

Minutes of the
BOARD OF TRUSTEES
OF NORTHERN ILLINOIS UNIVERSITY
September 15, 2011

CALL TO ORDER AND ROLL CALL

The meeting was called to order by Chair Marc Strauss at 8:58 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, John Butler, Anthony Iosco, Robert Marshall, Cheryl Murer, Student Trustee Jaemin Robertson and Chair Strauss. Not present was Trustee Manuel Sanchez. Also present were Board General Counsel Jerry Blakemore and President John Peters. 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 General Counsel Jerry Blakemore.

MEETING AGENDA APPROVAL

After discussion with President Peters and review of the printed agenda, Chair Strauss proposed creation of a Consent Agenda that would immediately precede the beginning of the President's Report for today's meeting, and move President's Report No. 76, Action Items 11.a.(5), (7) and (8), and our receipt of Information Items 11.b.(1), (2), (3), (4), (5), (6), (7), (8), (9), (10), (11), (12), (13) and (14), and 11.c.(3) to that Consent Agenda.

In addition, the Chair continued, I would like to move Agenda Item 7, Fiscal Year 2012 Board of Trustees Officer Elections, and 8, Resolution Honoring Chair for Distinguished Service to NIU Board of Trustees, to immediately follow Agenda Item 12.a., Second Reading of the Amendment to Selected Provisions of the *Bylaws* of the Board of Trustees. I know that all of the Board members are interested in the election of officers that was continued from our June meeting to today. My reason for making this suggested change is to be as fair as possible to both those Board members who contemplated an election under existing *Bylaws* provisions and those who contemplated amendments that would first be effective following consideration at this meeting. Chair Strauss asked for a motion to approve the meeting agenda as now proposed. Trustee Butler so moved. The motion failed due to the lack of a second.

Trustee Iosco moved that the Board move immediately to the election of Board Officers. The election is what I consider old business, he said and *Bylaws* changes and amendments are new business. As you know, there are three new members of the Board, Mr. Marshall, Mr. Robertson and myself, making nearly 40 percent of the Board brand new. I believe this underscores the importance of having the election immediately so that we can then look forward to any changes we might want to make to the *Bylaws*.

Because the Consent Agenda was not included, Chair Strauss asked if there was a motion to disregard the rest of the agenda and to proceed. My motion, Trustee Iosco said, is that we immediately go to the election of new officers and make that by secret ballot. The Chair asked for a second to that motion. Trustee Boey seconded the motion. Chair Strauss called for discussion on the motion. Trustee Butler asked the Chair to confirm that it was his original intention for this meeting to place this item first on the agenda before going into Executive Session. Chair Strauss stated that the manner for the preparation of the agenda does not include the exercise of his discretion. There is a *Bylaws* provision that deals with the order of the items on the agenda, the Chair remarked, and that is the way it was prepared. My comments reflected my interest in this.

Trustee Iosco amended his motion to keep the agenda as is and to accept the items suggested for placement on the Consent Agenda. Trustee Boey seconded the motion as amended. Chair Strauss called for discussion of the motion. I am obviously opposed to this, Trustee Butler said. I do not understand why the maker and seconder of the motion wish to conduct this process differently than the last meeting in which we entertained a discussion of the *Bylaws* prior to a discussion of Board elections. We have received a considerable amount of information from the General Counsel's Office pertaining to the problematic nature of the existing *Bylaws* with respect to the Board of Trustees Officer elections. We would need to sort out a number of issues prior to voting on this that we would not need to sort out if we had a set of *Bylaws* that were approved that we have all had plenty of time to consider. I do not understand why we would operate under an unclear set of *Bylaws* that have been clearly indicated by the General Counsel to have some various problematic aspects to them if we can proceed under a clear set of *Bylaws* that do not have those problems.

To me it is a very clear issue, Trustee Murer commented. In June, we were to have our elections as we have had elections since the onset of this Board of Trustees. The issues of the *Bylaws* that need clarification are separated into those related to compliance and, in particular, to secret ballot, which our General Counsel has addressed in the preparation of the ballot that he sent us. This election was scheduled to take effect in June and was postponed simply because we had an unprecedented number of new Board members. At this time, it is necessary to move forward with election of officers so that we can maintain the continuity of the Board. It is important that we deferred the elections until today, Trustee Iosco stated, and it is paramount that we get our Board configured properly going forward so that we can then concentrate on any and all *Bylaws* changes.

Trustee Marshall asked for clarification from the General Counsel on the things the Board could and could not do under the current system of voting. Mr. Blakemore stated that the election and *Bylaws* memorandum previously sent to the Board members covers a variety of things. With respect to the election, current *Bylaws* require a very explicit statement of what items are on the agenda. *Roberts Rules of Order* require that any deviation from that necessitates a two-thirds vote of those present.

With respect to the election, Mr. Blakemore continued, I have provided an opinion regarding the *Bylaws* and have proposed election procedures consistent with the current *Bylaws*. Some problem areas relate to whether you would limit the persons eligible for voting in the secret ballot to those who are formally nominated in public. Other than that particular issue, there is nothing that prohibits this Board, on the basis of the current *Bylaws*, from going forward with the elections.

Chair Strauss opened the floor for any other discussion. In reply to a query from Trustee Butler regarding the Fourth Member of the Executive Committee and possible upcoming changes in the *Bylaws*, Mr. Blakemore stated that in the event this Board takes actions on the proposed *Bylaws*, by a vote of at least six members, those *Bylaws* and whatever rules are established will be in place and effect going forward, as well as for the next election.

Trustee Boey called the motion. Chair Strauss asked for a roll call vote on the motion made by Trustee Iosco to approve the agenda as printed and to accept the Consent Agenda as proposed that was seconded by Trustee Boey. The roll call vote was as follows

Trustee Robert Boey	Yes	Trustee John Butler	No
Trustee Anthony Iosco	Yes	Trustee Robert Marshall	Yes
Trustee Cheryl Murer	Yes	Student Trustee Jaemin Robertson	Yes
Chair Marc Strauss	No		

The motion was passed with five voting Yes and two voting No.

REVIEW AND APPROVAL OF MINUTES

It was moved by Trustee Murer and seconded by Trustee Iosco to approve the minutes of the June 9, 2011 regular Board meeting. The motion was approved.

CHAIR'S COMMENTS/ANNOUNCEMENTS

The Chair recognized and welcomed those University Advisory Committee representatives who might be present: Dr. Alan Rosenbaum, Dr. Greg Waas, Dr. Kerry Freedman, Dr. Rosita Lopez, Mr. Todd Latham and Mr. Andy Small.

The beginning of each new school year brings excitement, energy and promise for over 5,000 new freshmen and transfer students who started NIU just a few weeks ago, Chair Strauss commented. It is always interesting to listen to the Move-In Day stories and see the vast array of Welcome Days activities put together for our students by our Student Affairs staff. I am amazed at the opportunities available to our students. No one should have trouble finding clubs, recreation, sports and social opportunities on this campus. We definitely have something for everyone. A special thanks to Student Affairs for their tremendous efforts to make each of our students feel welcome and at home as a member of our NIU community.

While President Peters will have a more detailed report on our Vision 2020 benchmarks and goals during his remarks, I want to note that the Board of Trustees will be asked to approve a resolution in support of Vision 2020 during our meeting later this morning. Some of you may have heard President Peters' State of the University Address two weeks ago. He is absolutely correct in identifying the importance of enrollment and growth to the future of this great university. The Vision 2020 process has unearthed many goals that are critical to our future success, chief among them achieving an enrollment of 30,000 students in 2020. It is a lofty goal, and one that will require us all to work together to achieve. But it is the right goal. We have two options given the economic uncertainties facing this state and nation. Shrink or grow – maintaining the status quo is not an option, and we have chosen growth. Now we have not chosen growth just for growth's sake, but because growth is integrated with other goals and strategies and allows us to achieve many other objectives.

