwestern medicine took over the old DeKalb clinic, they did not replace all the specialists with family physicians and tell us that they are well equipped to meet the needs of men and women. Make no mistake, the students will know the president has stumbled when it happens. They probably won’t raise barricades, waving banners that say save women’s health, but when they call for an appointment and they find out the university, without discourse, abandoned them. Currently 31% of women’s visits at Health Services are scheduled with a gynecologist or an advanced practice nurse certified in women’s health. It has been available to NIU women for over 30 years. Why? Because students fought for it. Now I know that Trustee Coleman and Trustee Barsema are alumni and I’m not sure if they are a few years ahead of me or a few years behind me, but it was us baby boomers that fought for and won the privilege for women’s students at NIU to see women’s health specialists. That need has not changed. It doesn’t take a couple of years of looking and seeing what’s happening with students because it’s been going on for the last 30 years. Northwestern Medicine told us this morning they didn’t consider women’s health because they weren’t asked. So ask them. I ask you today to save our president from this stumble. Do not let it be said that it was President Freeman that ended women’s health at this university. Renegotiate the contract. But before you renegotiate the contract, read the provided document on outsourcing and that’s the documents that I provided to the secretary earlier today. And then look at the health services of Illinois State, who by the way has a gynecologist. Southern Illinois-Carbondale who had a gynecologist lost them, but cannot replace them. University of Illinois Urbana-Champaign, which by the way has advanced practice nurses who are certified in women’s health, and Northwestern University who also has a gynecologist on staff. Go visit these institutions and see what they have and what they do. A good contractor provides their clients with what they need and what they want. If Northwestern Medicine is a good contractor, they should be able to do the same. Northwestern Medicine expressed nurturing a long term relationship and meeting student needs. Here is their chance to show it. Thank you very much. You asked many questions this morning of many people, but you

never asked me back up for any questions. If you have any questions, please feel free to ask. Thank you.”

Chair Wheeler Coleman called for questions from the trustees. Trustee Eric Wasowicz: “Yeah I have a question. So I’m kind of curious. The way I view how this is going to go from a woman’s health standpoint and I was thinking about my wife and my daughter as they have a separate specialist. So someone will go in, the way I understand it from the way it was explained from Northwestern, is that they would go in and they would see a general practitioner and if there was something the example given was a pap smear and they found something there, instead of having a gynecologist right there in the next room, that they would be advised to go to Kishwaukee. Is that the way you see it?”

Dr. Joseph Baumgart: “Well no, because first of all people misunderstand what it means to have Northwestern running our health service. Northwestern is an incredible organization. It’s been said many times they’re very highly rated, if not top rated, in our area in providing health care. But it’s not because they’re colored purple and it’s not because of fancy logos. It’s because of their expertise. However, if you remove that expertise from health service, it’s no longer a fee covered service. I always tell students that their visit today with me is free because they already paid for it and I always thank my students for paying my salary. But once they leave campus, it doesn’t matter whether they’re seeing Northwestern or somebody else. Now it’s no longer their health service fee, it’s their insurance that takes over. When their insurance takes over, if their insurance has a deductible, and most insurances do, then before their insurance pays any dollars they have to meet that deductible. So the difference between a patient seeing me, and I had one this week who had an abnormal pap smear and needed to have further evaluation by an expert and I am that expert, it cost her nothing to have that. Now she has to go to an outside provider and it doesn’t matter if it’s Northwestern or anybody else, they will have to meet the requirements of their insurance. So what was free now becomes a cost of several hundred dollars. And believe me I’ve seen so many students of need. I have had patients where they have a serious medical problem and I can’t get them to see the specialist because they don’t have the money to see them. Now women’s health is a specialty where there’s a lot of issues. If you have an apartment building, you might have a fix it man right? But if you have an institution like Northern where you have thousands of pipes that are always going wrong, you have a plumber on staff because you want someone to meet that problem. Well when I walk around campus, I notice there sure are a lot of women around here and I would not invade your privacy by asking the women in this room or the husbands of women whether they see a gynecologist or a family practice physician. Some would see one, some would see the other. But I’m sure that they want to have the right to do that. And so when you remove the gynecologist from campus it doesn’t matter how wonderful the gynecologists are in downtown Chicago or at the professional building here, they no longer have access to that person. And so by me being available, people can see that right away and I mean just look at the numbers of people that have chosen to come to see us and you know the need is there. And again if Northwestern was never asked to provide it, then maybe it’s time to ask them to provide it. I’m not leaving town. I love it here. I’ve lived here – well I came to school here in ’71 and other than being away to medical school and residency, I came right back here and lived here because I think this is a great place. I’m not going away, but I don’t know if I’ll be here. Thank you for asking.”

