



Special Meeting
of the
Board of Trustees

February 7, 2019

**Special Meeting of the
BOARD OF TRUSTEES OF NORTHERN ILLINOIS UNIVERSITY
12:45 p.m. – Thursday – February 7, 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 December 6, 2018 *Action*..... 1
January 10, 2019..... *Action*..... 19
5. Chair's Comments/Announcements
6. Public Comment*
7. President’s Report No. 131
 - a. Stevenson Complex – Franchise Agreement Approval *Action*.....24
 - b. Stevenson Complex – Renovate Dining Area Capital Project..... *Action*.....25
 - c. Holmes Student Center – Phase I Redevelopment
Capital Project Amendment..... *Action*.....26
8. Chair’s Report No. 89
 - a. Election of Board Officer Positions *Action*.....27
9. Other Matters
10. Next Meeting Date
11. Closed Session
12. Adjournment

*Individuals wishing to make an appearance before the Board should consult the [Bylaws of the Board of Trustees of Northern Illinois University](#), Article II, Section 4 – *Appearances before the Board*. Appearance request forms 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.

Meeting of the
BOARD OF TRUSTEES
OF NORTHERN ILLINOIS UNIVERSITY
December 6, 2018

1. CALL TO ORDER AND ROLL CALL

The meeting was called to order at 9:02 a.m. by Board 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, Veronica Herrero, Bob Pritchard, Tim Struthers, Eric Wasowicz and Board Chair Wheeler Coleman.

Also present: President Lisa Freeman; Board Liaison Matt Streb; Acting General Counsel Greg Brady; Acting Executive Vice President and Provost Chris McCord; Vice President for Administration and Finance Sarah McGill; Vice President for Research and Innovation Partnerships Jerry Blazey; Vice President for Outreach, Engagement, and Regional Development Anne Kaplan; Vice President for Enrollment Management, Marketing and Communications Sol Jensen; Senior Associate Vice President for Human Resource Services Laura Alexander; Senior Associate Vice President for Academic Diversity and Chief Diversity Officer Vernese Edghill-Walden; Associate Vice President for Facilities Management and Campus Services John Heckmann; Associate Vice President for Student Affairs Kelly Wesener-Michael; Vice Provost for Institutional Effectiveness Carolinda Douglass; Associate Vice President for Administration and Human Resource Services Celeste Latham; and University Advisory Council (UAC) Representatives Therese Arado, Cathy Doederlein, Alex Gelman, Sarah Marsh, and Holly Nicholson.

2. VERIFICATION OF QUORUM AND APPROPRIATE NOTIFICATION OF PUBLIC MEETING

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

3. MEETING AGENDA APPROVAL

Chair Coleman asked for a motion to approve the meeting agenda. Trustee Eric Wasowicz so moved and Trustee Veronica Herrero seconded. The motion was approved.

Chair Coleman asked for a motion to amend the previous motion for a consent agenda of agenda items 7.b.1 through 7.b.11. Trustee Eric Wasowicz so moved and Trustee Dennis Barsema seconded. The motion was approved.

4. PUBLIC COMMENT*

Acting General Counsel Brady indicated there were no requests for public comment.

5. CHAIR'S COMMENTS/ANNOUNCEMENTS

Chair Coleman read the following letter: "To my NIU family - In 2009, I received a phone call from a fellow alum asking if I would consider becoming a member of NIU's alumni board. At the time, I hadn't been back to campus since probably twenty years prior. At the end of the conversation, it was clear to me that the university that I loved so much and that shaped my life was calling me back home. There was work to be done, and I joined NIU's alumni board, and in a very short period of time, I was also voted as the Vice President of the Alumni Board before I got another call. And that call was requesting that I consider applying and becoming a member of the Board of Trustees. I originally said no, somewhat fearful of the commitment that would be required of a trustee. And after a long conversation, I realized that the university that I loved so much was

calling me and was calling me to take on another role at another level. For the last seven years, I served on NIU's Board of Trustees. I was appointed twice by Governor Quinn, first in 2012 to complete Manny Sanchez's last year of his term, and again in 2013 for my own six year term. Throughout the last seven years, I enjoyed serving and giving back to an institution that had a special place in my life. During this time, I had the privilege of working side-by-side with committed and dedicated trustees who have become my friends and have helped me develop as a person and as a leader and as a trustee. I will be forever grateful for the current and prior trustees support and the support that they provided me and their commitment to this institution. I've also had the privilege to spend countless hours with our president, Dr. Lisa Freeman. And when I say countless hours, as chair, Dr. Freeman and I would meet every Friday morning early, and I think we've met every Friday morning for the past 17-18 months with maybe missing, maybe two or three Fridays, and I think that had something to do with a holiday or something of that nature. I am so proud of Dr. Freeman in the fact that she's our new president and I'm certain with her leadership, NIU will accomplish great things. For almost ten years, I have volunteered my 3 Ts - my time, my talent, and my treasure to NIU. Some may consider my 3 Ts as small potatoes, while others may consider them a great sacrifice. I will classify them as my gift back, soaked in love for a university striving for greatness. I've enjoyed my journey in spite of the twists and turns, bumps and bruises, but most of all, I enjoyed the relationships that I've developed and I will cherish for the rest of my life. Throughout my tenure, I have tried to serve with the honest intent to add value and make a real difference to NIU. I've tried to be a role model especially for the students here at NIU. I've tried to speak truth to power and even truth to bullies who pretend to have the best interest of this university. I have tried to remind the non-believers that I am a proud product of NIU and I am a true product of NIU's mission and that we should not steer away from its mission. I have also tried to break down barriers and stereotypes. I believe that everyone sitting in a leadership role must be all in and to give their very best and do their very best within their ability to make decisions that will move NIU forward. After a long and extensive examination of my personal and professional career, I have come to the conclusion that my time as trustee should end. Therefore, I will not petition the governor-elect for a new six year term as trustee. I plan to complete the remaining of my term which expires January 21, 2019, and at that time I will no longer serve as a trustee of NIU. As many of you know, our bylaws have a succession plan where the Vice-Chair becomes the new Chair and I trust that Trustee Barsema will accept that responsibility and become the Chair of the Board of Trustees in January of the new year. So therefore, today will be my last board meeting as chair because this is our last official meeting until February. I leave with a heavy heart knowing that greatness is in our destiny. I leave knowing that there's still more work to be done. We have more work to do with our enrollment, with our finances, with our facility, with our graduation rate, and, yes, with our lack of diversity in our administration and our faculty, as well as our financial spend. I leave knowing that we're in good hands with our new president and our fellow trustees as well as the hardworking, committed staff members of this great institution. We will continue and they will continue to address the critical and pressing needs of this university to move it forward. I want to thank all of you for allowing me to serve with love, and after my term expires in January, I will continue to make myself available to Dr. Freeman to help move NIU forward. It just can't be another six year commitment. I will always be a Huskie and I will always serve with pride. Go Huskies and thank you NIU."

Trustee Dennis Barsema noted he has served under two chairs in his time on the board, and they have gracefully led NIU through some very tough times. He noted four marks of credibility that Chair Wheeler Coleman possesses. 1) Do what you say you are going to do. 2) The ability and willingness to call out injustices. 3) Fairness. 4) Willingness and ability to listen to other people's points of view. Trustee Barsema noted the last mark has been shown during the discussions in closed session. He concluded by noting his admiration for Chair Coleman in their time on the board and thanked him for his leadership and service as a trustee.

Trustee Tim Struthers said he and Chair Wheeler Coleman became friends through his past few years on the board. He agreed with Trustee Dennis Barsema's description of Chair Coleman and added he believes Chair Coleman to be a genuine, smart, fair, capable, loving, and wonderful person. He hopes Chair Coleman remains a resource for the university.

Trustee Eric Wasowicz noted though he and Chair Wheeler Coleman come from the same industry, they did not know each other before Trustee Wasowicz joining the Board of Trustees. He appreciates Chair Coleman keeping the university at the forefront of conversations during board discussions. Trustee Wasowicz appreciates Chair Coleman's abilities to listen and to challenge others. He noted the change in out-of-state tuition would not have happened without Chair Coleman's leadership. Trustee Wasowicz reflected on the strength of Chair Coleman at the time of his father's passing. Trustee Wasowicz looks forward to more personal interaction with Chair Coleman in the future and noted he will miss Chair Coleman on the board.

