

Minutes of the
NIU Board of Trustees
**ACADEMIC AFFAIRS, STUDENT AFFAIRS
AND PERSONNEL COMMITTEE**
August 26, 2010

SWEARING-IN OF NEW STUDENT TRUSTEE

This time of year, Chair Strauss said, we always get a new Student Trustee. It is exciting for the members of the Board as well as for the Student Trustee. Before we start our regular committee meetings, I would like to swear in Robert Sorsby. The backgrounds of the new Student Trustees are always a source of interest to me. In my experience, they have always been quite impressive, and Robert is no exception. He comes to us directly from a stint as the President of the Student Association where he was responsible for overseeing mass transit operations, was a student senator, and while doing all of this has also been interning at Sears Holding. On a number of occasions, he has also taken an active role as an instructor in the University 101 class, has served as a peer mentor, and is active in his fraternity. It is my great pleasure to welcome Robert and ask him to join me at the podium for his swearing-in.

Chair Strauss administered the following oath to Mr. Sorsby:

I, Robert Sorsby, do solemnly swear that I will support the Constitution of the United States, the Constitution of the State of Illinois and the laws thereof, and that I will faithfully discharge the duties of Student Trustee for the Board of Trustees of Northern Illinois University to the best of my ability.

He then congratulated Mr. Sorsby and presented him with the official Board of Trustees pin which can be worn only by members of the NIU Board of Trustees.

A summary of Mr. Sorsby's remarks follows:

I will keep my remarks brief and my thank yous forever. I am humbled, grateful, excited and the list of adjectives go on to describe how I feel to serve on a board of trustees and especially to serve on this Board of Trustees along with such distinguished individuals. Although my excitement might be grand, I am mindful of the responsibility my fellow students have placed in me to serve on the Board of Trustees, and it is my full intention to serve to the best of my ability to make sure that I keep student interests and concerns at the forefront of my heart. I will do my best to be a good steward of student advocacy and an even better listener. With those aspirations in mind, I am aware of the challenges ahead, and I am excited as well as confident in the ability and the guidance that the Board will provide me this year. I know that this will be a powerful learning experience. I would like to thank the two most important people in my life, my mother and my father, Ronald and Kathleen, who have journeyed all the way from Glenwood to join us this morning, as they have provided and given me the guidance to be the person I am today. I am excited and thankful to be here this morning. Thank you.

The Board then asked Mr. and Mrs. Sorsby to stand and be recognized.

Since 1996, the beginning of the Board of Trustees with NIU, Trustee Boey stated, we have been blessed with the integrity and the quality of our student trustees. It has been an absolutely marvelous experience for all of us, and I do not doubt that you will continue the trend, Rob, so welcome.

CALL TO ORDER AND ROLL CALL

The meeting was called to order by Chair John Butler at 8:40 a.m. in the Board of Trustees Room, 315 Altgeld Hall. Recording Secretary Sharon Banks-Wilkins conducted a roll call of Trustees. Members present were Trustees Robert Boey, Barbara Giorgi Vella, Student Trustee Robert Sorsby, Committee

Chair John Butler and BOT Chair Marc Strauss. Trustee Cheryl Murer entered the meeting in progress. Not present was Trustee Myron Siegel. Also present were Committee Liaison Ray Alden and Board Parliamentarian Kenneth Davidson. With a quorum present, the meeting proceeded.

VERIFICATION OF APPROPRIATE NOTICE OF PUBLIC MEETING

Confirmation of Open Meetings Act public notice compliance was provided by Board Parliamentarian Ken Davidson.

MEETING AGENDA APPROVAL

Trustee Strauss made a motion to approve the meeting agenda. Trustee Vella seconded the motion. The motion was approved.

REVIEW AND APPROVAL OF MINUTES

It was moved by Trustee Vella and seconded by Trustee Boey to approve the minutes of the April 29, 2010 committee meeting. The motion was approved.