Serving as Chair of the Board during this self-examination process of Vision 2020 has been a privilege, as well as a true opportunity to help President Peters lead the campus through a discussion of what type of university NIU needs to be in order to continue to flourish. Many great ideas have been put forward for consideration, the implementation of some are already underway.

I would be remiss if I did not thank everyone for their input and thoughtful reflection concerning the future of this university. However, I also want to remind everyone that enrollment is everyone's issue here on campus, and that our students need us more and more. Our students need to feel and know that the NIU community truly cares and that we will help them achieve their goals and dreams to the best of our abilities.

We have to continue examining everything we do to ensure that we are conducting the business of the university in the most efficient and effective manner possible. The notion that "we've always done it this way" needs to be discarded. Instead, we need to ask two questions on a daily basis: First, are we doing this in the most efficient and effective manner? And second, are our students served in the best manner possible? The constant pursuit of affirmative answers to these questions will result in positive changes in every department and division.

We will also be moving quickly to institutionalize the benchmarks and dashboard indicators that will inform all concerned about whether our efforts are on track. The Board looks forward to working on the prompt completion of this task and will thereafter monitor results with interest. Vision 2020 will be a dynamic, rather than static process. We will all have to continue to work together to achieve our common goals.

PUBLIC COMMENT

The Chair asked Board General Counsel Jerry Blakemore 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. Blakemore noted that he had received no requests to address this Board meeting.

FISCAL YEAR 2012 BOARD OF TRUSTEES OFFICER ELECTIONS

I have some preliminary comments to the elections, Chair Strauss stated, because I believe that the election process is not yet straightforward, and before we get started, I want to surface some potential challenges we may have. It is my intention to conduct the election on an office-by-office basis and to open the floor for nomination for each office sequentially. This is consistent with the existing *Bylaws*, and it will give those who have been nominated, but not elected for an office, an opportunity to place their name in nomination and be elected for another office. Second, I believe that there are some practical problems that could potentially be involved in the voting process this morning. Foremost among them would be the situation with respect to what would happen in the event that there winds up being a less than five votes cast for a candidate for any particular office. In that circumstance, there is a provision in the *Bylaws* which provides that the nominee receiving the least number of votes would then be stricken from a subsequent round of balloting. It is the General Counsel's opinion that nominations are not required and that we can have write-in ballots, and I understand that the sample ballot has been so prepared. We could wind up with a situation where we have somebody not a nominee who receives the smallest number of votes. It is also the possibility that because everybody's name is on the ballot, you will have people who will receive zero votes, and it is unclear, to me at least, whether those people then are also qualified to be stricken. Finally, there is no provision in the *Bylaws* as to what happens in the event that there is more than one person who has the smallest number of votes, which, in theory, could include, with eight Board members, a four-to-four vote on the initial vote, or with less than eight members, a four-to-two-to-two vote or any other combination that one could envision. It is not my intention to resolve these issues as Chair. It was one of the reasons why I believed it prudent to consider the *Bylaws* changes before we went this route. If a problem should arise, we will have to convene as a group and see whether or not we can work among ourselves to come to a resolution.

Chair

Chair Strauss opened the floor for nominations for the office of Chair. Trustee Iosco nominated Trustee Cheryl Murer for the office of Chair of the Board of Trustees. Trustee Boey stated that he would second that nomination. Chair Strauss asked if there were any other nominations. Trustee Butler nominated himself for the position of Chair. Chair Strauss asked if there were any other nominations. There were none. The Chair asked for a motion to close the nominations consistent with Board *Bylaws*. Trustee Iosco moved that nominations be closed, seconded by Trustee Boey. The motion was approved.

Chair Strauss asked General Counsel Blakemore to pass out the ballots for Chair. The General Counsel distributed and collected the ballots. Mr. Blakemore and Recording Secretary Banks-Wilkins tallied the votes. Mr. Blakemore announced that the ballots had been tallied, and Trustee Cheryl Murer had received the sufficient number of votes to be elected Chair.

Vice Chair

Chair Strauss opened the floor for nominations for the office of Vice Chair. Trustee Murer nominated Trustee Boey for the office of Vice Chair of the Board of Trustees. Chair Strauss asked if there were any other nominations. Trustee Butler nominated Trustee Marshall for Vice Chair, asking if he was willing to serve in that position. Trustee Marshall respectfully declined. There being no further nominations, Chair Strauss entertained a motion to close the nominations for Vice Chair. Trustee Murer so moved, seconded by Trustee Iosco. The motion was approved.

The Chair asked General Counsel Blakemore to pass out the ballots for Vice Chair. The General Counsel distributed and collected the ballots. Mr. Blakemore and Recording Secretary Banks-Wilkins tallied the votes. Mr. Blakemore announced that the ballots had been tallied, and Trustee Robert Boey had received the sufficient number of votes to be elected Vice Chair.

Secretary

Chair Strauss opened the floor for nominations for the office of Secretary. Trustee Iosco nominated Trustee Robert Marshall for the office of Board Secretary. Trustee Marshall accepted the nomination. There being no other nominations, the Chair asked for a motion to close the nominations. Trustee Murer so moved, seconded by Trustee Boey. The motion was approved.

The Chair asked General Counsel Blakemore to pass out the ballots for the office of Board Secretary. The General Counsel distributed and collected the ballots. Mr. Blakemore and Recording Secretary Banks-Wilkins tallied the votes. Mr. Blakemore announced that the ballots had been tallied, and Trustee Robert Marshall had received the sufficient number of votes to be elected Board Secretary.

Fourth Member of the Executive Committee

Chair Strauss opened the floor for nominations for the Fourth Member of the Executive Committee. Trustee Murer nominated Trustee Marc Strauss for the Fourth Member of the Executive Committee. There being no other nominations, the Chair entertained a motion to close the nominations for the Fourth Member of the Executive Committee. Trustee Boey so moved, seconded by Trustee Iosco. The motion was approved.

The Chair asked General Counsel Blakemore to pass out the ballots for the Fourth Member of the Executive Committee. The General Counsel distributed and collected the ballots. Mr. Blakemore and Recording Secretary Banks-Wilkins tallied the votes. Mr. Blakemore announced that the ballots had been tallied, and Trustee Marc Strauss had received the sufficient number of votes to be elected Fourth Member of the Executive Committee.

Universities Civil Service Merit Board

Chair Strauss opened the floor for nominations for the office of representative to the State Universities Civil Service Merit Board. Trustee Boey nominated Trustee Marshall to serve in that position. Trustee Marshall accepted that nomination. There being no other nominations, the Chair requested a motion to close the nominations for the State Universities Civil Service Merit Board. Trustee Murer so moved, seconded by Trustee Boey. The motion was approved.

The Chair asked General Counsel Blakemore to pass out the ballots for the State Universities Civil Service Merit Board. The General Counsel distributed and collected the ballots. Mr. Blakemore and Recording Secretary Banks-Wilkins tallied the votes. Mr. Blakemore announced that the ballots had been tallied, and Trustee Robert Marshall had received the sufficient number of votes to be elected Liaison to the State Universities Civil Service Merit Board.

Agenda Item 8 – Resolution Honoring Chair Marc Strauss for Distinguished Service to NIU Board of Trustees

I bring this resolution in support of my colleague, Marc Strauss, who joined the Board of Trustees at the same time I did in 2005, Trustee Murer said, and we were both reappointed to the Board this year. Although Marc is not an alum of this great university, he is an active member of our NIU community, the greater DeKalb community and is also a tremendous supporter of our athletics programs. I want to thank you, Marc, for your distinguished service to this Board and look forward to serving alongside you as we face these challenging, but very opportunistic times in the future. Trustee Murer then asked for a second to her motion to approve this resolution. Trustee Boey seconded the motion. The motion was approved.

Trustee Murer then presented Chair Strauss with the following Resolution for Distinguished Service to Northern Illinois University.