Trustee Eric Wasowicz noted Trustee John Butler and he are alumni.

Vice President Sarah McGill: “I’d just like to clarify that as part of the work with Northwestern, we did ask them to provide all services that are provided currently, and we shared the unit of measures, the CPT code, we shared those codes. So anything that is covered currently by the student fee will be covered going forward, and that includes women’s health services or services in support of women’s health.”

Chair Wheeler Coleman thanked Vice President McGill and asked President Freeman if she had anything to add.

President Lisa Freeman: “You know I guess I should probably say something since of all of the people sitting at the table, I’m probably the one who’s had the most up close and personal experience with women’s health, and I will say that I care very deeply about our women students. I feel that the process that the university used has the checks and balances in it to ensure that our students will be well taken care of, and I will say that over my lifetime as a women seeking healthcare services, I’ve had positive and negative experiences with generalists and with specialists. And with my experience, it is not the degree that hangs on the wall that provides the type of care that we want our students to have, but rather the empathy, the time, the expertise, and it can be from a family practitioner, it can be from an advanced nurse practitioner, it can be from an OBGYN, especially when you’re talking about routine services. When something more than that is needed, you want to be confident that there is a network, a referral network, that will have expertise to address whatever specific complicated problem you might have, and that there are caring individuals to help you navigate that. Northwestern stood here this morning and promised that to us. Our contract has KPIs, key performance indicators, and metrics that will be reviewed regularly to make sure that promise is kept, and we have courses of action available to us if those promises are not kept. We have student voices on the governance structure who will make us known quickly if something is awry. And so I feel that we have, what we can do to make this trial work, that we have roots for adjustment is necessary, and I’m confident in the decision, and I don’t need to be spared from a decision that a lot of thought has gone into from the university and from the people on my team.”

Chair Wheeler Coleman thanked President Freeman. There were no further comments.

7. PRESIDENT’S REPORT NO. 128

Items Directly from the President

Agenda Item 7 Services and Lease in Support of Health and Student Athletic Care

President Lisa Freeman presented agenda item 7, discussed extensively in the FACFO meeting earlier in the day. The Finance, Audit, Compliance, Facilities and Operations Committee recommends Board of Trustees approval of the Services and Lease in Support of Health and Student Athletic Care.

Chair Wheeler Coleman asked for a motion to approve the agenda item. Trustee John Butler asked for a clarification on the motion due to the alternative leasing pricing listed incorrectly in the board report. Vice President Sarah McGill noted the amount was read correctly in the committee meeting vote, though it appeared incorrectly in the written materials. Acting General Counsel Greg Brady noted that since this is the item as it came from the committee meeting, there is no need to amend the motion. Trustee John Butler so moved and Trustee Dennis Barsema seconded.

Chair Wheeler Coleman noted there has been a lot of discussion of the item previously. He thanked Dr. Baumgart for coming to the meeting and sharing his thoughts. He noted that if changes for women’s health are determined to be needed, the university will seek one at that time. He asked for a roll call vote.

Trustee John Butler: Yes
Trustee Veronica Herrero: Absent
Trustee Tim Struthers: Abstain
Vice Chair Dennis Barsema: Yes

Trustee Nathan Hays: Yes
Trustee Bob Pritchard: Yes
Trustee Eric Wasowicz: Yes
Board Chair Wheeler Coleman: Yes

The motion was approved.

8. OTHER MATTERS

No other matters were discussed.

9. NEXT MEETING

The next regularly scheduled Board of Trustees Meeting is December 6, 2018, at 9:00 AM.