CHAIR'S COMMENTS/ANNOUNCEMENTS

On today's agenda under University Reports, we have five information items, Chair Butler said. First we will recognize faculty and staff who are recipients of professional excellence awards. It is a pleasure to recognize those individuals who provide the margin of excellence that makes NIU a peer among peers. Next is recognition of those faculty who were granted emeritus status as a result of having retired from the university in good standing. We will hear a brief report on The Higher Learning Commission Off-Campus Site Visit. We will also hear a presentation on the changing nature of the Modern University Library. Lastly, we will hear the results of NIU's faculty and staff efforts to acquire External Funding for Research, Public Service and Instructional Projects during the past year.

The Chair recognized representatives of the University Advisory Committee, Kerry Freedman and Ferald Bryan. I am very happy to be here, Dr. Freedman said, and honored to be appointed to this position. The school year has started, classes are running well and everyone is very excited to start the new year. I have one question concerning the library presentation when it is discussed. The question is, what progress has been made in establishing a process to facilitate communication between the library committee and the faculty about changes made to the library as they proceed? Chair Butler replied that he would see that question is asked.

I would like to welcome Professor Freedman and thank her for joining us and taking on this responsibility, the Chair said. I would also like to say welcome to the faculty, students and staff of the university. Welcome back for yet another year of doing good and important work. Welcome to the new student member of the Board, Robert Sorsby. It is going to be a pleasure working with you. I would like to bring to your attention three people who are with us today. The first is the President of the Student Association, Erik Calmeyer. The second is our new Vice President for Research and Graduate Studies, Lisa Freeman. I would also like to welcome La Vonne Neal, the Dean of Education. She is new to her job, and from what I understand, already hitting the ground running. So welcome to all of you and thank you for coming to this committee. We very much appreciate your presence.

PUBLIC COMMENT

The Chair asked Board Parliamentarian Kenneth Davidson if any members of the public had registered a written request to address the Board in accordance with state law and Board of Trustees *Bylaws*. Mr. Davidson noted that no timely requests had been received.

UNIVERSITY REPORT

Agenda Item 7.a. – Professional Excellence Awards for Faculty and Staff

This is the time of year that we recognize the excellence among our faculty and staff, Provost Alden said. First, we have the Board of Trustees Professorship Awards recognizing individuals who are national and international scholars, but who also have the unique characteristic of sharing that kind of activity of scholarship with their students outside the classroom. The second is the Presidential Teaching Professors, who are individuals recognized for their excellence as educators. They are selected by their peers and by alumni as individuals who are recognized for making an impact as they go forward in their careers. The Presidential Research Professors are also selected by a faculty committee and the Vice President for Research and Graduate Studies for their scholarship. Another category is Excellence in Undergraduate Teaching. These individuals are nominated through a process started by the students. The recipients are reviewed by student advisory committees within each college, and eventually by the University Student Advisory Committee. Likewise, we have one Instructor Award for Excellence in Instruction. Staff awards for Operating Staff and Supportive Professional Staff are brought forward by their respective councils. They are vetted by subcommittees and eventually by their councils. These individuals represent truly our brightest and best. We had a total of 20 award winners, and a number of these individuals are here today. The Provost asked the award recipients to rise and be recognized by the Board for their activities.

These are wonderful, Trustee Boey said, especially in the Operating Staff group. I have a soft spot for that area because through the years, for those of us who are in the managing position, at least in my case, I always say that my administrative assistants make me look much better than I deserve. When you do a great job, we get the accolades, but we know who did the job. Congratulations to all the award winners. These are campus-wide selections, and it is a wonderful recognition for all of you.

I want to add my congratulations to this year's group of winners, President Peters said. We are so proud of you, and we are in awe when we read your materials and what you have accomplished, and what we know from students and your colleagues about your commitment to your disciplines and to NIU. It is very important that great universities have a reward and regard structure in place for those individuals who really make our national reputation, and you certainly are doing that. I also want to thank the Board for urging me and helping to create the Board of Trustees Professorships, which adds another level of regard and recognition for those professors who fit the NIU concept of engaged learning where professors are involved with their students in their research and artistry programs. But I want to say that I do not think I have met an NIU professor or administrator that is not outstanding. These are hard times all over the country, but we need to find ways to attract, retain, recognize and reward these individuals, our faculty and staff, and that probably means through the salary increment process. And I know, as a Board, that you are there too. Again, thank you to all you wonderful people, and it is an honor to be associated with a university where you are involved.