R E S O L U T I O N

MARC J. STRAUSS

**Distinguished Service to Northern Illinois University
Board of trustees**

WHEREAS, Marc J. Strauss has faithfully served as a member of the Northern Illinois University Board of Trustees since 2005; and

WHEREAS, prior to his election as Chair of the Board of Trustees in 2009, Marc J. Strauss served the Board as Vice Chair for two years; Secretary for two years; Chair of the Legislation, Audit and External Affairs Committee; Vice Chair of the Academic Affairs, Student Affairs and Personnel Committee; and a member of the Finance, Facilities and Operations Committee; as well as Liaison to the Universities Civil Service Merit Board; and

WHEREAS, Marc J. Strauss has invested significant amounts of valuable time and energy in service to the Board of Trustees and the students, faculty, staff and administration at Northern Illinois University for over six years; and

WHEREAS, we as his colleagues on the Board of Trustees want to express our appreciation for his years of service to the NIU community and his leadership of the Board since 2009; and

WHEREAS, as Chair, Marc J. Strauss provided leadership in establishing the NIU Vision 2020 Initiative which is charged with creating and implementing a new vision for NIU by becoming the most student-centered public research university in the Midwest and establishing strategic goals for the coming decade in areas of student, faculty and facility excellence with benchmark goals for such areas as graduation and student-retention rates; engaged learning opportunities; and external grants and contracts; and

WHEREAS, the Board of Trustees looks forward to Marc J. Strauss's continued service to the Board, faculty, staff, students and administration through at least January 2017; [at least]

NOW, THEREFORE, BE IT RESOLVED that the Board of Trustees of Northern Illinois University in formal meeting herein assembled, extends its grateful appreciation to Marc J. Strauss for his distinguished service to Northern Illinois University as Chair of the Board of Trustees from July 1, 2009 through June 30, 2011.

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

Adopted in a regular meeting assembled this **15th** day of **September 2011**.

**BOARD OF TRUSTEES OF
NORTHERN ILLINOIS UNIVERSITY**

*John R. Butler
Vice Chair*

*Robert T. Boey
Secretary*



The relationship between the Board Chair at NIU and the President is a very special and close one, President Peters commented. It is the way we conduct a lot of day-to-day business, and for two years, I

have had the pleasure of working very closely with Marc. Beyond the wonderful things and the whereases in the resolution, I have been overwhelmed by the commitment of an individual who is not an alum to this university. Marc is a brilliant accountant and lawyer and a committed individual from whom I have learned a great deal. Beyond that, he has been to more events than he necessarily had to in order to learn about this institution and show his commitment. Number one, I am big on legacies, and here is his legacy. It is pushing me hard and giving me the courage to initiate Vision 2020, and I look forward to his continued support and probing on that issue. Number two, Chair Strauss basically is behind the residential renaissance. Without his understanding of and support for bonding and the need for good space for our students, we today would not be building a thousand-bed facility that soon will be coming on line with a very creative public/private financing partnership, or the renewal of Gilbert. There is more to come, and I know he will be there to support us. I want to personally say congratulations, Marc, and it has been a real pleasure serving with you.

In simple words, Trustee Boey remarked, among the Board members, we all know how hard you work, Marc, and the tremendous results you have brought to this university. A sincere thank you for all the hard work and for the care you have shown for this university.

Marc, I thank you for your leadership, Trustee Butler commented. I went back to the remarks you made when you became Chair, and quite transparently you gave us a very clear sense of where you were going. You said that we were going to look in the next coming months in greater depth at our budget and resource allocation. You also said that it probably would not be the most glamorous work and that we would have to, as a Board, develop a far deeper understanding of NIU resources and systems in order to protect the quality of our teaching and research as well as the objectives of our strategic plans. And that is exactly what you did. I have a great deal of admiration for you. It was a pleasure to watch that unfold and to see it ultimately become the Vision 2020 documents which will guide our future. That has your very strong and clear imprint on it.

Since I have been on this Board, Chair Strauss has been nothing but a mentor to me, Student Trustee Robertson said, he has guided me, talked to me and coached me. It has meant so much to me to see that we share some of the same passions for the development of this university. I want to thank you for being there for me and I am happy to see that you are helping move the university in a direction that will best effectively serve students.

I appreciate all the kind words. Whenever we go through one of these exercises, it sounds a bit like a eulogy, but I can assure all of you that I am not going anywhere for another six years. This has truly been a labor of love, and I am looking forward to working with all of the people on the Board and the administration as we go forward from here.

EXECUTIVE SESSION

Chair Strauss 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 §2(c)(1), (2), (3) and (21) of the Open Meetings Act, collective bargaining matters are generally described under §2(c)(2) of the Open Meetings Act, litigation and risk management matters as generally described under §2(c)(11) and (12) of the Open Meetings Act, and property matters as generally described under §2(c)(5) and (6) of the Open Meetings Act. Trustee Murer so moved, seconded by Trustee Iosco. A roll call vote of the Trustees to recess to Executive Session was as follows:

Trustee Boey	Yes	Trustee Butler	Yes
Trustee Iosco	Yes	Trustee Marshall	Yes
Trustee Murer	Yes	Student Trustee Robertson	Yes
Chair Strauss	Yes		

A roll call vote of the Trustees to recess to Executive Session was unanimous.

BOARD OF TRUSTEES MEETING RECONVENED

Chair Strauss reconvened the public meeting of the Board of Trustees at approximately 11:18 a.m.

REPORTS OF BOARD COMMITTEES AND BOARD LIAISONS

Executive Committee

The Executive Committee did not meet

Academic Affairs, Student Affairs and Personnel Committee

Committee Chair John Butler reported that the Academic Affairs, Student Affairs and Personnel Committee met on Thursday, August 25. At that meeting, the committee heard reports on the following information items: Professional Excellence Awards for Faculty and Staff, 2010-2011 Faculty Emeritus Recognition, FY2011 External Funding for Research, Public Service and Instructional Projects.

Finance, Facilities and Operations Committee

Committee Vice Chair Robert Boey reported that the Finance, Facilities and Operations Committee met on Thursday, August 25. At that meeting, the committee considered and approved recommendations for: Fiscal Year 2012 Internal Budget, Fiscal Year 2013 Budget Guidelines, Fiscal Year 2013 Appropriated and Nonappropriated Capital Budgets, Department of Psychology Grant Subcontract, Oracle/PeopleSoft Applications Annual Maintenance Renewals, Student Affairs and Enrollment Management Inquiry Management/Recruitment Tool Purchase, Performance Contracts-Consolidation and Restructuring. The committee also received reports including: Holmes Student Center-College Grind, fiscal year annual reports on tuition and fee waivers, capital activities, transactions involving real property, cash and investments and obligations of financial resources, Quarterly Summary Report of Transactions in Excess of \$100,000, and Professional Excellence Awards for Faculty and Staff. All recommended items addressed by the Finance, Facilities and Operations Committee are included in the President's Report, which President Peters will present for approval.

Legislation, Audit and External Affairs Committee

Committee Chair Cheryl Murer reported that the Legislation, Audit and External Affairs Committee met on August 25. Two new members from the University Advisory Committee, Todd Latham and Rosita Lopez, were welcomed at that meeting. Lori Clark gave a General Assembly update and a briefing on Congress. Again, we were so pleased to hear that our 2010 Summer Congressional Interns were a big hit in Washington, and members of Congress are already calling and insisting on having NIU interns next summer. Lori informed the committee that the state is starting to look at performance based budgeting and she will keep us apprised as matters develop. Dr. Cunningham gave us an informative presentation on proposed changes to the State Universities Retirement System. Unfortunately, Illinois has the dubious honor of being first in unfunded liabilities to its pension systems. We hope that this will be resolved in the near future, and we will be hearing more from Steve on this topic as state fiscal issues unfold. Jeff Compher updated the committee on what has been happening in the world of Intercollegiate Athletics. Mr. Compher introduced our new men's basketball coach, Mark Montgomery, and we heard from Coach Montgomery about his plans for a winning basketball season. Finally, Kathy Buettner made a presentation on all of NIU's fall communication initiatives. Among the items were the rollout of our new tagline and logo, the banners that are up at Soldier Field and all of the new promotional items we have for our students.