10. CLOSED SESSION

Chair Wheeler Coleman asked for a motion to close the public meeting to conduct an executive session to discuss the following subjects authorized by the Illinois Open Meetings Act, as amended: Personnel Matters as generally described under Sections 2(c)(1)(2)(3) and (21); Collective Bargaining Matters as generally described under Section 2(c)(2); Litigation and Risk Management Matters as generally described under Sections 2(c)(11) and (12); Closed Session Minutes Matters as generally described under Section 2(c)(21). Trustee Dennis Barsema so moved and Trustee Eric Wasowicz seconded. A roll call vote of the Trustees to recess to Closed Session was as follows:

Trustee John Butler: Yes	Trustee Nathan Hays: Yes
Trustee Veronica Herrero: Absent	Trustee Bob Pritchard: Yes
Trustee Tim Struthers: Yes	Trustee Eric Wasowicz: Yes
Vice Chair Dennis Barsema: Yes	Board Chair Wheeler Coleman: Yes

The board adjourned to closed session at 1:22 p.m.

Reconvene Meeting

The Board of Trustees of Northern Illinois University reconvened on November 15, 2018, at 3:19 p.m. Chair Wheeler Coleman asked for a roll call. Trustees present were Dennis Barsema, Nathan Hays, Bob Pritchard, Tim Struthers, Eric Wasowicz, and Board Chair Wheeler Coleman. Trustees absent were John Butler and Veronica Herrero.

11. ADJOURNMENT

Chair Wheeler Coleman asked for a motion to adjourn. Trustee Bob Pritchard so moved and Trustee Dennis Barsema seconded. The motion was approved. The meeting adjourned at 3:20 p.m.

Respectfully submitted,

Chelsea Duis
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.

CONSTITUENT RELATIONSHIP MANAGEMENT (CRM) SYSTEM REPLACEMENT

Summary: The Division of Enrollment Management, Marketing & Communications (EMMC) is requesting approval to replace the current enrollment management technology with an advanced, integrated system. The University's current CRM solution, Hobsons Connect, has been in place for almost 10 years and the contract will be expiring in September 2019. Connect is currently leveraged to track prospective student contacts, manage events, send e-mail communications, prepare call jobs, and manage the student contact data. EMMC will replace Connect with a new CRM solution that meets the functionality described below, with a plan to implement and move to the new solution no later than July 2020.

Background: The CRM solution is the backbone of all recruitment, marketing and communication activities and is an essential enrollment tool in today's landscape. The university will secure a new CRM solution to further enhance the comprehensive integration of recruitment, admission, event management, communications, marketing, and reporting/analysis needs across all undergraduate and graduate prospective student activities in a single system.

More specifically, the system's functionality will be user-friendly and customizable to aid the University in the following areas:

- **Data Management**
This includes features that allow for automated check and resolution of: duplicates, missing key contact data, case issues, data standardization and other data integrity checks required to control the data within the system. The selected solution will also protect highly restricted personal student information, and include several access control options based on user training and clearance.
- **Campaign and Communication Management**
This includes features that provide for automated and manual multi-media communication to university constituents with timely, targeted and personalized communication, based on scheduled campaigns, pre-defined triggers, and/or stage level with the ability to record, monitor and evaluate success.
- **Recruitment Activity**
This includes features that provide assistance with territory management including scheduling, evaluating and tracking performance of recruitment outreach activities.
- **Event Management**
This includes features that assist with public/private event and appointment management of all sizes to include invitation, scheduling, confirmation and evaluation.
- **Admission Application and Application Decision Processing**
This includes features that provide a highly configurable admission application to be used by all applicant types at all levels, allow document uploads and include the ability to dynamically display questions based on logic, such as applicant type. The functionality will also allow for staff to review and evaluate application materials and process admissions decisions manually or via an automated process. The system will include automated synchronization with existing systems including, but not limited to, the student information system, document imaging, and web portal.

- **Reporting and Performance Analytics**

This includes features that provide individual and multi-year reporting and trend analysis for all CRM activities, including cost and effectiveness, as well as predictive analytics. Extensive, flexible reporting capabilities will allow for real-time analysis across data objects including the ability to create customized dashboards and scheduled reports based on the needs of each college/program.

Funding: Appropriated/Income Funds are not to exceed \$2,500,000 throughout the term of the contract, including the initial 2.5-year term, plus seven one-year renewal terms. The University is currently engaged in a formal Request for Proposal (RFP) seeking a new CRM solution, thus the specific costs are not yet known. The Vice President of Enrollment Management, Marketing and Communications will return to the Board of Trustees at the appropriate FACFO Committee or full Board meeting with the final costs, vendor/solution, and the functionalities of the new CRM.