Trustee Veronica Herrero also did not know Chair Wheeler Coleman before joining the Board of Trustees. She acknowledged Chair Coleman's experience as a CHANCE program participant who rose through the ranks of his industry - coupled with his passion for NIU and NIU students - has contributed immensely to the board. He led the group with integrity and true leadership, even when he sometimes didn't agree with the group's decision on items. She concluded by wishing him luck as he moves forward in his journey outside of NIU.

Trustee John Butler agreed with the statements from the other trustees. He noted Chair Wheeler Coleman came on the board at one of the worst times in terms of the board being contentious. Chair Coleman worked to repair relationships and restore fairness in board behavior in his time on the board before becoming chair and used these skills after becoming chair during a very difficult time for NIU. Trustee Butler concluded by thanking him for his leadership during the recent presidential transition process.

Trustee Bob Pritchard noted his surprise in receiving Chair Wheeler Coleman's letter. He noted the stability Chair Coleman brought to the board along with leadership that has meant a lot to the university, especially in recent times. Trustee Pritchard hopes Chair Coleman stays engaged and continues to offer his expertise to NIU and noted Chair Coleman serves as a great role model.

Trustee Nathan Hays thanked Chair Wheeler Coleman for his help in becoming acquainted to the board at the time Trustee Hays was brought on. Trustee Hays noted he looks up to Chair Coleman as a role model and thanked him for his instruction in becoming an effective leader and trustee.

President Lisa Freeman noted the length of time she has worked with Chair Wheeler Coleman during his time on the board. She has always appreciated his ability to put the institution and students first. She noted the thing she admires the most about Chair Coleman is the way he has made the Huskie family his family and his family Huskies. His family has always supported the Huskies. She looks forward to seeing Chair Coleman at future NIU events in a more relaxed manner. She thanked him for being available in the future as needed.

University Advisory Council Representative Therese Arado recognized the faculty for the work they have done in the past semester to shepherd students to success. She thanked Chair Wheeler Coleman for the three Ts he has given, noting most people are only willing to give one of these.

University Advisory Council Representative Cathy Doederlein thanked Chair Wheeler Coleman for his belief in shared governance and including faculty and staff in as much as he could during his time on the board. She thanked board members for their interest in the differences and similarities between Supportive Professional Staff (SPS) and Civil Service. She mentioned SPS continues to have concerns. She thanked the administration for hearing concerns of SPS and Trustee John Butler for his efforts in relaying the concerns to the Civil Service Merit Board. She continued that while it is easy to blame HR in a situation like this, she commends their efforts to maintain compliance during a time of reduced staffing and resources. Doederlein believes most of

the concerns of the SPS to Civil Service shift can be related to two factors: communication and a hierarchical view of faculty vs. staff. She thanked those involved in the recent improved communication efforts. The hierarchical view has existed at NIU and other higher education institutions for a long time. When faced with arguments of SPS shifting to Civil Service classifications, she asks they remember all staff are at NIU to ensure the students receive a quality education and the tools they need to succeed. Doederlein noted this may stem from SPS not being welcomed at the table when discussing student policies and procedures in the past. Though this has improved in recent years, there are still times she and her Civil Service colleagues' have felt their voices have been stifled. She feels the discussion around SPS and Civil Service is a great time to change the rhetoric on how faculty and staff are viewed on campus. A concern of those facing shift from SPS classification to Civil Service classification is seniority. Termination notices differ within the classifications, with regular, non-temporary SPS serving three years or more contracted to receive a year's notice for termination while Civil Service can receive as little as 30 days of notice. Doederlein continued that bumping rights are also a concern of those shifting classifications as their years of service in their position are not always relative to the Civil Service class to which they will be shifted and thus, they may lose years of service. She urged the university to be as open to seniority considerations as possible. She added additional professional development privileges, such as sabbaticals, would not be available to those shifted from SPS, though she intends to work with her Operating Staff colleagues to put forward a proposal that would give all staff the right to sabbaticals to further professional development opportunities. Doederlein concluded by referencing the number of staff represented in the presentation to come later in the meeting. The numbers represented have gone down in recent years and she feels this is a responsible and necessary shift given declining enrollment trends. Her main concern was in reference to the loss of 19 SPS employees in less than three months. She calculated the loss based on a number in the presentation to be shown later in the meeting and the number given to her in September. While some may have shifted to Civil Service classifications, she was aware of at least three who left NIU. She feels the stress of shifting SPS to Civil Service classifications has caused some loss of personnel. If the above factors and concerns are addressed and all staff are seen as vital contributors to campus climate, things will improve. Chair Coleman thanked her.

University Advisory Council Representative Holly Nicholson thanked Chair Wheeler Coleman for his leadership. Similar to Cathy Doederlein, her comments addressed the upcoming presentation on Supportive Professional Staff (SPS) and Civil Service. She has personal experience in shifting from Civil Service to SPS to Civil Service and offered to speak to anyone facing the shift from SPS to Civil Service. Nicholson continued by noting the diversity of Civil Service in job duties – from difficult manual labor to academic office areas to others in supervisor positions within division – and education with some holding advanced degrees. She would like to see NIU be an agent of change in the unspoken hierarchy that exists between employee classifications as we are all Huskies. Employees in every classification care about the mission of NIU and the success of our students. Building service workers can have as much impact on a student as the faculty. She believes no one should be looked down on because of their job title. She respects those who complete advanced degrees; however, she feels it does not make them fundamentally better or their voice more valuable than others. She is grateful to all staff. She concluded by asking the room that if any part of this discussion speaks to them, they do what they can to make NIU a more equitable, inclusive place for all. Chair Coleman thanked her.

With the MAC football champion trophy present, Chair Wheeler Coleman recognized the recent football MAC championship, the fourth in the last seven years. He asked if any football representatives were present. Board Liaison Matt Streb apologized on behalf of Director of Athletics Sean Frazier and Football Coach Rod Carey as they were traveling. Football players were asked to focus on finals instead of attending the meeting. Board Liaison Streb noted two members of the football team: Max Scharping, who was recognized as one of the 13 finalists for the National

Football Foundation Award, and Sutton Smith, who was named First Team All-American. Trustee Eric Wasowicz added his excitement for the game and noted his empathy for the University of Buffalo team and fans as NIU was in a similar game situation a few years prior. Board Liaison Streb concluded by noting NIU's football program has consistently been at the top of graduation rate in the MAC, something of which we should all be proud. Chair Coleman congratulated the football team.

6. REPORTS OF BOARD COMMITTEES AND BOARD LIAISONS

Chair Wheeler Coleman reported that the committee reports could be found in the Board Report as an information item under Agenda Item 6. He noted Trustee John Butler had some comments regarding the Civil Service Merit Board.

Trustee John Butler said the Civil Service Merit Board (CSMB) met on November 29, 2018, following the publishing of the board report. He noted there was a final look at a furlough policy that has been going through the policy rule making process. There was also a proposal on changes to the discharge and demotion rules. He made some comments at the CSMB meeting on this proposal and noted it is in the early stages, and, therefore, NIU may have the opportunity to impact the proposal. Additional discussion at the CSMB meeting included rule changes regarding the transfer of police officers and examinations, Civil Service vs. SPS classifications, and an early proposal that would create a probation period of 24 months for civil service positions funded by a grant project. Trustee Butler took a position against the probation period proposal, but noted it is in the early stages. The Executive Director was reviewed and was recommended for a 3 percent increase in salary.

Trustee Tim Struthers distributed a report comparing the financial situation of NIU and the eight other public universities in Illinois. He noted NIU ranks eighth in days working capital, ninth in leverage ratio, ninth in revenue to debt ratio, and eighth in three year cumulative gain or loss gap. Additional discussion on this will occur in future meetings. Chair Wheeler Coleman noted the 700 day budget impasse had an impact on NIU, but NIU was able to get through the period with no massive layoffs. Chicago State had to layoff half of almost every category of staff, and he is thankful we are not in that position. He continued by noting the new administration coming into office and a renewed commitment to higher education. He concluded stressing we need to continue to pay down our debt, but trusts the additional visibility into NIU's finances from the CFO, finance leadership and staff, and leadership within the trustees will move NIU in the right direction. Trustee Struthers noted the importance to understand the facts relative to our peers. Trustee Eric Wasowicz asked for confirmation on the rankings and Trustee Struthers confirmed this. President Freeman added the Higher Learning Commission notified NIU yesterday that concerns with regard to our cash flow they had during the 700 days without a budget have been completely addressed and they commended us for the proactive steps we have taken since that time to restore our fiscal sustainability.