Behind each of these categories is an individual ceremony, Chair Butler said, where they receive a bit more individual distinction being honored by their colleagues, family members and other supporters. I was pleased to have an opportunity to preside as one of the presenters at the Board of Trustees Professorship Awards and had the distinct pleasure of condensing the very impressive records and backgrounds of the three award recipients to entirely inadequate brief presentations about what they have achieved. To accompany my presentations, the Media Services Department put together very brief bios and backgrounds that made a clear point about how these individuals have impacted the campus community. The biographies are available on line for those of you who would like to learn more about some of these individuals. Thank you to Media Services for their hard work in putting that together.

Agenda Item 7.b. – 2009-2010 Faculty Emeritus Recognition

Every year at this time, faculty who have retired and achieved emeritus status are recognized, Provost Alden stated. This year we have 22 faculty from 17 different departments who have also served the university in an excellent manner and, in some cases, for quite a duration of time. But in many cases, our emeritus faculty are still very active members of our university community. They still maintain scholarship and teach for us occasionally. We give the Board the opportunity, at this time, to recognize their service

and to celebrate these individuals who have chosen to retire this year. On behalf of the Board, Chair Butler said, I want to thank those individuals listed here who have achieved this important recognition.

Agenda Item 7.c. – The Higher Learning Commission Off-Campus Site Visit

The Provost asked Vice Provost Virginia Cassidy to brief the Board on a new procedure for looking at off-campus education sites that has been instituted by our accrediting body, the Higher Learning Commission. As the item indicates, Dr. Cassidy said, the Higher Learning Commission is implementing several new processes related to the ongoing accreditation status of its institutions. For those institutions that have off-campus programs at more than four sites, one of the new requirements is that a representative selected by the Higher Learning Commission will do an on-campus site review of three of those sites, and we are in the process of setting up that meeting. We have been in contact with our site reviewer and have selected the three regional centers as the locations for him to visit. We are also in the process of preparing a report that outlines the ways in which our instructional activities, the student support services and other services support the quality of our programs in ways similar to the ways they are supported on campus.

Dr. Cassidy stated that this is the first time we will be participating in this procedure. The accreditation cycle is ten years. As long as we continue to have the number of off-campus programs that we do, Dr. Cassidy said, this review is slotted between years four and six of that review cycle. These visits have to fit into a two-day timeframe, and because most of our courses are offered in the evening, it is not feasible to take them to a site where there is no opportunity to interact with the faculty and students. Currently, we are approved to offer degree programs at 19 sites throughout the northern Illinois region; however, we only needed three sites, so we chose Naperville, Hoffman Estates and Rockford.

Agenda Item 7.d. – The Modern University Library

First, I will address Dr. Freedman's question concerning The Modern University Library, Provost Alden said. At the end of the spring semester, I charged the Library Advisory Committee, being the shared governance committee, with creating a vetting and communication plan for the campus. I am looking forward to reviewing that this semester. It will be made available, and Dean Dawson has been very supportive in helping me coordinate those kinds of efforts. Dean Patrick Dawson will now present a report on the challenges and changes associated with the modern university library.

What I want to do is give you a little history of NIU libraries, Dr. Dawson said, and talk about where we are right now and what is in store for the future for libraries in general. The NIU libraries have come a long way since their humble beginnings in 1899 as the Jacob Haish Library, comprised of two rooms on the second floor of Altgeld Hall, containing a collection of about 5,000 volumes donated by Haish.

Currently, the NIU libraries are comprised of Founders Memorial Library, the main library; the Music Library located in the Music Building; Faraday Library, the sciences library located in Faraday Hall; and three branch libraries at Hoffman Estates, Naperville and Rockford. From a single librarian in 1899, the NIU libraries have expanded to a staff of 33 faculty and supportive professional staff, 70 civil service staff, and about 138 student and graduate student workers. We are probably the second largest employer of student workers on the campus after Holmes Student Center.