Illinois Board of Higher Education

President Peters had no report.

Universities Civil Service Merit Board

Trustee Robert Marshall, Liaison to the Universities Civil Service Merit Board (UCSMB), reported that the UCSMB held its meeting on Wednesday, August 17. The newest members of the Merit Board were introduced: Marvin Garcia representing Northeastern Illinois University and Steven Nelson representing Western Illinois University. The Merit Board affirmed the discharge of a UIC employee and reinstated an SIU employee with a 60-day suspension. The board reviewed and upheld an Executive Director's decision to convert an exempt position to a civil service position and award civil service seniority. A report was given by the State Universities Civil Service Advisory Committee addressing the principle administrative appointment issue. Going with that report was one from the Human Resources Directors Advisory Committee which referenced continued concerns regarding principle administrative appointments and exempt authority. Thomas Morelock, Executive Director, presented an update on the conversion of positions from academic to civil service at University of Illinois Chicago. The Merit Board will make a final decision on the rule change language to Section 250 of the Illinois Administrative Code, which addresses the question of whether a position is exempt or civil service and who has the authority to make such a decision before submission to the second notice period. The Merit Board also received legal update concerning cases that are on appeal in the court system. The next meeting of the Merit Board is scheduled for Wednesday, November 16.

NIU Foundation

NIU Foundation Liaisons Robert Boey and Cheryl Murer deferred to Mallory Simpson, President of the NIU Foundation, for this report. As a quick final summation of last fiscal year, Ms. Simpson reported, cash gifts were up 15 percent over the year before. The really great news was the increase of 112 percent in alumni giving, which had taken quite a drop during the deep recession. The Foundation endowment portfolio enjoyed a very good year. The return for the year was 22.1 percent, ending the year on a positive note. As we start our new fiscal year, there are some sobering realities that we are all aware of personally. Market, economic and political uncertainties are combining, and we anticipate that a number of donors may wait and watch events unfold over these coming months. A recent national survey reported that two-thirds of the respondents indicated they plan to give less this year than last year.

As was established during Vision 2020, private support is going to be more and more important in the years ahead. The Foundation Board will be taking up that challenge and conducting its own strategic planning process to align itself with the priorities established in Vision 2020. We still have a number of individuals choosing to make major gifts, stepping up in major ways.

One of our new initiatives is a special giving program. During True North, we had great success at the top of the giving pyramid with our major gift program, and at the bottom of the giving pyramid with our small annual fund gifts. Our special giving program is designed to fill in the vast middle of that pyramid. The program will be directed by Alberta Solfisberg, our Director of Development Operations, and staffed by a new development officer, Jason Elliott. All of the deans have been involved in the planning process and will be involved in supporting the special giving program through marketing, communications, personal solicitations, and stewardship and donor recognition. The goals are to increase resources to support the major initiatives in the colleges, but also to build a major gift pipeline to feed the middle of the pyramid and push them up to that peak.

Those of you who are going to the Soldier Field game take special note of those handsome new marching band uniforms. When he heard about the desperate condition of the marching band uniforms, Steve Kalber, a College of Business alumnus, wanted to help make the purchase of new uniforms possible. The new uniforms are the result of a major gift made by Steve Kalber, along with ESG Corporation and another donor.

Northern Illinois University Alumni Association

NIU Alumni Association Liaisons Iosco and Marshall deferred to Joe Matty, Director of the Alumni Association, for this report. The NIU Alumni Association was established in 1969, Mr. Matty began. Up until 2004, we were not a good partner to the university. Since then, with the assistance of the Board of Trustees, Vice President Malone and the NIU Alumni Association Board of Directors, we have grown into an organization that can and will continue to support the university in its mission and effectively would serve NIU's only permanent constituency group, NIU's more than 225,000 alumni. Currently, the association is in the process of strengthening the reputation of NIU by developing programs and services that enable NIU to network, enhance their skills and give back to their alma mater. This is achieved not only by our services but also by our membership program, which was launched in September of 2008. Today we continue to build the membership program and look forward to expanding the number of alumni and friends. In addition to our continued focus on membership, the association has recently launched and implemented two new programs, political advocacy and corporate relations. Developed in partnership with Vice President Buettner, the political advocacy program will enable the NIU Alumni Association to mobilize alumni and friends on behalf of the university. Our corporate relation programs will allow us to provide opportunities for NIU graduates to network with fellow alumni within their company, but also allow us to partner with companies and organizations that can provide services to our alumni and revenue to the association for continued programming.

Additional emerging initiatives for the association include research focus on the connection between engaged alumni and the amount of frequency given to NIU, and data analysis to establish metrics for operations. The research will be invaluable as we assess our current effectiveness and establish guidelines for continued growth. We are also focused on developing recruitment receptions in partnership with Admissions, Honors and other NIU departments. The continued growth of our Alumni Affinity Program and the development and implementation of increased operations at our Chicago office are paramount. These initiatives will serve to enhance NIU's reputation and strengthen an NIU bond, both locally and nationally.

Northern Illinois Research Foundation

Chair Strauss reported that the Northern Illinois Research Foundation Board had not met since December 2010; however, a meeting was scheduled for that afternoon, and a report will be provided at the December 1 Board meeting.

CONSENT AGENDA APPROVAL

Before beginning the President's Report, Chair Strauss asked for a motion to approve the items earlier placed on the consent agenda that included President's Report No. 76, Action Items 11.a.(5), (7) and (8), and our receipt of Information Items 11.b.(1), (2), (3), (4), (5), (6), (7), (8), (9), (10), (11), (12), (13) and (14), and 11.c.(3). Trustee Murer so moved, seconded by Trustee Iosco. The motion was approved.

PRESIDENT'S REPORT NO. 76

UNIVERSITY RECOMMENDATIONS FORWARDED BY THE BOARD COMMITTEES

Agenda Item 11.a.(1) – Fiscal Year 2012 Internal Budget

State Statute requires that the Board approve a Fiscal Year 2012 Internal Operating Budget, President Peters stated. As we discussed in committee several weeks ago, the State still owes NIU \$42.7 million in appropriated funding for the last fiscal year, Fiscal 2011. I believe that the State will honor its Fiscal 2011 obligations by December 31. For Fiscal 2012, the State has made \$19.9 million in payments to NIU to date, and our GR base is \$100 million. This agenda item details our \$436.4 million Fiscal Year 2012 Internal Operating Budget. The FY12 budget reflects a 1.15 percent in reduction in State support from FY11 and reductions in revenue and income funds, revenue bond operations and auxiliary enterprises from FY11. As the Board knows, revenues generated from these three areas are entirely dependent on

enrollment, and I can think of no better example of the importance of enrollment than the chart in your Board materials. Expenditure categories are listed on the following page.

Chair Strauss asked for a motion to approve the Fiscal Year 2012 Internal Budget. Trustee Boey so moved, seconded by Trustee Murer. The motion was approved.