7. PRESIDENT'S REPORT NO. 129

Chair Coleman moved to the President's Report No. 129 and asked for a motion to pass a consent agenda on the following agenda items as discussed at the beginning of the meeting:

UNIVERSITY REPORTS FORWARDED BY THE BOARD COMMITTEES

Agenda Item 7.b.1. Professional Excellence Awards for Faculty and Staff (Consent)

Agenda Item 7.b.2. Annual Financial Summary as of June 30, 2018, and Budget to GAAP Reconciliation (Consent)

Agenda Item 7.b.3. First Quarter FY19 Financial Summary as of September 30, 2018 (Consent)

Agenda Item 7.b.4. Quarterly Summary Report of Transactions in Excess of \$100,000 for the Period July 1, 2018, to September 30, 2018 (Consent)

Agenda Item 7.b.5. Periodice Report on Investments for Period Ending Septmber 30, 2018 (Consent)

Agenda Item 7.b.6. Fiscal Year 2018 Annual Report of Transactions Involving Real Property (Consent)

Agenda Item 7.b.7. Fiscal Year 2018 Report on Facilities and Infrastructure Capital Investment Activities (Consent)

Agenda Item 7.b.8. State Legislative Update (Consent)

Agenda Item 7.b.9. Federal Relations Report (Consent)

Agenda Item 7.b.10 Sponsored Programs Administration (Consent)

Agenda Item 7.b.11 Intellectual Property Procedures and Portfolio (Consent)

Trustee Dennis Barsema so moved and Trustee Eric Wasowicz seconded. The motion was approved.

UNIVERSITY RECOMMENDATIONS FORWARDED BY THE BOARD COMMITTEES

Agenda Item 7.a.1. – Fiscal Year 2020 Undergraduate Tuition Pricing Recommendation

President Freeman presented agenda item 7.a.1. The recommendation holds base tuition flat with modest adjustments, up and down, to differential tuition rates.

Chair Wheeler Coleman asked for a motion to approve this agenda item. Trustee Dennis Barsema so moved and Trustee Eric Wasowicz seconded.

The motion was approved.

Agenda Item 7.a.2. – Fiscal Year 2020 General Fee Pricing Recommendation

President Freeman presented agenda item 7.a.2. The recommendation includes a reduction to the total fees paid by students due to the reduction of the health and wellness charge through the agreement with Northwestern Medicine.

Chair Wheeler Coleman asked for a motion to approve this agenda item. Trustee Eric Wasowicz so moved and Trustee Dennis Barsema seconded.

The motion was approved.

Agenda Item 7.a.3. – Fiscal Year 2020 Graduate and Law Tuition Pricing Recommendation

President Freeman presented agenda item 7.a.3. The recommendation holds base tuition flat with modest adjustments, up and down, to differential tuition rates. This item was amended during the Finance, Audit, Compliance, Facilities, and Operation Committee meeting and came to the board as the amended item.

Chair Wheeler Coleman asked for a motion to approve this agenda item. Trustee Bob Pritchard so moved and Trustee Eric Wasowicz seconded.

The motion was approved.

Agenda Item 7.a.4. Fiscal Year 2020 Room and Board Fee Recommendation

President Freeman presented agenda item 7.a.4. The recommendation is for Fiscal Year 2020 rates to remain constant with Fiscal Year 2019. It was noted the rates for New Hall and Northernview Community are not included in this item.

Chair Wheeler Coleman asked for a motion to approve this agenda item. Trustee Tim Struthers so

moved and Trustee Veronica Herrero seconded.

Trustee Barsema asked if the transition of food service options from Holmes Student Center to Neptune was successful. Vice President John Heckmann noted the upgrades to Neptune seemed to have accomplished this. President Freeman asked Vice President Kelly Wesener-Michael to add additional information. Vice President Wesener-Michael added another enhancement for dining was the addition of Coffee and Bagels in the lower level of the library, resulting in more traffic in the library and a good space for students. Enhancements were also made to the dining options in DuSable Hall. These changes have been well received by students.

The motion was approved.

Agenda Item 7.a.5. Launch of Jobs for America's Graduates (JAG) Programs in Illinois

President Freeman presented item 7.a.5. NIU's Education Systems Center will launch a JAG program in Illinois, modeled after the Iowa JAG program. The Illinois Department of Employment Security is contracting the project and will pay NIU \$210,000 in Fiscal Year 2019 and \$590,000 in Fiscal Year 2020. NIU will subcontract the Iowa JAG program for \$667,500 to assist and advise the new Illinois program, resulting in NIU retaining \$132,500.

Chair Wheeler Coleman asked for a motion to approve this agenda item. Trustee Veronica Herrero so moved and Trustee Bob Pritchard seconded.

The motion was approved.

Agenda Item 7.a.6. College of Health & Human Sciences Cameras/Recording Systems

President Freeman presented agenda item 7.a.6. The funding request of \$260,000 will be used to update cameras and recording systems to assist the College of Health and Human Sciences' clinical teaching mission.

Chair Wheeler Coleman asked for a motion to approve this agenda item. Trustee Bob Pritchard so moved and Trustee Eric Wasowicz seconded.

Trustee Bob Pritchard asked if the equipment is essential in NIU's teaching role for students to have in the practitioner room. President Freeman affirmed this and asked Dean of the College of Health & Human Sciences Darryl Block for additional detail. Dean Block noted the equipment is critical in a teaching/learning role as well as insurance company reimbursements to the clinic.

The motion was approved.

Agenda Item 7.a.7. Steam Isolation Valve and Expansion Joint Replacement

President Freeman presented agenda item 7.a.7. Funds were released by the governor's office of management and budget to the Capital Development Board for this project in September 2018 following a mid-year meeting regarding critical repair requirements. NIU contractors will accomplish the replacement with reimbursement from the Capital Development Board. The Capital Development Board funding equals \$476,000 with an additional \$25,000 from NIU local funding requested.

Chair Wheeler Coleman asked for a motion to approve this agenda item. Trustee Bob Pritchard so moved and Trustee Eric Wasowicz seconded.

The motion was approved.

Agenda Item 7.a.8. Northern Illinois Center for Community Sustainability (NICCS)

President Freeman presented agenda item 7.a.8. The Northern Illinois Center for Community Sustainability (NICCS) is a hub of the Illinois Innovation Network (IIN) and a new initiative of leveraging NIU's expertise in resources to pursue basic and applied research, education, training and economic development. Approval of all expenditures will be requested at future board

meetings. Organizational meetings for the IIN have begun and the first retreat for the Discovery Partners Institute (DPI) was scheduled to be held December 10 with NIU the only non-U of I system institution invited. Authority was requested to proceed with this grant opportunity with grant funding from the University of Illinois at \$15 million and NIU local funding at \$5 million.

Chair Wheeler Coleman asked for a motion to approve this agenda item. Trustee Eric Wasowicz so moved and Trustee Tim Struthers seconded.

Trustee Eric Wasowicz asked for clarification on the \$5 million NIU is responsible for. President Freeman noted we are responsible for \$7.9 million total with \$2.9 million as in-kind. The remaining \$5 million will be equipment purchases of \$1 million every year as capital renewal for research equipment already budgeted over five years with the possibility of partnership agreements providing funds toward the \$5 million.

Trustee Dennis Barsema asked President Freeman to talk about the program as a whole. President Freeman explained the IIN intends to place hubs around the state with each hub having a distinct purpose and theme aligning with the overall themes proposed by the University of Illinois to the state. Our center will reside under the theme of food and agriculture. Additional hub emphases include drug development, small molecule pharmaceuticals, small business innovation, data analytics, and healthcare. The central hub will be located in Chicago as the DPI. Temporary space is being utilized while a large, new construction facility is planned for the DPI hub. She noted when talking about the four crosscuts and four themes, they are not just talking about hard science and technology. Humanists and social scientists will be involved. The IIN will be international with two Israeli universities to be announced as partners with more international partners expected to be included. NIU was selected as the first non-U of I hub due to existing work with a U of I college and previous talks for collaboration with U of I. Both universities have been recognized by the Brookings Institution Report for their leadership in research and social mobility of their students. Other state universities are now interested in becoming hubs in a competitive process.

The motion was approved.

Items Directly from the President

Agenda Item 7.c.1. Supportive Professional Staff and Civil Service Presentation

President Lisa Freeman introduced Senior Associate Vice President of Human Resource Services Laura Alexander and Associate Vice President of Administration Celeste Latham for a presentation on university personnel employed in accordance with the rules of the State University Civil Service System. Trustee John Butler added he would be giving some more information related to policy reform after the presentation.