Not including the Law Library, which reports to the Dean of the Law School, the NIU libraries have grown from a collection of 5,000 volumes in 1899 to about 2,600,000 books and print journals, of which 32 percent are titles unique to NIU, held by no other institution of higher education in the State of Illinois. We also have about 42,000 e-books, about 30,000 e-journals in aggregation services, and adding microfilm, maps, sound recordings, videos, DVD's, CD Roms and everything else that a library collects, we have a collection of over seven million items in all of the libraries. We are a member of the American Library Association, the Association of College and Research Libraries, the Consortium of Academic and Research Libraries in Illinois, the Illinois Library Association, and the Council of Directors of State University Libraries in Illinois.

The NIU libraries contain unique collections and objects, as well as what you would normally expect to find in a library. One is Donn V. Hart's Southeast Asian Collection, which supports research and teaching of the Southeast Asian program in the Center for Southeast Asian Studies. The Northern Illinois

University library's Southeast Asian collection along with the library's digitization lab, recently won a Department of Education Technological Innovation and Cooperation for Foreign Information Access Grant to create a Southeast Asian digital library. Rare Books and Special Collections contains a variety of collections and unique materials as well. We have the Horatio Alger Collection comprised of first-edition works by Alger as well as manuscripts and records of the Horatio Alger Society. The oldest book in Rare Books is a 1493 edition of Martial's Epigrams with commentary published in Venice by Baretolomeo de Zanis. The most valuable item we have in rare books and special collections is a copy of Edward S. Curtis' 20-volume, *The North American Indian*. A copy similar to ours recently was auctioned at Sotheby's for \$900,000. Currently we are in the process of building a unique collection in the area of science fiction and popular culture, which gives us the third largest science fiction research collection in the United States.

Reflecting a trend toward digital publishing and dissemination of information, we have in the NIU libraries a digitization lab with about 15 digital projects which have primary and secondary tech sources, images, videos, sound and interactive resources. One of the 15 projects is Lincoln/Net, the Abraham Lincoln Historical Digitization Project, which has won national recognition and awards. We also have Mark Twain's Mississippi, Illinois during the Civil War, and a few other projects.

I have mentioned the past and the present, but what of the future? The invention of the hypertext transfer protocol language (HTTP) and the expansion of the Internet have had an effect on the publishing industry as well as how information is sought and expected to be discovered and delivered. Current incoming freshmen have never been in a world without personal computers and held-hand computing and communication devices. The expectation these days is that everything is on line and can be delivered to a device with Internet access. This means two things are needed in all library buildings right now. The first is Internet access, preferably wireless with enough bandwidth to be able to download streaming video and voice-over data. The second is power. Now we have hundreds of computers, servers, and everything associated with them, so an adequate electrical supply is going to be a very necessary thing in any future buildings.

Due to the changing nature of information publication, dissemination and discovery, the NIU libraries have created a strategic plan with the aim of engaging our users, harnessing emerging technologies, and collaborating with other academic units on campus. The aim of the NIU libraries is to be a partner and an integral part of the pedagogical process.

Since the time of the establishment of the library at Alexandria in the Third Century B.C. to the current time, the role of the library has been to acquire, preserve and disseminate information in the form of clay tablets to manuscripts to the printed word and beyond. Now, however, we have entered a new age of information dissemination. Publishers are moving to on-line production of journals, books and digital objects. This cuts down on the cost of housing, distributing and producing anything in paper format. How then do libraries preserve and disseminate this new means of information production and dissemination? Fortunately, in the area of electronic journals and books are nonprofit organizations that have dedicated themselves to the preservation and continued dissemination of born-digital and scanned journals and books. An example is JSTOR, which is the first nonprofit to be given the title of a trusted digital repository. They and Portacode guarantee that there will be continual access to anything that was born-digital or scanned. Theses and dissertations are no longer submitted in paper format, but as electronic documents. How will we assure that an electronic document produced in 2001 will still be accessible and available to be used and read in 2020? These are challenges libraries are facing in the future. How do we accommodate the learning styles of those who are paper-dependent as well as those who expect information to be delivered in digital format? How do we accommodate users who prefer quiet individual study and at the same time accommodate the users who engage in group study and collaborator projects? For students today, everything is group learning or team learning from grade school through high school. That is changing the whole nature of and the way that students engage in study. How do we acquire, preserve and disseminate information that is produced on a variety of digital platforms and electronic formats and assure that these will be available to future scholars? This is where we need to talk about investing in an institutional repository for the NIU campus.