Agenda Item 11.a.(2) – Fiscal Year 2013 Budget Guidelines

Despite the fact that you just approved the university's operating budget for Fiscal Year 2012, and we are still owed \$43 million for Fiscal Year 2011, I bring approval of the Fiscal Year 2013 budget guidelines to you this morning. Each year, the university prepares and submits to the State a budget request that establishes salary, price and program needs for the upcoming fiscal year. The budget request, by State Statute, is submitted to the Illinois Board of Higher Education (IBHE) for review, revision and inclusion in the IBHE operating budget recommendations to the Governor. In establishing the FY13 request, the university recommends the following, and we have been consistent with this for several years now, 3.0 percent faculty and staff salary increase to maintain efforts to provide a competitive salary package to faculty and staff, a 3.0 percent utility increase to meet increased cost of utilities, a 3.0 percent increase for the ever-growing library and technology demands, and \$1.6 million in program priority requests to strengthen academic commitments to our undergraduate and off-campus programs. While I make these requests of the Board this morning, I want to also make it clear that this is just one step of many in the annual statewide budget process that will in all likelihood result in, at best, a maintenance budget, and at worst, cuts to our declining level of State support. I bring this item to you as part of our fiduciary responsibility to make the case and ask for what is needed from the State to maintain this great institution every year. It is very important that we continue to stipulate these increases, Trustee Murer commented. We have shown a great deal of restraint and the increases are modest. As we see this budget unfold, hopefully the State will also see the wisdom in supporting these increases.

Chair Strauss requested a motion to approve the Fiscal Year 2013 Budget Guidelines. Trustee Murer so moved, seconded by Trustee Iosco. The motion was approved.

Agenda Item 11.a.(3) – Fiscal Year 2013 Appropriated Capital Budget Request

This item is also part of the annual statewide budgeting process, President Peters remarked. We establish our capital budget request consisting of two principle categories of projects that profile the university's requirements for capital improvements as well as construction and equipment budgets in excess of \$100,000 but less than \$1.5 million, which are not included in the campus permanent improvement operating budget allocation. Once approved, this request will be submitted to the IBHE for consideration and inclusion in the statewide fiscal year capital budget recommendation to the Governor. Chair Strauss asked for a motion to approve the Fiscal Year 2013 Appropriated Capital Budget Request. Trustee Boey so moved, seconded by Trustee Iosco. The motion was approved.

Agenda Item 11.a.(4) – Fiscal Year 2013 Nonappropriated Capital Budget

Projects on the university's Fiscal Year 2013 Nonappropriated Capital Budget are listed individually and consist of those with estimated budgets in excess of \$100,000, while projects estimated under \$100,000 are presented in aggregate and categorized to enable tracking for management purposes. The nonappropriated capital budget is developed through requests submitted by department heads and physical plant and facility users. The requests are prioritized and presented for approval and include improvements to existing facilities and systems, building expansions, infrastructure, site/roadway/utility improvements, and so on. Chair Strauss requested approval of the Fiscal Year 2013 Nonappropriated Capital Budget. Trustee Boey so moved, seconded by Trustee Marshall. The motion was approved.

Agenda Item 11.a.(5) – Department of Psychology Subcontract-Services

Consent Agenda Item.

Agenda Item 11.a.(6) – Finance and Facilities Oracle/PeopleSoft Applications Annual Maintenance Renewals

Ongoing annual maintenance and support renewals and necessary for PeopleSoft financials, PeopleSoft campus user training, Oracle reporting tools and campuswide Oracle database infrastructure components associated with the Enterprise Resource Planning Systems for financial, student administration, and human resources and payroll, the President reported. Chair Strauss asked for a motion to approve the Finance and Facilities Oracle/PeopleSoft Applications Annual Maintenance Renewals. Trustee Murer so moved, seconded by Trustee Boey. The Chair requested a roll call vote which was as follows:

Trustee Boey	Yes	Trustee Butler	Yes
Trustee Iosco	Yes	Trustee Marshall	Yes
Trustee Murer	Yes	Student Trustee Robertson	Yes
Chair Strauss	Abstain		

The motion was approved with six voting Yes and one Abstention from Chair Strauss.

Agenda Item 11.a.(7) – Student Affairs and Enrollment Management Inquiry Management/Recruitment tool

Agenda Item 11.a.(8) – Finance and Facilities Performance Contracts-Consolidation/Restructuring

Consent Agenda items.

UNIVERSITY REPORTS FORWARDED FROM THE BOARD COMMITTEES

Agenda Item 11.b.(1) – Holmes Student Center-College Grind

Agenda Item 11.b.(2) – Fiscal Year 2011 Report of Tuition and Fee Waivers

Agenda Item 11.b.(3) – Fiscal Year 2011 Report on Capital Activities

Agenda Item 11.b.(4) – Fiscal Year 2011 Annual Report of Transactions Involving Real Property

Agenda Item 11.b.(5) – Fiscal Year 2011 Annual Report of Cash and Investments

Agenda Item 11.b.(6) – Quarterly Summary Report of Transactions in Excess of \$100,000

Agenda Item 11.b.(7) – Annual Summary Report Obligation of Financial Resources

Agenda Item 11.b.(8) – Professional Excellence Awards for Faculty and Staff

Agenda Item 11.b.(9) – 2010-2011 Faculty Emeritus Recognition

Agenda Item 11.b.(10) – Fiscal Year 2011 External Funding for Research, Public Service and Instructional Programs

Agenda Item 11.b.(11) – 97th General Assembly Report

Agenda Item 11.b.(12) – Congressional Report

Agenda Item 11.b.(13) – State Universities Retirement System Fiscal Year 2012 Pension Fund Status

Agenda Item 11.b.(14) – Freedom of Information Act Requests for June 1, 2010 – August 15, 2011

Consent Agenda items.

ITEMS DIRECTLY FROM THE PRESIDENT

Agenda Item 11.c.(1) – Vision 2020 Initiative Resolution

In his presentation on Vision 2020, President Peters began with a video that was the lead-in to his recent State of the University Address.

Video

Dean Denise Schoenbachler: *The Vision 2020 Initiatives was the first opportunity that I know of in the history of this institution that we really looked at ourselves critically, objectively, that we*

benchmarked against institutions and wanted to understand NIU better in order to make it better.

Professor David Changnon: It was a great opportunity for the institution staff, its faculty and students to be reflective about where we are, where we hope to be and not only look at the community, but look at our mission statement and our physical property and say, what do we want to change? How do we make this a premier, student-centered, regional institution?

Chair Brigid Lusk: Along with the strategic plan that we had developed, Vision 2020 has given us benchmarks, it's given us a way forward to use our money most appropriately to get the best bang for the buck, if you will, with our finite resources.

Associate Professor Laura Vazquez: There were some places where we noticed that NIU was doing a lot better than other institutions. But there were also places where NIU needs to improve, and I think it's important for us, as faculty and administrators, to confront all of that. What are the places where we're succeeding, but what are the places that we still need to provide more help?

Chair Gregory Waas: I think the Vision 2020 will provide us a foundation for our ability to think strategically about how we define ourselves, where we want to go and how to kind of distribute resources to insure that investments align with our basic values and institutional goals.

Dean Denise Schoenbachler: Higher education is at a crossroads. We are in a place we've never been before, and will probably never be again. And if institutions don't critically look at themselves and really define what they're going to be, figure out how they're going to get there, they're not going to be successful. Budgets have changed, the nature of students has changed, our whole model has changed. And the President taking on this Initiative now couldn't have been at a better point and time because we need it at Northern.

Professor David Changnon: It can't be done by just a small group of administrators. Everyone has to participate if we're going to be successful in this process. So you've got to jump on board, you have to give it some thought and you have to look for ways that you can participate in aspects of Vision 2020 if we're going to be successful with this process over the next decade.

Agenda Item 11.c.(1) – Vision 2020 Initiative Resolution

I believe we all share the sense of gravity and urgency facing NIU going forward, President Peters observed. Our Vision 2020 Initiative is designed to ensure that we become the most student centered, public research university in the Midwest, a university that is successful, adaptable and sustainable in all aspects. Vision 2020 made it abundantly clear that in many respects our university is indeed at a crossroads, and we need to take action now. Throughout most of my presidency, NIU has faced one financial crisis after another as a result of the State's steep and steady disinvestment in higher education. State appropriated General Revenue funding to NIU this year is less than it was in 1999. As you just heard, the State currently owes us \$43 million from the last fiscal year. Furthermore, necessary cost-cutting measures have resulted in campus deferred maintenance that now approaches \$400 million. We also face growing numbers of unfunded mandates and excessive regulatory burdens, which have a crippling cumulative effect. In 2011 alone, these mandates cost roughly \$20 million.