Senior Associate Vice President Laura Alexander began the presentation by reviewing the general provisions of the Civil Service Statute and noted NIU is audited by the Civil Service System every couple of years on job classifications. She continued by pointing out the five areas of exemption from a civil service classification. The presentation continued with a table noting the vacation and sick days, layoff and termination notice requirements, and employee headcount differences between the categories of SPS, Civil Service-Hourly, and Civil Service-Salaried employees. She pointed out the differences between the layoff notice, noting this implies an employee could be reinstated, and the termination notice being a permanent determination. Civil Service layoff notices require 30-60 days, depending on the classification and any collective bargaining agreement relevant to the employee. Civil Service termination notices are driven by the state statute and require a progressive discipline action. SPS termination notices require up to one year's notice, depending on the length of employment at the university.

Chair Wheeler Coleman asked if vacation and sick days are carried over from year to year. Associate Vice President Celeste Latham noted the vacation cap for Civil Service and SPS is a

maximum 56 accrual days. Sick days are accrued indefinitely and then reported to the retirement system for credit when the employee leaves the institution.

Trustee Dennis Barsema asked if vacation days must be taken during the summer when students are not at the university or if they can be taken at any time of the year. Senior Associate Vice President Laura Alexander answered vacation days can be taken at any time of the year, but must be prearranged with the employee's supervisor.

Trustee Eric Wasowicz asked about the process of Civil Service employees being transferred to another area due to disciplinary reasons in their original area. Senior Associate Vice President Alexander noted there are numerous levels of progressive discipline that employees are expected to be eligible for, which can take over a year to complete by the employee in hopes they succeed and continue employment. If at the end of the process there is a defensible discharge, the employee in question can appeal to the State Universities Civil Service Merit Board, which has the option to reinstate the employee. She noted this can be a troublesome for supervisors; thus, the Human Resource Services officers across the state have submitted a letter to the Merit Board to open discussion regarding the provision to reinstate employees.

Trustee Wasowicz followed up asking if a problem employee that is reinstated is then moved to another area. Senior Associate Vice President Alexander noted they do not want to move an employee across campus, but prefer to deal with it on a disciplinary front.

Trustee John Butler noted that, at the Merit Board level, the disciplinary case becomes a brand new matter. HR managers have gone through the extensive disciplinary process at the university level and then they have to explain the whole matter again at the Merit Board level.

President Lisa Freeman pointed out most of the NIU employees are wonderful people who care deeply about our mission and our students. She noted most progressive disciplinary matters and subsequent reformation steps are successful for the impacted employee. NIU is a large organization and employees are sometimes moved to better meet their skill set. Having a disciplinary case go to the Merit Board is a very rare case.

Senior Associate Vice President Laura Alexander continued the presentation by noting the differences in recruitment, review, and referral of applicants to Civil Service vs. SPS positions. She noted Civil Service positions must follow the state Civil Service classification specifications, which can lead to confusion in the position advertisement, application, and referral processes. The process for filling an SPS position is similar to filling a job in the private sector. She noted that heightened awareness of the Civil Service vs. SPS classification process originated with a complaint to the State of Illinois Office of the Executive Inspector General (OEIG). That complaint was referred to the Merit Board for consideration. It concerned an employee at another Illinois public university who had concerns. The result of the Merit Board's consideration was a set of updated procedures for classifying positions. She noted state universities must now transition positions deemed to have been misclassified as SPS, and do so within 16 months of the date of a review that determines a SPS job description fits a Civil Service classification. Previously, a the position flagged as misclassified stayed in SPS until the employee transitioned naturally out of the position. The new procedures were put into place on October 1, 2018. All positions identified as misclassified will have the reclassification clock started effective October 1, 2018.

Trustee John Butler pointed out the university presidents signed a letter asking for a delay in the start date, which was not implemented.

Trustee Eric Wasowicz inquired about the membership of the Merit Board. Trustee Butler noted three representatives from the University of Illinois system serve along with one representative from each of the other state university boards, noting the chair of the Merit Board is the representative from Western Illinois University.

Senior Associate Vice President Laura Alexander continued the presentation noting regular audits are done by the State Universities Civil Service System to assess compliance. Based on the regular audit timetable, NIU will be the first university audited since the new procedures became effective. Recent audits found about 80 of NIU's SPS positions may need to be converted to Civil Service due to changes in the classifications or possible misclassification of the position in the past. Five positions have been reclassified of the 80 identified.

President Lisa Freeman noted that, while she likes to avoid compliance audit findings, NIU is not going to rush through the 75 position reviews to be in compliance due to the impact on the institution and employees involved.

Trustee Dennis Barsema asked who makes the final decision on moving a SPS position to Civil Service. President Freeman and Senior Associate Vice President Alexander noted HR, hiring managers, and departments work together to determine the proper classification for the effected employee and whether changes need to be made in the organization of the department to better suit the classifications of employees.

Trustee Barsema asked if the state auditors have to agree with the findings of a misclassification before the effected employee is moved to Civil Service or remains in SPS based on NIU's determination.

President Freeman and Senior Associate Vice President Alexander noted, with the change in the reclassification process to within 16 months of the audit finding, care is being taken to ensure we remain compliant while being fair and consistent with each employee and department. The auditors will be looking for the process to be in motion, not necessarily completed for each position. Human Resource Services ultimately makes the decision of moving someone from SPS to Civil Service.

Trustee John Butler noted the Civil Service System is busy right now developing new position classifications, which may bear on some of the efforts NIU is making to render a decision on reclassifying a position.

Trustee Tim Struthers asked if the State Universities Civil Service System statutes and rules only apply to higher education systems in Illinois.

President Freeman pointed out it only applies to four-year public universities in Illinois.

Trustee Struthers inquired about the year the System was created.

Senior Associate Vice President Alexander noted it was created in 1952.

Trustee Butler noted that he felt it was important to understand that NIU's HR representatives are responsible for implementing the policy as it currently stands, not addressing the merits of the existing policy.

Senior Associate Vice President Laura Alexander continued the presentation by summarizing why a position might be under review due to a misclassification. She went on to note the impact of a reclassification includes seniority rights. It does not have an impact on retirement or health benefits or the employee's pay.

Trustee Bob Pritchard asked for clarification on the seniority portion.

Senior Associate Vice President Alexander noted the seniority is within the classification they are placed, not their total length of time at the university. An employee is able to hold seniority in previous employment classifications as well, but the classification seniorities are not combinable.

Associate Vice President of Administration Celeste Latham noted an employee holds seniority until they resign from the university. She pointed out they also earn seniority in the classification directly below their classification. This comes into play during a layoff scenario.

Trustee Pritchard asked what happens when they move from SPS to Civil Service for seniority.

Associate Vice President of Administration Latham noted, if they are reclassified, HR will look at past job descriptions to see how well they match up with the new Civil Service classification into which the employee is placed. If the job has changed over the years and does not match the new classification, the employee will not receive the total number of years they were in the SPS position for seniority purposes.

Chair Wheeler Coleman asked how all of this is tracked.

Associate Vice President of Administration Latham noted they use PeopleSoft to track and personnel files along with discussion with the employee's supervisor for the conversion discussion.

Senior Associate Vice President Laura Alexander concluded the presentation with a summary of the steps taken during the transition process in communicating the process to those affected.

Trustee Veronica Herrero asked when the SPS employee is notified their position has been flagged for a possible conversion, and what have we learned about their reactions?

Senior Associate Vice President Laura Alexander responded, noting that those identified in previous audits have been notified and that reaction has been mixed. She invited University Advisory Council Representative Cathy Doederlein to answer as well.

UAC Representative Doederlein noted the greatest concern comes from the determination of seniority if a SPS employee is reclassified. Some employees may have as much as 20 years at the university, but they only have five years of seniority in their new Civil Service position. Another concern comes from the employee's department and the future hiring of the reclassified position, as it can be difficult to hire diverse candidates into Civil Service positions.

Chair Wheeler Coleman thanked Senior Associate Vice President Laura Alexander and Associate Vice President of Administration Celeste Latham for the presentation, as it was a concern raised during multiple shared governance meetings during the presidential search process. He encouraged them to continue to communicate with any individual effected as well as the supervisor.