Another challenge hitting libraries right now is the consolidation taking place in the publishing industry. Very large publishing firms such as the Nature Publishing Group, which produces *Nature* and *Science*,

two of the most expensive journals on the market, Elsevier and others have purchased society publishing groups and smaller publishers, cutting down on competition and resulting in massive inflation in serials and monographs prices. An example is *Scientific American*, which everybody knows about and has probably read. Just last year, the Nature Publishing Group took over *Scientific American*, and the price of an annual subscription went from \$120 a year to \$2,600 a year.

We are also facing a new economic model in the publishing industry. Currently there are over 20 digital book readers from Kendall, Sony and numerous other brands. This is resulting in competition in lower prices for the readers. Right now a digital book reader is about \$200 or you can find one on E-Bay for under \$150. But within ten years, they are going to come down in price and be much more affordable, just like cell phones. At the same time, the number of digital downloads, which cost a fraction of the price of a traditional book is going to soar. The sale of ink on paper books will plummet because it is not going to make sense financially to publish on paper. Libraries will need to change their traditional acquisition and circulation policies to accommodate this new economic model in the publishing industry.

These are challenges and opportunities that face not only the NIU libraries, but all libraries. Nevertheless, the fundamental mission of the NIU libraries will remain the same: to acquire, preserve and disseminate information regardless of the format and to make this information available to researchers and scholars. We are in the process of going from paper-dependent to digital, and that is going to have major implications, not only in libraries but in higher education and in primary and secondary education.

This is something that I have wanted this committee to learn more about since I became Chair of this committee, Chair Butler said, so I thank you for your presentation.

In reply to a query on where NIU stands in comparison to other university libraries, Dr. Dawson stated that when library rankings are done, it is on your annual budget, the number of FTE you have. We are not a member of the Association of Research Libraries (ARL). There are 150 members of ARL, and they do a ranking every year. Every year it is always Harvard who wins because Harvard can afford the most resources. But, in the State of Illinois, the University of Illinois at Urbana-Champaign ranks number one, University of Illinois at Chicago ranks number two and Northern Illinois University ranks third.

In reply to a query on whether or not journals will all be on line eventually, like the *Scientific American*, Dr. Dawson said that it depends on where the journals are published. In Africa and Latin America, they are still paper dependent, and some of the societal publications, especially in the humanities, have not really climbed on board. Physics and the STEM (science, technology, math) are the ones that have gone digital and gone on line. So, it is a disparity. In the hard sciences, almost everything is going on line. But in the humanities and some of the social sciences, it is still going to be paper for a while.

I do not doubt for a moment that the freshmen coming into the university have been educated on computers and expect that everything will be available on line, Chair Butler commented. As a former professor, I know from looking at the research students use to support their claims, there is a lot of work that has to be done there. This speaks somewhat to the question asked by the University Advisory Committee member, but more for the faculty and staff users and what challenges you face for those who may not be ready to move to these databases or who may just simply prefer to access information on the shelves from those hard copy collections. One of the challenges is accommodating both groups, Dr. Dawson replied. There are disciplines that are still going to be paper-dependent. In literature, for example, you would want to see the earlier editions of a book to see if there have been any editorial changes. Faculty preferences are kind of generational. Newer, incoming faculty prefer not having a paper subscription to a journal because they can download articles to their desktops. But there is a generation of faculty right now that grew up paper-dependent. So, it is what people are accustomed to.