We cannot wait for the inevitable turnaround in the State's economy, nor the prospect that the State will reinvest in public higher education in this decade; therefore, we must become more self-sufficient. We face a mountainous challenge, but the Vision 2020 process has helped us to identify great opportunities that lie ahead for NIU, even in this harsh economic climate. Vision 2020 prompted us to undergo an invaluable self-assessment. We compared ourselves to our peers, established benchmarks, and set specific goals for the coming decade in the areas of student faculty and facility excellence. This hard work has provided us with a fairly clear vision for NIU's future. That vision is, by the year 2020, we will

be known nationally as the university where students “learn today to lead tomorrow.” NIU will attract more top high school students, provide significantly more academic scholarships and engage more students in our Honors Program, and we will do so while preserving our core values of accessibility and diversity. NIU students will have even more support to guarantee that they get the most out of their academic experience. Also, among the region’s employers and parents, the NIU degree will be the gold standard. Our students will be known as strong communicators who can think both critically and creatively. Our faculty will be appropriately rewarded and supported for their excellent work in the classroom, for their research and their artistry, for their engaged learning activities, and for their contributions toward reaching Vision 2020 goals.

External support for NIU research will increase by 30 percent. Our grounds and facilities will be among the State’s most inviting, accessible, technologically advanced and easy to navigate. We will have a total enrollment of 30,000 students. Finally, NIU will no longer be at the mercy of unpredictable and declining State funding, but it is necessary that we continue to make the case. The Working Group Reports draw a roadmap that will allow NIU to become more prestigious and achieve our goals of being student centered, research intensive, and more financially independent. Ultimately, Vision 2020 working groups point to the fact that we must strive to further increase and document the “value added” associated with completing the baccalaureate experience at NIU by leveraging, expanding and enhancing existing NIU hallmarks, academic enrichment programs and engaged learning opportunities.

We will aggressively pursue the goals set out by the Vision 2020 working groups, including growing the number of students studying abroad by 25 percent, and growing the number of students graduating with honors by 50 percent. Enrollment in Honors now approaches 1,000 students with an increase this fall of 13 percent over last fall. The third crucial goal is to increase the number of students who participate in one or more academic enrichment programs or engaged learning opportunities to nearly 100 percent. Our academic departments must continue to find ways to imbed engaged learning opportunities into academic requirements and reward faculty who participate in those activities. We also must dedicate ourselves to transforming our curriculum and take a fresh look at our general education requirements, which form the bedrock of a liberal arts education. I had a wonderful conversation with, Vice Provost Anne Birberick, yesterday, who enthused me about transformational curriculum activities and general education ideas. Transforming our curriculum is critically important. As a university where the success of our students is paramount, we must also improve upon our student recruitment and retention outcomes. By 2020, we will more than double the number of incoming freshmen who are in the top 10 percent of their high school classes, and boost the number of freshmen who are in the top quartile of their high school classes to 40 percent. One way to accomplish this is by increasing the number of merit based scholarships. Nearly 1,700 new students enrolled this fall with an NIU merit based scholarship, an increase of 35 percent over last fall. Vision 2020 working groups identified private giving as an NIU revenue source with an almost unlimited capacity for growth. The Foundation has agreed to make merit based scholarships a top priority in its fundraising efforts. The increase in private support will help provide some of the funding necessary to achieve another goal, which is to double the amount of our scholarship offerings to \$10 million annually.

Another Vision 2020 priority is improving retention. Addressing this issue was identified as absolutely imperative by just about everyone in the process. Each year, 16 percent of our undergraduates leave the university with no degree. Half of those, or roughly 1,400, students leave despite being in good academic standing which is a tragedy for both the individual and the institution. On the institutional level, the loss of students negatively impacts most of the measures of success that define an institution. Therefore, we will work to reduce the number of undergraduates leaving without a degree by 50 percent over the next five years.

Faculty is another group that we must strive to recruit and retain. We must continue to foster a culture at NIU that celebrates the abilities of our faculty as both research intensive and student focused. To help meet the research goals stated in Vision 2020, we will set aside \$1 million in seed money over the next two years for innovative research and economic development proposals with priority given to those that result in additional opportunities for competitive grants which can increase graduate enrollment.

We learned through the Vision 2020 process that appearances matter. More than one-third of Vision 2020 public comments were related to building and grounds. We simply cannot afford to lose prospective students or faculty because they think our campus does not measure up aesthetically. A year ago, this Board approved a comprehensive residential renaissance program aimed at revitalizing or replacing one-third of our existing housing stock by the end of 2013 and improving our student life facilities. However, there are other needs that are just as important such as our deferred maintenance backlog at \$400 million, our outdated campus electrical system and our crumbling steam tunnels. After years of neglect by the State and a failure to meet its obligations, we are forced to move forward on our own to protect our infrastructure and revitalize our campus. Therefore, over the next two years, we will allocate \$4 million of NIU's resources to address technology needs, campus appearance, serious infrastructure problems, and improved campus signage and wayfaring.

To accomplish all of these things we have discussed, there is one more goal that is imperative. By 2020, NIU's total enrollment must approach or exceed 30,000 students. Without more State support, enrollment growth is the best and perhaps the only alternative available to us. Much of that growth will be achieved by focusing on the traditional on-campus college experience. According to the goals laid out in the plan, by 2020 we should have an on-campus enrollment of 27,500. However, to achieve our goal of 30,000 or more, we also must increase our off-campus enrollment, and we can no longer afford to lag behind our competitors in the area of on-line learning. We must add about 42 additional online degree programs and certificates prioritized to student demand. Over the next two fiscal years, we are going to allocate \$3 million for new academic initiatives designed to enhance programs that attract more students. The Vision 2020 Initiative requires that the full force of our 4,000 employees, our Board of Trustees, our 225,000 alumni and friends, and supporters across the region join us in this effort.

Now, I would like to introduce Bill Nicklas, NIU's new Associate Vice President for Institutional Planning and Sustainability, who will also focus on Vision 2020. In conclusion, President Peters said, I end my presentation and ask that you consider embracing a resolution of support for the general goals of Vision 2020. This university has been blessed and has made the progress we have because of strong support from our governing board. I want to thank Chair Strauss and the rest of the Board, for encouraging us to do this. I look forward to hearing your comments and, hopefully, your embracement of our Vision 2020 process.

Personally, Chair Strauss remarked, I have been very gratified by the way in which this initiative has been embraced, not just by the senior administration, but by hundreds of people on campus who have devoted a considerable amount of time to fleshing out the required details. As I said in my introductory remarks, this process is envisioned by the Board as being a dynamic one and one in which we will use metrics to determine whether we are on course to achieve the goals in Vision 2020. We will come back periodically to determine whether or not we are on track, as well as confirm that the goals make sense and make changes, if appropriate. It is not designed in a punitive way but to make sure that we take seriously the obligations implied by the recommendations that come out of the Vision 2020 program. One aspect of the resolution we will be voting on shortly is a schedule for formal reports to the Board. However, it is my understanding that we will be monitoring many of these metrics on a more regular basis and receive reports in the committees and the full Board meetings for the key metrics so that we do not have to wait for an annual report. Again, I want to thank everybody who has been involved in this.

This is a transformational moment for our university, Trustee Murer stated, and adopting Vision 2020 gives us a blueprint for where we want to go in the next decade. What is important is to continue to have the reports to the Board so that we are engaged interactively and, in particular, looking at the means for the increase in enrollment and what we are doing with our off-site campuses as well as eLearning.