Trustee John Butler thanked Senior Associate Vice President Laura Alexander and Associate Vice President of Administration Celeste Latham for the work they have done during the transition for the effected SPS employees. He noted the need to convert SPS positions has caused anxiety on campus, and he has met with SPS Council and its leadership, NIU's representative to the SUCSS employee advisory council, and President Lisa Freeman and her leadership team regarding conversion. He added that the estimated time for the audit of NIU by the system is late spring. He noted the SUCSS Executive Director understands there will be challenges ahead and the system office is willing to work on a plan that allows various time frames for conversion provided we can establish benchmarks and an agreement on enforcement, whatever that means in practice. The Executive Director will be visiting campus in January to meet with university leaders. Trustee Butler noted that, along with the frustrations he has learned about concerning conversion, additional frustrations are being voiced regarding the hiring process for Civil Service employees. The difficulties in this hiring process can affect hiring faculty, for example, in the case of offering employment to a traveling spouse. He believes the most significant challenge to the conversion agenda is the impact it might have on the university's programming funded through external sources. With state funding problems, NIU has created unique programs funded through external sources. Since these programs recruit highly specialized talent demanding compensation comparable to the private sector, into positions that are often temporary, we need to be able to continue to hire them as SPS, either permanent or temporary, with the corresponding benefits for each category.

Trustee John Butler outlined the following challenges conversion of such positions brings:

- 1) Any potential payout liability or other costs that may result from the conversion of an SPS employee into a Civil Service position.

- 2) An unintended consequence of increases in the number of employees who appear to hold management, or administration-level positions, due to the titles that result from conversion.
- 3) Any potential for bumping by a person with more seniority, but no experience in the area they move into.
- 4) Bumping by a newly converted Civil Service employee when the grant or contract funding runs out for their current employment area, potentially displacing Civil Service employees who would otherwise not have been vulnerable to bumping.
- 5) Civil Service hiring constraints, including the timing of the process and advertisement requirements, which may have a negative impact our start-up capacity for grant- and contract-funded projects.
- 6) The overall impact of making hiring too cumbersome and employment too expensive to warrant the risk of developing grant- and contract-funded research and engagement initiatives, which could ultimately lead to the loss of Civil Service positions (administrative assistants, lab technicians, office managers, etc.) supported by this type of activity.

Trustee John Butler continued, drawing attention to a letter the nine public university presidents wrote asking the SUCSS to delay implementation of the new conversion rules. At the core of the discussion is a clear desire to retain flexibility and make the formation and hiring of Civil Service positions more manageable, but also the view that the existing Civil Service statute assumes a robust state funding of higher education that is simply no longer the case. He then cited some examples of actions by the SUCSS office that, in his view, makes the system office appear to be disconnected from the practical realities of operating a state university. He noted, for example, recent changes to the administrative code, which will become law, regarding the conditions that must be in place before a university can use a furlough program. The rules require the controlling board to verify and demonstrate significant financial distress due to three particular conditions: (1) Failure to receive an appropriation, (2) a significant reduction to an annual appropriation, and (3) an action by the governor or legislature that sweeps funds or reserves. He noted how these conditions exclude stress on the university operating budget due to conditions such as a need to adjust to a reduction in tuition, fees and/or auxiliary enterprise income due to, for example, reductions in enrollment. He noted that 80 percent of NIU's revenue derives from non-appropriated funds (tuition, fees, auxiliary enterprises, grants, contracts, etc.). Additionally, he referred to recent audit findings reported to the Merit Board that contained language that, in his view, suggested a disconnect between SUCSS and the practical challenges faced by universities in the very recent past. He noted that audit findings at another university – concerning extra help and temporary upgrading to cover workforce shortfalls – amounted to an admonishment of the university for not realizing that they needed to hire additional employees during the period of time that corresponds with the 700 days of the Illinois state budget impasse.

Trustee Butler concluded by noting that one of his goals as a Merit Board member will be to attempt to convey to the system the needs of today's state universities and participate in a leveling, or a balancing, of the need for an employment system that offers opportunity and fair working conditions, and one that allows the universities to hire non-traditional, externally-funded personnel in positions that are academic in nature, and essential to the survival, growth, and quality of public higher education in the State of Illinois.

Multiple trustees voiced their agreement.

Trustee Veronica Herrero asked if there is a conversation going on in the state legislature about this topic.

Trustee Bob Pritchard noted there are too many other issues, resulting in leadership not focusing on this. He indicated they need to develop a legislative agenda that addresses the topic and find support among legislators.

Trustee Herrero asked if Illinois is unique in its use of the Civil Service system.

Trustee Pritchard noted he has not seen data addressing this, but concluded a modification of the system does need to be addressed.

Chair Coleman called for a five minute break. The meeting resumed at 11:34 a.m.

Agenda Item 7.c.2. Second Amendment to Director of Athletics Employment Agreement

President Freeman presented agenda item 7.c.2. This information item will extend the contract of Associate Vice President and Director of Athletics Sean Frazier until June 30, 2023. The full agreement is posted on President Freeman's website on the Committed to Transparency page. There are no changes in pay, benefits, or other terms or conditions of the employment agreement with Frazier. Updates to the duties and responsibilities in the contract include language clarifying the role of the Athletic Director under Title IX as well as standard language from the NCAA regarding the cooperation they expect when conducting investigations. Under Section 2 of the Board of Trustees Regulations, the president, on behalf of the Board, is authorized to make appointments for administrative and professional positions with the exception of the President and Dean roles. The board was previously briefed in closed session regarding the contract extension as a personnel matter in compliance with the Open Meetings Act. The final agreement is being brought forward in furtherance of President Freeman's commitment to transparency. She concluded by noting she is pleased NIU will retain Frazier as Director of Athletics. "He has been an excellent partner during very challenging times. Sean expects our student athletes to demonstrate excellence in competition, in the classroom, and in the community and he models the same behavior. He has established a strong compliance program. He has vigorously and successfully pursued opportunities to raise external funds and he's nationally recognized as an advocate for diversity and inclusion in NCAA athletics. Sean is smart, he's tough, he's relentless, he is a Huskie and we are very fortunate to have him on our leadership team until 2023."

Trustee Eric Wasowicz noted the 2017 Jacoby Award win, which is given to the top women's athletic program in the MAC, and the success of our student athletes in academics. Trustee Dennis Barsema echoed Trustee Wasowicz's comments, noting we are consistently at the top on a nationwide basis for student athlete graduation rate and GPA. He is pleased with Director of Athletics Sean Frazier's focus on these and looks forward to Director of Athletics Frazier's continued performance.

Trustee Eric Wasowicz noted the recent success of the women's basketball team.

Chair Wheeler Coleman commented he had a call from a sports reporter after the MAC championship inquiring as to why NIU can't fill the stadium during a football game. Chair Coleman noted he attended the University of Notre Dame, which has a small student population, and they can fill an 80,000 seat stadium. He noted NIU can't take for granted they have a winning football program. He congratulated Director of Athletics Sean Frazier for his success and thanked President Freeman for ensuring the employment agreement was continued.

Agenda Item 7.c.3. Fiscal Year 2019 Presidential Goals

President Freeman presented agenda item 7.c.3. The presidential contract stipulates short and long term goals be established for the leader of NIU. Goals are established through a transparent negotiation between the president and the Board of Trustees to align the Trustees priorities for the president and leadership team with the Trustees' vision and the institutional mission, vision, and values. She outlined the following goals with highlighted examples given below:

1. Enrollment – Reflect the reality of the changing demographics, a decreased number of high school graduates; increased competition for new high school graduates and transfer students; the new majority of learners, including first generation students, students of color, adult learners, and veterans; stabilizing enrollment at 17,000-18,000; and collaboration to close achievement gaps

between students of color, first generation students, and students from disadvantaged socioeconomic groups as compared to the rest of NIU students.

2. Diversity, Equity, and Inclusion

3. Research Artistry, Innovation and Regional Engagement

4. Key Leadership Initiatives – Includes hiring key replacements for the leadership team and creating a strategic plan that aligns with our enrollment, facilities, and research plans.

5. Fiscal Sustainability – Includes a balanced budget, identifying and implementing a strategic initiatives fund to invest in innovation, and increasing philanthropy through unrestricted scholarships and the implementation of a CHANCE 50th Anniversary Fund.

President Freeman thanked the trustees for their work on the item and asked for questions.

Chair Wheeler Coleman asked for a motion to approve this agenda item. Trustee Eric Wasowicz so moved and Trustee Dennis Barsema seconded.

Trustee Bob Pritchard said leadership and all employees need to focus on the university's challenges. He noted he would like to see the weight that enrollment and fiscal sustainability carry to be larger, but feels the president will address the concerns and NIU will be in a better situation a year from now.