In response to UAC representative Freedman's question regarding what progress has been made to improve or enhance communication between the Faculty Advisory Committee and the library, Dr. Dawson stated that was before the last meeting of the committee, and it was too late to act on it, so nothing has moved on that to date. However, a meeting is scheduled in September where Provost Alden is expected to repeat that same charge.

Chair Butler stated that he would like to see the library put together in some form a long-term plan, along the lines of the strategic plan Student Affairs has put together for the revitalization of the residence halls, indicating what its resource needs are going to be going forward. We are in the process of implementation of the strategic plan, Dr. Dawson said, going after the things that are doable. There are a couple of things that are constricting this, and one is, of course, available funding. The other is, can we do it? Right now we are concentrating on what is doable and, in the long-term, will tackle the more complex issues of the strategic plan. In that regard, Chair Butler said, I am particularly interested in the physical structure of the library and what sorts of changes we may be seeing in the long-term. You mentioned something about space usage, what the preferences are and how you balance those interests. That is something I am very interested in and hope the Board can learn more about as we go forward.

One thing Dean Dawson alluded to but needs to be emphasized is that the combination and consolidation of these international and multinational publishers has created a real strain, Provost Alden said. Even though they all are going digital, they are charging what are just outrageous rates. When we redid our contract with Elsevier, for instance, the content fee add-on was an almost 25 percent increase. Hyperinflation in libraries has continued through the economic downturn, and has been double-digit most of this decade. The state used to give us a library allocation, but that went away early in the decade. This has been a major challenge, and I would like to congratulate Dean Dawson and his staff and faculty for starting to look at how we can still provide the services at a much reduced cost. The unpredictable part of the future is where all of this is going, because there are movements around the country and around the world to try and reduce the absurd costs of these monopolies that have acquired our intellectual property. This is the only industry that I know of where we give away our intellectual property, we give away the services for reviewing the quality of that product for free, and then are charged back a ridiculous amount. The challenges are clearly there, and I appreciate everything the faculty, staff and administration of the library have done.

During my career as a dean and a provost, President Peters said, I was heavily involved in the 1980's and 1990's in trying to get on top of what was the beginning of this trend. Although I cannot say I have made a study of it recently, attending national meetings and talking to other presidents, the conclusion is that the traditional funding model for American public research libraries and international libraries, is not sustainable, because while electronic publishing is very much on the increase, there is no cost savings there. As a matter of fact, there is a cost escalator involved with it, and that puts stresses and strains on things like our network, and the costs of the library begin to telescope out to every aspect of what we do. The second thing is that you would think books in print would go down; but books in print continue to go up. And acquiring printed books means you need more space to house them. My view is, and I agree with Trustee Butler, you need a strategic plan.

There also may be an issue going forward with respect to who owns some of these mechanisms, Chair Butler said. Whereas we have a not-for-profit JSTOR, it might be bought at some point by a for-profit company with for-profit goals. So there is a long-term concern about where we are going to be ten years down the line. You are absolutely right, President Peters, agreed, and that gets compounded by the rules governing intellectual property. We do not control the public policy in the Congress, the publishing houses do. One point that I have seen in national meetings concerns me, Provost Alden said, and I believe it goes to Chair Butler's concern. Google has gone to some of the top tiers of private and public research universities and signed them up for being on board with providing information and data, and then Google provides "cloud computing" software for free for anyone at those institutions who wants to use it. Right now, Google is a fairly benign, albeit, for-profit institution. But if they corner the market on knowledge, that is a fairly scary situation. That discussion is going on nationwide, but it seems that these universities are lining up to partner with Google, so it is something we in higher education need to watch.

Agenda Item 7.e. - Fiscal Year 2010 External Funding for Research, Public Service and Instructional Projects

Provost Alden asked Vice President for Research and Graduate Studies Lisa Freeman to present the annual report on external funding for research, public service and instructional projects to the Board. I am going to start by setting the context reminding us all of the challenges and opportunities that face public research universities and the role of external funding, Dr. Freeman said. I will move on to highlight our

Fiscal Year 2010 external funding success and then comment in closing about how we can learn from our performance in 2010 to inform our efforts to grow external funding in 2011.