I share all of the enthusiasm that has been expressed so far, Trustee Butler said. The sustainability working group report came after the workshop, so the Board has not really had a chance to engage some of the goals in that report and to talk about them. He asked questions regarding the enrollment growth

strategy for on-campus and off-campus students. Dr. Peters stated that the enrollment this year was figured into our projections going forward because we hit our targets, but the targets were lower because of graduation classes. Your question involves the relationship of on-campus, full-time headcount, which equates to 12 credit hours, and off-campus, nontraditional students that does not equate to 12 credit hours. We have probably greatly underestimated the market opportunities we have with nontraditional students. We invested heavily the previous decade in educational sites at Rockford, Naperville and Hoffman Estates. However, we are going to focus equally on the on-campus enrollment.

Another question from Trustee Butler was with regard to claiming a greater share of transfer students from the community college system. I agree with the suggestions for how to meet the goals, he said, but the numbers look relatively low and I wondered what the reason is for that. As we look at that number, we know that population is growing, Student Affairs and Enrollment Management Vice President Brian Hemphill said. But, when we look at transfer students, we also have to be very sensitive to the number of students we bring in. We have to consider the number of faculty it takes to provide courses for the junior and senior levels, and our numbers reflect that caution. The cost per student of offering upper division courses is quite a bit higher than it is for lower division courses, Provost Alden added. Many of our engagement activities are in general education. We lose the opportunity to provide that same level to those students who are coming in, and that will be a challenge for us. If a major portion of our population comes in suddenly, and transfer students come in at various levels through the college experience, it becomes much more challenging if we just leave that door open and do not focus on some of the first-time, full-time experiences.

The market is shifting a bit because of the economy, President Peters said, so the answer is not yet fully formed. Any Vision 2020 plan we have has to be especially adaptable. We live in a region that has 26 feeder community colleges, and we articulate well with them. The issue is finding the right mix and balance, so we have to be flexible right now.

As we strive for an enrollment of 30,000 by 2020, Trustee Boey remarked, my ongoing concern is the competition from those schools that do not have a physical campus but offer online programs, and he asked if NIU is doing something competitively along those lines.

Although we are a little behind in online course development, Vice President for Outreach Anne Kaplan, commented, we are working on it. On the other hand, looking at the market in this region and the enthusiasm of many students who like online or blended courses, which are partially face-to-face, we are in a very good position. The Provost and I have been working over the past couple of semesters on what we call a distributed learning plan, which would incorporate recommendations not only about online courses, but about courses delivered by other kinds of technologies. We have to keep in mind that students incorporate a number of other considerations about quality into their decisions, and the student market we are facing today is very concerned about time, location, convenience and cost. Among most of the students we deal with, given the choice between an NIU program and another program, other things being equal, NIU will win every time.

Chair Strauss asked for a motion to approve the Vision 2020 Initiative Resolution. Trustee Boey so moved, seconded by Trustee Marshall. The motion was approved.

Agenda Item 11.c.(2) – Collective Bargaining Agreements

The university has completed a collective bargaining agreement with AFSCME Council 31, Local 963, representing approximately 288 employees in Building and Dining Services, the President said, and a collective bargaining agreement with the Metropolitan Alliance of Police (MAP), NIU Chapter 291, representing approximately 75 police officers in the Department of Public Safety. These successor agreements have been approved and ratified by their respective bargaining units. Chair Strauss asked for a motion to approve the collective bargaining agreements for AFSCME Council 31 and the MAP, NIU Chapter 291. Trustee Boey so moved, seconded by Trustee Murer. The motion was approved.

Agenda Item 11.c.(3) – Grant and Contract Awards

Consent Agenda item.

CHAIR'S REPORT NO. 52

Agenda Item 12.a. – Second Reading - Amendment to *Bylaws* of the Board of Trustees of Northern Illinois University

As soon as our new General Counsel arrived on campus this spring, I spoke with President Peters and we requested that Mr. Blakemore conduct a thorough review of the Board's *Bylaws* to ensure that they are consistent with changes in State statutes and university policy and practice as well as administrative restructuring that has taken place over the last decade. I also asked Mr. Blakemore to review comparable university Board *Bylaws* in areas such as Board committee structure, responsibilities of each committee, election of Board officers, selection and future evaluation of our President.

Mr. Blakemore has now completed his review and determined that our Board *Bylaws* require updating to maintain compliance with statutory, regulatory and university structural changes. He has drafted a revised set of *Bylaws* for our approval today. Based on the discussion we had during our Board workshop in August, Mr. Blakemore prioritized the bylaw changes to those that are either legally required or Board operational priorities. Only those bylaw changes will be discussed today. Further discussion and review will be conducted over the coming months on substantive policy changes. I anticipate those discussions will occur at the Board's December 2011 and March 2012 meetings. In making this request of Mr. Blakemore, it was my intention simply to afford the Board the opportunity, in an organized way, to consider topics related to the *Bylaws* that have been issues over the last six years I have served on this Board, and perhaps even longer.

Bylaws changes require two readings in order to take effect. Our first reading was held during our June 9 Board meeting. We also discussed these bylaw changes at length during our August workshop. Mr. Blakemore has a brief PowerPoint presentation for the Board today during which he will only address the legally required and operational priority changes.

I am going to present the recommendations from the Office of General Counsel related to the BOT *Bylaws*, Mr. Blakemore said, but first, I want to extend a special thanks to everyone who has spent hours individually and together sorting through the *Bylaws*. I want to point out, however, that this is only phase one. There will be more opportunity and an absolute need to continue individually and collectively with those discussions. Although I am making specific recommendations, many for legal reasons, it is actually the purview of the Board to make its determination, and it should be done in the following order. One, NIU Law will govern over Board of Trustees *Bylaws*, and then any particular preferences, individually or otherwise, will be secondary to the law as established by the Board. Second, you will see in the presentation that there are a number of issues, where options are being made available, that still need resolution by the Board.

Again, we are limiting this discussion to those issues that have been determined to be legally required or operational priorities, and I will quickly go through the list with a brief explanation of each.

On **Quorum**, the *Bylaws* as currently written indicate that as a majority of the Board, but does not specify that number, which can be problematic. For clarity, we indicate in the proposed *Bylaws* that a quorum can be established by persons in remote areas so long as proper notice has been given. Under the Open Meetings Act, the Board has the option of using video conferencing from the offices of the university or other offices, as well as state public buildings as a base for purposes of counting a quorum. We make clear how a quorum is established for both the Board meetings and the committees. Also clearly indicated is that the Chair may, in the absence of a quorum, appoint members to that committee to serve on a temporary basis, and in the absence of a chair or vice chair, appoint a person to serve in that capacity.

Appearances Before the Board – A provision of Board *Bylaws* indicated that a ten-day notice to the Board was required from a prospective speaker before they could be on the agenda. Many of us strongly felt that did not meet the spirit of the Open Meetings Act. Therefore, we changed the provision to say that if there are formal presentations of five minutes or less, those presentations could be done with notice 24 hours after the posting of the agenda. Also, current Board *Bylaws* provide the opportunity for a person to appear before the Board as part of the Public Comment period by providing the Board Parliamentary notice of that intent. It then is within the discretion of the Chair to allow that person the opportunity. We have, however, provided some types of standards of a more legal nature that should be discussed before the Board. For example, issues regarding pending litigation matters, personnel matters as opposed to programmatic or policy matters, privileged and confidential issues, and matters not within the jurisdiction of the Board can be a basis for denying an appearance before the Board.

The next item is an item which doing. One of the first recommendations I made upon becoming General Counsel is actually a procedure the Board already follows. Particularly for audit purposes, whenever the Board goes into **Closed Session**, it can only be for a specific exemption, and the Board must vote to go into closed session. You have to be able to certify that a vote was taken and what each member did on that vote. Even if the vote is unanimous, it was my feeling that we needed to have a record of it given that statutory requirement, and the Board has been doing that.