Trustee Tim Struthers echoed Trustee Bob Pritchard's comments and commended President Freeman and the board for creating a single page measurable set of objectives. He also would like to see a heavier weight on enrollment and financial sustainability, but has confidence a year from now, progress will be seen.

Trustee Dennis Barsema encouraged people to understand these goals as they are their goals as well. He thanked all who had a role in creating the goals and thanked President Freeman for working with the board collaboratively on this item.

Trustee John Butler noted in regards to the concerns of some of the trustees with the weights of enrollment and fiscal sustainability, items correlating to these total over 60%. President Freeman noted they total 68%. Trustee Butler confirmed the goals are weighted heavily on the areas that drive the operating budget and make us a competitive choice for students.

Trustee Eric Wasowicz was glad to see the idea of presidential goals fully realized and noted he believes the goals are realistic even if enrollment is not weighted as heavily as some hoped. President Freeman noted the Strategic Enrollment Management committee has been formed and have created a strategic enrollment management plan. The plan will be shared with leadership this month and released across the campus in the new semester. Trustee John Butler added presidential goal setting will be seen as one of Chair Wheeler Coleman's legacies. Trustee Butler appreciated the transparency of the process and showing the direction of the university as a result. Chair Coleman thanked Trustee Butler for his comments and all who were involved in the process. He noted 7 years ago, the board and president did not have goals. He continued that he hopes this is pushed out to other leaders to have a set of goals that align with the presidential goals and that everyone perceives these as the university's goals, not just the president's. The goals can help move the university forward.

Trustee Tim Struthers noted there was lot of debate on the enrollment numbers in the goals. While the numbers appear flat, he noted they hope to exceed the target and continue the momentum forward to higher enrollment numbers.

The motion was approved.

Agenda Item 7.c.4. Northern Illinois Center for Community Sustainability (NICCS) Capital Project Approval

President Freeman presented agenda item 7.c.4. The item addresses the funding for the building design for the Northern Illinois Center for Community Sustainability (NICCS). Building design is

scheduled for calendar year 2019. Funding will come from the Illinois DCEO grant for just over \$2 million. Future funding requests from the University for the NICCS project will come through future FACFO meetings. Approval was requested at the regular trustees meeting so efforts to secure an architect can begin in January. The university recommended the Board of Trustees to authorize proceeding with the project that includes work orders, all necessary contracts with consultants, contractors and suppliers as necessary to proceed with the design efforts and contracted project management support for NICCS in an amount not to exceed \$2,020,000.00.

Chair Wheeler Coleman asked for a motion to approve this agenda item. Trustee Bob Pritchard so moved and Trustee Veronica Herrero seconded.

Trustee Bob Pritchard asked for clarification on the timeline of the building to be functioning. President Freeman noted the plan is to open the building in 2021 and be fully functioning in 2022.

Trustee Dennis Barsema asked if an architect has been selected. President Freeman noted in following our procurement rules of having Board of Trustees approval for the amount, we have not proceeded with seeking a contractor. Trustee Barsema asked how long the search process would take. President Freeman noted we would like to secure an architect by the end of January 2019.

The motion was approved.

Agenda Item 7.c.5. Request for Agreement and Delegated Authority Regarding Northern Illinois University Press

President Freeman presented agenda item 7.c.5. The University is requesting authority to enter into an agreement with Cornell University Press for production of NIU Press books. NIU will continue acquisition and editorial board functions while the Cornell University Press will manage manuscript editing design, production, marketing and fulfillment of 15 to 25 books per year under the NIU imprint. The formal agreement will be for five years with the option of five, one year extensions. The first year cost will be approximately \$100,000 with the following four years costing \$80,000. The understanding with Cornell University Press is nearly complete with the delegation of authority vote initiating the final negotiations.

Chair Wheeler Coleman asked for a motion to approve this agenda item. Trustee John Butler so moved and Trustee Eric Wasowicz seconded.

Trustee John Butler asked if the imprint will continue on publications coming from NIU. President Freeman and Vice President Jerry Blazey confirmed this.

Trustee Herrero asked why there was no response for the RFP for this. President Freeman noted academic publishing is a specialized field. Other presses do not have the interest Cornell does because they do not share the same expertise NIU does in areas of orthodox religion, Russian history, and others. Cornell and NIU will have a shared enhancement in this agreement. Vice President Blazey noted the alignment between the series the two presses publish. This will allow NIU to attract better manuscripts. Marketing is already in place, which can strengthen the quality of manuscripts.

Chair Wheeler Coleman asked how we determine the manuscripts we send forward for publishing. Vice President Blazey noted NIU will retain editorial acquisition and will be soliciting manuscripts to be presented to the editorial board with a goal of about 15 manuscripts per year. The agreement with Cornell allows up to 25 quality manuscripts per year. Chair Coleman asked how the equipment will be decommissioned. Vice President Blazey noted the only equipment is bookcases and computers and most of the computers are near the end of their life cycle, so little decommissioning will take place. Additional space will be available at the Monsanto campus due to getting rid of several thousand books.

Trustee Eric Wasowicz asked about the funding language for this item. President Freeman noted the language indicates they are delegating authority to the president for this item. Presented estimated costs are included in the item details. Vice President Blazey noted the \$420,000 noted is over a five year period with as much as \$50,000 in royalty returns expected. President Freeman noted this agreement will save NIU between \$150,000 and \$200,000 a year without the royalty returns.

The motion was approved.

Agenda Item 7.c.6. Convocation Center – Update Nelson Suite Capital Project Amendment

President Freeman presented agenda item 7.c.6. During the renovation of the Nelson Suite, a structural misalignment was identified, due to errors in the blueprints, and demolition adjustments were necessary to accommodate the change. This resulted in an overage of \$25,000 from the original budget. The request is to use auxiliary funds to cover the overage due to the project being originally funded by a donor gift.

Chair Wheeler Coleman asked for a motion to approve this agenda item. Trustee Dennis Barsema so moved and Trustee Tim Struthers seconded.

The motion was approved.

Agenda Item 7.c.7. Yordon Nutrition Center and Weight Room Improvements Capital Project Approval

President Freeman presented agenda 7.c.7. Following the October 3, 2018, announcement of alumni donor gifts and a leadership gift from Northwestern Medicine, Athletics is seeking approval in support of the completion of the nutrition center and weight room improvements. The \$275,000 proposed budget incorporates a contingency with the project to include signage, equipment, cosmetic improvements, and a nutrition center to support athletes' health and wellness.

Chair Wheeler Coleman asked for a motion to approve this agenda item. Trustee Bob Pritchard so moved and Trustee Veronica Herrero seconded.

Trustee Dennis Barsema asked for clarification on the item title. President Freeman asked Vice President of Facilities and Management John Heckmann to clarify. Vice President Heckmann noted it does refer to the space and is accurate. Trustee Barsema asked if this was a naming rights opportunity in addition to the capital improvements and Vice President Heckmann confirmed this with President Freeman noting the lead gift allowed the naming.

Trustee Eric Wasowicz asked if the nursing school would be involved with the nutrition center. President Freeman said the dietetics program would be actively involved.

Trustee Barsema was thankful to Northwestern Medicine to step forward with the gift. President Freeman noted NIU and Northwestern have had a philanthropic arrangement for a long time and it will continue.

The motion was approved.

Agenda Item 7.c.8. Honorary Doctorate Recommendation

President Freeman presented agenda item 7.c.8. NIU can honor individuals with doctoral degree conferral at the graduate school graduation. The honorary degree committee nominated two individuals, Mr. Dean DuCray and Dr. Marcia Grant. Dean DuCray was nominated for an honorary doctorate in humane letters by Dean Balaji Rajagopalan with support from current chair of Accountancy Rebecca Shortridge and former chair of Accountancy Jim Young. Mr. DuCray is an NIU alum and successful businessman. Dr. Marcia Grant was nominated for an honorary doctorate in science by Dr. Laura Beamer, Associate Professor in the School of Nursing, and Dr. Marilyn Stromberg, Professor Emeritus. Dr. Grant is a fellow of the American Academy of Nursing, the

recipient of over \$35 million in external grants, and the author of more than 330 scholarly publications.

Chair Wheeler Coleman asked for a motion to approve this agenda item. Trustee Eric Wasowicz so moved and Trustee Bob Pritchard seconded.

The motion was approved.

8. CHAIR'S REPORT NO. 88

Agenda Item 8.a. – Closed Session Minutes Review and Release

Chair Coleman presented agenda item 8.b. and asked for a motion to approve this agenda item. Trustee Dennis Barsema so moved and Trustee Veronica Herrero seconded.