For 150 years, we have been evolving the expectations placed on public research universities, including regional research universities. It used to be enough to deliver knowledge to students and transfer that knowledge to society when the students graduated. We now expect our public research universities to address complex societal problems through research and development and to use those efforts to improve the local economy, and the expectations of Northern Illinois University have evolved along those lines.

Everyone here knows that it is a tough economy, that the state appropriation is not going up any time in the near future and that there are compelling reasons to control the cost of tuition and the cost for a degree. For these reasons, we want to compensate by increasing external funding to support our core missions: research, teaching and public service. The cost of research, public service and instruction are rising all the time. Every university is attempting to employ the same strategy, so the competition for external funding is fierce. In addition, our external sponsors are becoming more reluctant to fully reimburse us for the administrative costs associated with performing research. For example, the federal facilities and administrative reimbursement rate for administration services is topped at 26 percent. At the same time, we are being asked to address compliance issues with more detail, and more documentation, and this essentially creates unfunded mandates for the university.

I am happy to report that in Fiscal Year 2010, our faculty were very aggressive about the pursuit of external funding. There were 417 proposals submitted requesting a total of about \$180,000. Of the proposals submitted, this slide shows the research funding requests in millions of dollars in FY07 through FY10, you can see that a significantly larger amount of funding was requested in FY10 than in the previous three years. This is due partly to the increased opportunities available through the American Recovery and Reinvestment Act, but it is also because the research culture at NIU has been growing steadily.

The amount of funding requested for our core missions in Fiscal Year 2010 compared to Fiscal Year 2009 increased due to an increase in the size of requests in all three categories. The average asked was larger for research proposals, public service proposals and instructional proposals in FY10 versus FY09. Some of the awards received in FY10 were based on requests made this past fiscal year, and other awards came in from requests made in FY08-FY09. Just over 85 percent of the 344 awards received were to support our core missions. Total external funding in FY10 saw a big increase over the previous three fiscal years. In 2010, our greatest gains were in the area of public service. Again, most of the increase was due to funding received under ARRA. Of the eight awards that were received under the American Recovery and Reinvestment Act, seven were new awards and one was a supplement to Dr. Anne Berg's ongoing study on the long-term affects of epilepsy on children.

Two groups received funding to continue significant work in the realm of big science. Dhiman Chakraborty and the NIU High Energy Physics group received a \$1 million award to study new phenomena and new detector technologies. We also had two large awards received by new Board of Trustees Professor Ross Powell and his colleague of longstanding, Reed Scherer, to support their environmental geoscience work on the western Antarctic ice sheet. Dr. Scherer, at the invitation of the Illinois Science and Technology Coalition, will be briefing the Illinois Congressional Delegation next month on the relationship of their work to global climate change. Dr. Jon Carnahan received an award from the National Science Foundation to update our NMR facility in the Analytical Chemistry Lab. Dr. Carnahan's award allowed the consoles and the probes for the 200 and 500 MHz NMR's to be updated.

Dr. Sen-Maw Kuo in the College of Engineering and Engineering Technology, in collaboration with investigators at the University of Minnesota through a subcontract, received an award to develop a technology that will reduce noise in neonatal intensive care incubators. In the College of Engineering and Engineering Technology, Brian Collier and David Shernoff, who are looking at how video games and other electronic games can be used to enhance education in engineering dynamic situations, also received awards. Finally, Dr. John Lewis and the Research Development Institute in our engagement wing received a \$7.5 million award to establish regional extension centers that will improve both the quality and

the efficiency of patient care in the state of Illinois by facilitating the adaptation of electronic health records.