Recommendation: The University requests Board of Trustees approval of the Constituent Relationship Management (CRM) system replacement, and authorization for the expenditure of funds not to exceed \$2,500,000 throughout the term of the final agreement with the selected CRM vendor.

MARKETING AND SUPPORT SERVICES FOR ONLINE EDUCATION PROGRAMS

Summary: Northern Illinois University's support for online and off-campus students and programs was identified through Program Prioritization as needing transformation. Implementation of a comprehensive transformation of online and off-campus program support is underway and includes establishing strategic leadership for NIU's online/off-campus programs in Academic Affairs; reconfiguring the core course development, program development, faculty development and logistical support functions; strengthening the services provided to online/off-campus students; and improving centralized marketing and recruiting efforts for these audiences.

As an integral component of this transformation, the University is requesting approval to enter into an agreement with Wiley Education Services (Wiley) to provide needed market demand analysis, programmatic marketing, recruitment/lead generation, and concierge online student support services necessary to grow online enrollment.

Additionally, the University is requesting the Board of Trustees delegate to the President, or designee, authority to approve contract terms and pricing for this agreement. The parties will develop separate statements of work outlining the specific terms, services provided, and associated costs for each academic program to be supported by Wiley. The selection of academic programs for support will be based on demand analysis, academic quality and program readiness. Approval is requested to authorize the President, or designee, to undertake all business transactions necessary in relation to statements of work or other adjustments to the terms of this agreement. Substantive actions taken, progress indicators, and relevant metrics shall be reported to the Board on a regular basis.

Background: The University is seeking to increase its existing online program enrollment as well as develop new online programs. Additional support and expertise are needed for market demand analysis, marketing, recruitment/lead generation, and concierge online student support services necessary to grow online enrollment and retain online students. The University engaged in a Request for Proposals (RFP) from qualified vendors to provide the needed additional support services in an unbundled, fee-for-service model on an as-needed basis for an initial contract period not to exceed three years based on satisfactory performance, continuing need, and availability of funds. Wiley Education Services (Wiley) was selected to provide these necessary support services.

Wiley is uniquely positioned to provide the services needed. Currently working with 35+ higher education institutions supporting over 250 degree programs, Wiley brings multi-million dollar technology investment and an experienced brand management and digital marketing team of nearly 80 in-house digital marketing specialists to elevate NIU's online education brand at both the regional and national levels. Wiley will also provide a dedicated recruitment team that supports prospective students throughout the entire application process, and will provide NIU with a dedicated team of online student service specialists who will become a fully integrated extension of NIU's retention support to offer concierge level retention and support services for NIU online students from program acceptance all the way to graduation.

As part of its RFP response, Wiley performed a high-level market analysis on programs that NIU currently offers online and offered program enrollment goals based on market demand. Online program support for prioritized programs will be the first implemented, with support for other online academic programs to be added on an as-needed basis based on market demand.

The following division of services, roles and responsibilities for online and off-campus program and student support will be maintained throughout the agreement:

Wiley Provided Services	NIU Responsibilities
<ul style="list-style-type: none"> • Market Demand Analysis • Marketing/Program Aggregation • Marketing – Campaign Design • Marketing – Lead Generation • Marketing – Testing & Optimization • Prospective Student Qualification • Lead Nurturing/Follow-up • Application/Admissions Support • Concierge Support and Retention • Reporting and Analytics • Account and Project Management 	<ul style="list-style-type: none"> • Academic & Administrative Leadership • Approval of Marketing Collateral • Admissions Decisions • Academic Advising • Faculty and Student Services Support Staff • Course Development/Instructional Design • Existing University Software Programs

Term: The University is requesting approval to enter into an agreement with Wiley Education Services with an initial term starting February 1, 2019, and ending December 31, 2021. The University may initiate up to two one-year renewals.

Funding: The University’s not to exceed financial obligation to Wiley Education Services for marketing and support of online education programs is expected to be \$6,736,990 annually for the duration of the initial term. The total valuation for the 3-year initial term is expected to be \$20,210,972.