Acting General Counsel Greg Brady noted the Office of General Counsel is not recommending any release of the closed session minutes at this time, yet the board will continue to discuss the items in closed session as allowed under the Open Meetings Act. This vote is made twice per year.

The motion was approved.

9. OTHER MATTERS

No other matters were discussed.

10. NEXT MEETING DATE

The next regularly scheduled meeting of the Board of Trustees will be held March 7, 2019.

11. CLOSED SESSION

Chair 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) of the Open Meetings Act; Property Matters as generally described under Sections 2(c)(5) and (6); 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) of the Open Meetings Act.

Trustee Bob Pritchard so moved and seconded by Trustee Dennis Barsema. 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: yes	Trustee Bob Pritchard: yes
Trustee Tim Struthers: yes	Trustee Eric Wasowicz: yes
Vice Chair Dennis Barsema: yes	Board Chair Wheeler Coleman: yes

The meeting closed and will re-open at the conclusion of the closed session. The Board adjourned for closed session at 12:21 p.m.

Reconvene Meeting:

The meeting reconvened at 2:54 PM. Chair Wheeler Coleman asked for a roll call. Present were Trustees Dennis Barsema, John Butler, Nathan Hays, Veronica Herrero, Tim Struthers, Eric Wasowicz and Board Chair Wheeler Coleman. Absent was Trustee Bob Pritchard.

12. ADJOURNMENT

Chair Coleman asked for a motion to adjourn. Trustee Eric Wasowicz so moved and Trustee Veronica Herrero seconded. The motion was approved. The meeting adjourned at 2:55 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.

Minutes of the
NIU Board of Trustees of Northern Illinois University
Special Meeting
January 10, 2019

1. CALL TO ORDER AND ROLL CALL

The meeting was called to order at 1:30 p.m. by Vice Chair Dennis Barsema 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, and Tim Struthers. Members absent were Wheeler Coleman, Veronica Herrero, and Eric Wasowicz.

Also present: President Lisa Freeman, Acting General Counsel Greg Brady, Board Liaison Matt Streb, Executive Vice President and Provost Chris McCord, Vice President for Administration and Finance Sarah McGill, Vice President for Research and Innovation Partnerships Jerry Blazey, Vice President for Enrollment Management, Marketing and Communications Sol Jensen, Vice President for Outreach, Engagement and Regional Development Anne Kaplan, Executive Director of Extended Learning Jason Rhode, and University Advisory Council (UAC) Representatives Therese Arado, Catherine Doederlein, Holly Nicholson, and Kendall Thu.

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 and a quorum was present.

3. MEETING AGENDA APPROVAL

Vice Chair Dennis Barsema asked for a motion to approve the meeting agenda. Trustee Bob Pritchard so moved and Trustee Tim Struthers seconded. The motion was approved.

4. REVIEW AND APPROVAL OF MINUTES OF NOVEMBER 15, 2018

Vice Chair Dennis Barsema asked for a motion to approve the minutes of November 15, 2018. Trustee Bob Pritchard so moved and Trustee John Butler seconded. The motion was approved.

5. CHAIR'S COMMENTS/ANNOUNCEMENTS

Vice Chair Dennis Barsema welcomed the University Advisory Council members for comments.

Cathy Doederlein noted that as we work with outside entities to fulfill functions for the university, we should evaluate current staff to fulfill duties if applicable and ensure current staff are not displaced.

Vice Chair Dennis Barsema thanked the UAC members for attending and noted Chair Coleman sent his regrets for not attending. He wished everyone a happy new year and noted the board looks forward to a productive year and working with students, faculty, and staff.

6. PUBLIC COMMENT

There were no timely requests for public comment.

7. PRESIDENT'S REPORT NO. 130

Vice Chair Dennis Barsema asked President Lisa Freeman to present items 7.a. through 7.c.

Items Directly from the President

Agenda item 7.a. Constituent Relationship Management System Replacement

President Lisa Freeman wished everyone a happy new year and presented agenda item 7.a. The Division of Enrollment Management, Marketing and Communications requested to replace the current Constituent Relationship Management (CRM) system with an up-to-date CRM that will have updated capabilities. Funding requested was \$2.5 million for an initial two and a half year term plus seven one year renewal terms.

Vice Chair Dennis Barsema asked for a motion to approve this agenda item. Trustee Bob Pritchard so moved and Trustee John Butler seconded.

Trustee Bob Pritchard asked who would be the lead for this contractual arrangement. Vice President Sol Jensen said the CRM office under the Marketing department would oversee the day to day operations.

Trustee Tim Struthers asked for clarification on the spending per year of this item. Vice President Sol Jensen answered they expect to spend on average \$250,000 per year for the item, noting this is in line with other institutions in Illinois. Trustee Struthers commented that he would like to see additional follow up on the spending amounts for this item, as well as similar items, on a more frequent basis than the length of the contract. President Lisa Freeman noted focusing on a net revenue benchmark would be hard to determine for this item but updating the board on what was spent and what was achieved would be appropriate. Trustee Struthers agreed.

Vice Chair Dennis Barsema asked where this item is in the RFP process. Vice President Sol Jensen answered the RFP went out a couple months ago, and the submissions are being reviewed with the review process to be completed by the second Friday after the board meeting. The top three scoring vendors will then be brought to campus. After the selection, Procurement and General Counsel will complete the contract. Vice President Jensen noted the goal is to have a vendor in place in the next couple of months and implementation to be completed in about a year. Vice Chair Barsema asked if this would have a negative impact on 2019 financials. Vice President Sarah McGill noted there will be no negative action as the process has been discussed between divisions and planned in future years' financials. President Lisa Freeman commended the members of the Administration and Finance division and the Enrollment Management, Marketing, and Communication division for the coordination on this item. She also recognized Antoinette Bridges, Director of Procurement Services, for her work on this item and the next agenda item. Vice Chairman Barsema thanked those involved as well.

The motion was approved.

Agenda item 7.b. Marketing and Support Services for Online Education Programs

President Lisa Freeman presented agenda item 7.b. During the Program Prioritization process, transformation of the support for online and off-campus students and programs was identified. The university is requesting to enter into an agreement with Wiley Education Services to provide market demand analysis, recruitment lead generation, and concierge services, among other services, to grow enrollment in online programs. The term of the agreement will be from February 1, 2019, to December 31, 2021, with a request to initiate up to two one-year renewals.

Vice Chair Dennis Barsema asked for a motion to approve this agenda item. Trustee Tim Struthers so moved and Trustee Bob Pritchard seconded.

Trustee John Butler noted he would like follow up on this item over the term of the contract as he believes it is a critical piece for the university. He asked for more information on the existing programs that will be marketed and the return on investment. President Lisa Freeman noted it will begin with six existing programs, identified based on market demand and current state of the

programs. In Fiscal Year 2020, the anticipated return on investment will be \$2.1 million, a \$1.2 million revenue increase. Net revenue is expected to increase to \$7.1 million in year two and \$11.4 million in year three. Trustee Tim Struthers asked if these projections include an expansion of offered programs. President Freeman noted those numbers are for the six initial programs. Trustee Struthers asked how many additional students would need to enroll to meet these numbers. President Freeman noted the projection is to increase from 235 students to 332 students. Trustee Struthers asked if the University is confident in a breakeven number to cover the cost. President Freeman noted a lot of effort went into the projections, and they have a lot of confidence. Vice Chair Dennis Barsema asked if there is a percentage on the return on investment. Acting Executive Vice President and Provost Chris McCord noted the forecast would be a return of \$2 for every \$1 invested for year one of the contract with an increase in return of \$5 return for every \$1 invested by year three. He noted these numbers are for the six programs in the initial phase. The University plans to increase the number of programs marketed with other existing programs and new programs approved by the Board in subsequent years of the contract. Programs will be evaluated for a solid ROI before advancement to marketing with Wiley.

Trustee Bob Pritchard asked for additional background on Wiley. President Lisa Freeman noted they do not share a complete list of clients, but their clients include Purdue University, Indiana University, Seton Hall University, Benedictine University, The State University of New York, St. Mary's, University of Minnesota, the University of Delaware, the University of Scranton and Utica College. Trustee Pritchard asked if we are confident based on their track record. President Freeman noted based on their flexible financial model, their collaborative approach, their time in the market, and their history of success as well as their Chicagoland location, determined during the state procurement process, Wiley would be a good partner.