Based on a statistical prediction, we did three times better than expected in the ARRA competition. We were successful in getting funding to enhance research, public service and instruction, and we were able to even get these proposals in partly because of the amazing efforts of our Office of Sponsored Projects. There are some things that we can learn from how well we competed under ARRA. I am looking forward over the next months and the next year to working with the senior leadership at NIU and all of the faculty members to develop a strategy for sustaining our momentum. This is going to require a shared vision and a shared and disciplined investment strategy so that we make the most of our available resources. It will also require us to be very nimble and clever and make the most of things that do not require money, identifying faculty leadership, encouraging collaboration across and between institutions, and reducing barriers to faculty success making sure that our faculty are supported not only during the workdays but during all phases of their grants.

In response to a question from the Trustees, on why ARRA made such a big difference versus prior years, Dr. Freeman stated that ARRA put more money on the table, even though it was also a very competitive arena. It did, however, inspire faculty who had been perhaps close to the line with a proposal previously to take that proposal to the next level, to resubmit it, to look for a partner that added tremendous value to that proposal and to get it in. Having these new opportunities allowed the people who had been successful to stretch the way they thought. We did an excellent job at NIU of making people aware of the opportunities that were available, particularly alerting faculty to opportunities that were well aligned with what they were already doing. So we had a very efficient process, we were very strategic in our ARRA applications, and that certainly is demonstrated in the success rate.

Asked to give an example of public service as one of the three core items, Dr. Freeman said that efforts to enhance adaptation of the electronic health record is an example of a public service that NIU is providing to the region. This is just one aspect of an emerging strength that we have in health information technology and broadband technology to improve communications within the healthcare sector. A substantial amount of funding was requested in the area of public service, and about half of that is a single grant proposal to enhance broadband technology in our region.

Asked if the strategic planning process might have enhanced the abilities of the deans to focus more and was one of the benefits of how we were awarded the grants, Provost Alden stated that the major focus of the strategic plan has been on intercollegiate multidisciplinary opportunities, expanding on areas that we already have strengths in, nanoscience, developing the new focus on nongovernmental organizations and how that can be related to both our research in graduate and undergraduate missions, and the environment in energy and health sciences. It has really made some of these areas open up for us in terms of the potential, and I hope to see that even more as we get into Phase III of the plan, he said.

It was asked if, by taking ARRA out and focusing on research, whether Dr. Freeman could benchmark where NIU ranks and what the relevant statistics would be to determine among our peers whether we are where we should be in terms of the research grant money that we are able to secure. Dr. Freeman said she had not looked enough at the national peer group to be able to fully answer that question at this point. However, she said, it is clear, looking at the data presented, that in the absence of ARRA, we are flat. But, flat is the new up in the sense that it is reasonably good for an institution of our size with the demands placed on our faculty and the amount of resources that we have to invest to be holding our own. Considering how much funding was available, Dr. Freeman said, we did about three times better than expected compared to peer institutions nationally. Funding rates for NIU in the NIH and NSF pools under ARRA showed exceptional performance compared to our peers.

Ms. Buettner stated that Vice President Freeman mentioned one of the things she attributes to the success of this initiative overall at the university is the good working relationship that our federal relations department, led by Lori Clark, has with the Office of Sponsored Projects and with Lisa and with Jim Erman, Lisa's predecessor. As we are working in Washington representing the interests of the institution and talking with the members about where their interests lie and where we can find some synergy, the opportunity for discussion amongst these topics and being able to convey that interest along with the

potential pools of money available during that special funding put out by the Obama Administration as part of the economic stimulus package was very helpful.

OTHER MATTERS

President Peters mentioned that Jacob Haish was one of the seven founders of the university, and in one of the pictures of the old Haish Library, during Dr. Dawson's presentation, on a mantel was a bust of Jacob Haish. He said that he has been looking for that bust for ten years so he can bring it back to Altgeld Hall. He asked everyone to look around and get the word out so that the bust can be found and returned to Altgeld Hall.

NEXT MEETING DATE

The Chair announced that the next meeting date for the Academic Affairs, Student Affairs and Personnel Committee will be Thursday, November 11.

ADJOURNMENT

Chair Butler asked for a motion to adjourn. Trustee Murer so moved, seconded by Trustee Strauss. The meeting was adjourned at approximately 10:03 a.m.

Respectfully submitted,

Sharon M. Banks-Wilkins
Recording Secretary