Potential Future Renewals: With expenses associated with direct marketing anticipated to increase by 3.5% and wages/expenses to increase by 3.0%, the University’s not to exceed financial obligation to Wiley Education Services is \$7,250,684 annually for the renewal period. The total valuation for the two additional years is \$14,501,369.

Recommendation: The University requests Board of Trustees authorization to enter into the proposed agreement with Wiley Education Services, consistent with the program goals outlined above, once final details and terms are negotiated. The authorization shall be delegated to the President, or designee, for final signature on the agreement. The President shall report to the Board when the final agreement is executed, as well as the principal terms and conditions of the agreement. If the terms and conditions of the proposed arrangement deviate substantially from the program goals and framework outlined above, the President will return the matter to the Board for consideration of substantial modifications to the proposal.

REQUEST FOR DELEGATED AUTHORITY REGARDING PURCHASE OF HIGH PERFORMANCE COMPUTING

Summary: The Division of Research and Innovation Partnerships (RIPS) requests approval to replace existing Center for Research Computing and Data (CRCDC) computing facilities with a next generation machine properly sized to meet the needs of University faculty and scientists. The total costs for new high-performance computing are anticipated to be in the range of \$500,000-\$1,000,000 depending on upcoming task force recommendations. The University requests Board of Trustees authorization to purchase a new high performance computing facility after final details and costs are determined and negotiated.

Background: The Center for Research Computing and Data (CRCDC), supported and overseen by the Division of Research and Innovation Partnerships (RIPS), was established in 2015 with a mission “to strengthen the role of computation and data at NIU to promote excellence and engagement in teaching and learning, and scholarship and research”. The CRCDC cornerstone computing facility, named GAEA, first came online in 2012 supported by two externally funded projects and comprises a 60-node CPU/GPU hybrid cluster. At the time of purchase, GAEA performance levels nearly reached that of the top-500 high performance computing installations world-wide.

Academic literature indicates that research universities with a top-500 computing facility see associated increases in external funding and publications, but with a rapid depreciation in returns. The depreciation is reflected in the standard three-year replacement cycle for computing. NIU has seen excellent productivity related to high performance computing. CRCDC resources have contributed to more than fifty research projects spanning a broad range of disciplines, over 100 scholarly works and presentations, approximately 40 graduate degrees, two U.S. and one European patents, and \$20M in external funding. Furthermore, CRCDC resources are used to promote collaborations between faculty and scientists at NIU with scientists, engineers, doctors, and faculty at institutions around the world, including the national laboratories.

In 2018, RIPS commissioned and convened a mostly external committee to review the performance of the CRCDC and recommend actions for improvement. Members were from Northwestern University, the University of Chicago, Argonne National Laboratory, and Fermi National Accelerator Laboratory, with one member from NIU. With respect to hardware, the committee advised: “replace GAEA with a next generation machine properly sized to meet the needs of this growing community and put NIU on track to be an R1 University in the future.” Following the review, RIPS charged a CRCDC task force to design a next generation facility to maintain forefront NIU scholarship and education by considering the University’s research and scholarship portfolio, past and projected high performance computing usage, and user input on past and prospective facilities. The CRCDC taskforce recommendations for a new facility will be publicly available and presented to the Research Computing and Data Advisory Committee (RCDAC) by late January 2019 for review and referral to RIPS. The recommendations and final decisions will balance requirements and cost.

Having been in service for twice as long as the industry standard for high performance computing, the current NIU facility has become obsolete. Nodes are failing and replacements not available. A deliberate review, design, evaluation, and recommendation process has been implemented to ensure economical replacement well-suited for NIU research and scholarship. The process should be completed and replacement initiated in calendar year 2019. Financing will be identified to distribute costs across several fiscal years.

Funding: Total costs for new high performance computing are anticipated to be in the range of \$500,000 to \$1,000,000 depending on the outcome and recommendations of the CRCD task force.

Recommendation: The University requests Board of Trustees authorization to purchase a new high performance computing facility, consistent with the program outlined above, once final details and costs are determined and negotiated. The authorization shall be delegated to the President for final approval of the contract, and the President shall report to the Board upon execution of the contract. If the terms and conditions of the purchase deviate substantially from the framework outlined above, the President will return the matter to the Board for consideration of substantial modifications to the proposal.