Trustee John Butler asked if there is a component to this agreement that will allow these NIU programs to be better captured when a person does a general internet search for these types of programs. President Lisa Freeman agreed with this, noting follow-up will happen based on data analytics and how interested the person was that conducted the search. NIU is not capable of a functionality like this, so the partnership is attractive. Trustee Butler asked if the course facilitation would happen with this contract. President Freeman noted NIU will maintain control over the course facilitation to remain consistent with other NIU programs not involved in the marketing plan. Director of Extended Learning Jason Rhode was invited to speak on the contract. He noted when the RFP was extended, NIU asked interested vendors to inform us of the market demand for the existing programs included as well as informing the vendors what portion of the services would remain in house. Services named in the contract to remain in house are faculty development and instructional design services, as NIU has instructional designers who work with faculty to develop online courses and programs. Wiley recommends being in the market nine months before a program will begin so the February 1 contract start date will be a push to affect Fall 2019 enrollment, but that is the focus. Discussion will be held beginning in March to discuss the next phase of programs marketed.

Trustee Tim Struthers noted he is pleased with the focus on this and the potential incremental net revenue associated with the item. President Lisa Freeman noted there are specific goals and objectives related to online program growth that will be released in the strategic enrollment management plan the following week. Trustee Struthers asked if it will be noted in financial statements and President Freeman noted they would be shared.

Vice Chair Dennis Barsema asked who is responsible for the program. President Lisa Freeman noted Director of Extended Learning Jason Rhode will be responsible.

The motion was approved.

Agenda item 7.c. Request for Delegated Authority Regarding Purchase of High Performance Computing

President Lisa Freeman presented agenda item 7.c. This item authorizes the purchase of high performance computing as the current system is beyond repair and needs to be updated to meet the needs of the university faculty and scientists. A task force has been charged to make recommendations regarding the purchase with the president having delegated authority for the final purchase if within the terms outlined in the item.

Vice Chair Dennis Barsema asked for a motion to approve this agenda item. Trustee John Butler so moved and Trustee Bob Pritchard seconded.

Trustee John Butler asked Vice President for Research and Innovation Partnerships Jerry Blazey to give more details of what this type of equipment is used for. Vice President Blazey noted it is used most frequently in the STEM fields with examples given for the areas of Physics, Engineering, and Chemistry. More recently, it is used in the Humanities for textual analysis and in the Arts for data visualization. This upgrade will also make NIU a better partner for national labs.

Trustee Bob Pritchard asked if a 60 node CPU GPU hybrid cluster will be adequate for growth in research efforts. Vice President Jerry Blazey noted while it is the same size of the current system and adequate for research, the current system needs to be replaced as parts are no longer available for the current equipment. Trustee Pritchard asked if additional facilities are required. Vice President Blazey noted no additional space or equipment will be needed in the current facility for the new computing machine.

Trustee Tim Struthers asked if high performance computing is available in the cloud. Vice President Jerry Blazey noted the task force is looking at the options involving the cloud, including hybrid options.

Vice Chair Dennis Barsema asked about the timeline for the project. Vice President Jerry Blazey answered the plan is to have a recommendation from the task force sometime this spring. The RFP process will take about three months and the installation could start in the summer or fall. Vice Chair Barsema asked if this is a Fiscal Year 2020 expense and Vice President Blazey confirmed this.

Trustee Tim Struthers asked about the structure of the recommendation. President Lisa Freeman noted the item is an enabling item so the cycle of board meetings does not interfere with the progress of purchasing the equipment. Information regarding the item will be reported back to the Board in future meetings. Trustee Struthers asked if the amount was adequate. Vice President Jerry Blazey assured him the research was done before submitting the amount included in the item.

The motion was approved.

8. OTHER MATTERS

No other matters were discussed.

9. NEXT MEETING

The next regular meeting of the Board of Trustees will be held March 7, 2019.

10. ADJOURNMENT

Vice Chair Dennis Barsema asked for a motion to adjourn. Trustee John Butler so moved and Trustee Bob Pritchard seconded. The motion was approved. The meeting was adjourned at 2:18 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.

STEVENSON COMPLEX – FRANCHISE AGREEMENT APPROVAL

Summary: Enhancing the existing dining experience in the Stevenson residential complex is an important step in increasing the overall attractiveness and amenities of the Stevenson complex for student recruitment/retention and implementing enhanced meal plan options across campus for Fall 2019. The selected franchise brand will complement the overall meal plan options for students across the campus.

Background: The revised dining plan, as showcased in the Academic Affairs, Student Affairs, and Personnel Committee presentation on February 7, 2019, will provide more flexibility for students by adding nationally branded franchises with greater assortments and variety of offerings in addition to the all-you-care-to-eat residential dining locations currently available. This strategy is consistent with peer institutions and responds to student surveys, which indicated a desire for a mix of national and unique/local food brands, as well as a mix of food options. This retail food operation will be a nationally branded sandwich shop intended to replace the Dog Pound Deli service.

NIU will be the license holder for the franchise. As such, NIU is responsible for operating the location under the franchisor's standards and will pay a royalty of 5% of all sales to the franchisor. NIU will retain the remaining 95% of sales.

There is no upfront licensing fee for the intended franchise brand. While franchise royalty payments will depend on actual sales, the overall magnitude of this initiative, based on conservative estimated business volume, is expected to be approximately \$250,000 over a 10-year term (\$250k in sales x 5% royalty x 10 years).

Funding: Institutional - Auxiliary Operations

Recommendation: The Finance, Audit, Compliance, Facilities and Operations Committee recommends Board of Trustees approval of the Stevenson Complex – Franchise Agreement Approval request.

**STEVENSON COMPLEX –
RENOVATE DINING AREA CAPITAL PROJECT**

Summary: This project will renovate the existing dining areas at the Stevenson Residential Complex to enhance the dining experience at the Stevenson residential complex and augment the options to be available under the new meal plans intended for Fall 2019.

Background: This project will convert the existing dining and Dog Pound Deli areas into a grill station, a pizza station, a franchised nationally branded sandwich shop, and a convenience store.

To establish this new food venue for Fall 2019, work will begin at the end of Spring 2019 and will be coordinated to ensure food service is available for summer camp operations. The project investment is expected to have a simple payback of approximately three years based on conservatively estimated sales.

Funding: Institutional - Auxiliary Reserves \$450,000

Recommendation: The Finance, Audit, Compliance, Facilities and Operations Committee recommends Board of Trustees approval of the Stevenson Complex – Renovate Dining Area Capital Project request.

HOLMES STUDENT CENTER – PHASE I REDEVELOPMENT CAPITAL PROJECT AMENDMENT

Summary: The Board of Trustees approved the Holmes Student Center - Phase I Redevelopment project with a budget of \$20M at the regular meetings held in June 2016 (design authorization) and December 2017 (construction authorization). Subsequently, at the August 2018 Finance, Audit, Compliance, Facilities and Operations Committee meeting, the University reported that the construction bids received were higher than expected. Value engineering efforts were employed to capture cost savings, which allowed the construction contracts to proceed, but the University is now requesting additional funding to move forward with essential components of this project, including the renovations required for a food venue build out and maintenance of the budgeted contingency reserves.

Background: The campus-wide dining strategy includes new meal plans for Fall 2019 which will provide more flexibility for students by adding retail food venues as dining options in addition to the all-you-care-to-eat residential dining locations currently available. The food venue in HSC will be a self-operated national brand that aligns with food choices identified by campus surveys conducted during conceptual design efforts. The authority to execute a franchise agreement for this food venue was previously approved by the Board in December 2017.

Standard project contingency amounts are typically budgeted around 10% of estimated construction costs. Currently, after the value engineering reductions, this project holds 2.9% in contingency reserve. While the project demolition phase, where most unforeseen conditions are typically encountered, is largely complete, the increase indicated below will bring the contingency level to 5.0% to help manage the remaining risk associated with the construction process.

Reinstated Food Venue Build-out	\$450,000
Increase Project Construction Contingency	<u>\$450,000</u>
Total Project Amendment	\$900,000

Upon approval, the University will make the appropriate amendment request to the IBHE at their March meeting.

Funding: Institutional – Auxiliary Reserve \$900,000

Recommendation: The Finance, Audit, Compliance, Facilities and Operations Committee recommends Board of Trustees approval of the Holmes Student Center – Phase I Redevelopment Capital Project Amendment request.

ELECTION OF BOARD OFFICER POSITIONS

A special election has been called to elect a trustee to complete the Fiscal Year 2019 term for the position of vice-chair. Acting General Counsel Greg Brady and Recording Secretary Chelsea Duis will tally the results and announce the results during the meeting.