After some discussions with Provost Alden and President Peters, as part of the overall **Accreditation of the University**, the accrediting agency required that the Board acknowledge and authorize the university's affiliation with the Higher Learning Commission. Although it is somewhat unique to have it in the *Bylaws*, we want to comply with the request and not have it as an issue.

One of the questions raised when we began this process was what authority the Board has in the governance of its members. The Board has authority for **Removing Members** for various reasons. In the proposal, we lay out removal provisions in two primary parts. One is operation of law. Previously, when the term of an individual in a Governor-appointed Board position expired, that individual continued in that position until being reappointed or replaced. A recent change in the law indicated that an individual serving in a Governor-appointed Board position now will be removed from that position 60 days after the expiration of their term by operation of law. Other situations where that might apply are if an individual loses his/her Illinois residency, which would be an automatic removal, or where a member of the Board is deficient in his/her duties, which would be a recommendation from the Board to the Governor. The Board can prescribe certain rules for its members to follow such as attendance in the physically present location of the meetings.

Periodic Review of Board *Bylaws* and *Regulations* – it is my understanding that there has not been a comprehensive review of the Board's *Bylaws* and *Regulations* since the Board was instituted in 1996. There have been revisions to the Board's *Bylaws* that were required primarily by law. What we are proposing here is one of those areas where there are options for the Board. We are proposing a comprehensive review, taking a look at every facet of the *Bylaws*, as opposed to a particular area. That periodic review could be initiated by the Chair, the Executive Committee or the Board, and then the Chair would have the option of establishing a standing committee, an ad hoc committee or, as we have done here, a Committee of the Whole. The option for the Board is to allow either the Chair, the Executive Committee or the Board to do that review within "not less than every three years."

Elections provisions are significant in various ways. Here, again, we are required to follow the NIU Law, which has priority over Board of Trustees *Bylaws*. The Office of General Counsel recommends that the *Bylaws* be amended to require the secret ballot for all officer positions and that the provision currently in place regarding election by unanimous vote in public be eliminated. We clarify that five affirmative votes is necessary for the election of each officer position. We also indicate that the Fourth Member of the Executive Committee be the immediate past Chair as opposed to voting for the Fourth Member of the Executive Committee. Right now, the Board *Bylaws* require that you elect the Board liaison to the Northern Illinois University Foundation, and the same is true for electing a Board liaison to the Illinois Board of Higher Education. The consensus of the Board was that it is within the purview of the President

to represent the Board and the university before the Illinois Board of Higher Education, so a Board of Trustees liaison was not necessary.

Tenure of Board Officers offers three options. Currently, Board *Bylaws* limit the term of service in the positions of Chair and Vice Chair to two years, but is silent on the issue of the Secretary. It is the Board's decision to maintain the current two-year limitation, change it to three years, or remove the limitation altogether. Whatever the Board decides, our office believes there is no rational basis for distinguishing the service of the Secretary vis-à-vis the Chair and the Vice Chair, so any limitation should also occur with the Board Secretary.

Tenure of Board is an area where it was suggested that we provide some clarity, particularly related to whether the Vice Chair automatically becomes Chair in the event of a vacancy. By vacancy, assume for purposes of this discussion, that you have a Chair whose term expires, 61 days go by, you now have by operation of law a Chair who is no longer a member of the Board. Traditionally, the Vice Chair automatically would move into that position and serve the remaining length of the Chair's term. One option would be the traditional approach. Another option is that the Vice Chair would temporarily become Chair until the Board elects a Chair at the next regular or special meeting of the Board. A third option would be to have the position vacant, and have the Secretary, pursuant to *Robert's Rules of Order*, convene a meeting of the Board to conduct an election.

I want to leave the **Presidential** issue for discussion after I entertain questions on the more operational and legal issues.

I actually had hoped to bring a little structure to the discussion to see whether we can move this along, Chair Strauss remarked. But I want to start by thanking Jerry on behalf of all of us for making an effort to bring this challenging subject to an understandable level for the Board members. Based on his presentation and prior comments from Board members, it is my feeling that there are several items suggested by the General Counsel that may not require any further discussion. They include the following:

- Quorum
- Order of Business
- Appearances before the Board
- Accreditation
- Removal and Termination of Board Members
- Roll Call Vote for Executive Session.
- Bylaw Amendment and Suspension Provisions
- Duties of the Chair
- Appointments to Committees and other Board Leadership Positions

If I am correct that these require no further discussion, I would entertain a motion to approve the General Counsel's recommendation on those items.

Trustee Boey indicated that he would so move as long as elections were not included. Trustee Strauss indicated that elections were not included. Trustee Murer seconded the motion.

I agree with the recommendation that we take the issues for vote today that are legally mandated so that we are compliant in as timely a manner as possible, Trustee Murer commented. I strongly believe that the operational issues, as you indicated, should be taken at our next meeting in December and into March, if necessary. However, I need a point of clarification on whether the items the Chair just read are in keeping with the list of items included in what is legally a priority, and whether there are any items outside of that discussion to make sure we are voting on the issues that are legally mandated at this Board meeting, and that any other operationally appropriate issues, are going to be taken at a later session.

Chair Strauss stated he had included the items from the General Counsel's list that were on the agenda specifically for today. What was excepted are the items related to Elections and those related to Presidential Appointment and Evaluation.

Trustee Murer asked the General Counsel if he would clarify whether or not there are any items that are included or excluded that are not within that purview of what is legally mandated for vote today.

Mr. Blakemore stated that excluded from the list he had displayed were Quorum, Roll Call, Removal Provisions, and Elections. I have listed legally required because I believe there are provisions in the current *Bylaws* that are inconsistent with NIU law. The issues that have been included for vote are issues that I am more than comfortable with the Board taking action now and will follow the wishes of the Board. I believe that the Board should take action on the election. I do not believe that postponing action on the Elections issue is going to expose the Board to liability to the same extent that other issues would, like quorum or other areas where there could be audits. Trustee Boey said that he had no problem Elections being included, but asked for clarification in the language "five affirmative votes of a full Board are required."

Mr. Blakemore replied that for elections, as stated in the current *Bylaws*, the language says "an absolute majority of the full Board." Always counting eight members as the full Board, an absolute majority of the Board would be five members who are present.

Chair Strauss reminded the Board that Elections were not included in the motion. I want to deal with those separately, he said. I have a number of points to make on that issue, and I know other people do also. I tried to focus on the things that I believe are noncontroversial and get them out of the way, so that we can focus on the things we need to discuss.

The Chair then repeated the items listed in his motion: Quorum, Order of Business, Appearances Before the Board, Accreditation, Removal and Termination of Board Members, Roll Call Vote for Executive Session, Bylaw Amendment and Suspension Provisions, Duties of the Chair, and Appointments to Committees and Other Board Leadership Positions. That will leave Elections and Presidential Selection and Evaluation to be taken up separately.

To be clear, Mr. Blakemore said, based on Trustee Murer's earlier question, you want to talk about those second, third and fourth issues today. The Chair replied that he wanted to have conversation on those items today, but there is no guarantee of action on any item at any meeting. If it is the wish of the Board not to vote on any of these today, we do not have to vote on any of them today. However, I thought the easiest thing to do would be to take the items that appeared to me to be complete and noncontroversial, or did not require further analysis or discussion so that we can then focus our attention on the things that require more attention.

General Counsel Blakemore asked if he could clarify two points. One, he said, I concur with the list the Chair has provided to take action on now. I do not think any of them are controversial. I will follow the wishes of the Board as to the other provisions.

Under Duties of the Board Chair, Mr. Blakemore said, I have deleted the reference to "ex officio" primarily because the Board Chair, pursuant to *Robert's Rules of Order*, has the same voting rights as other Board members.

Trustee Butler stated that he needed clarification on some items. One of those items is public comments related to pending litigation. Some members of the Board recall that we have had speak before us bargaining unit members whose bargaining unit leaders had filed Unfair Labor Practice charges with the Labor Board, he said, and asked if that would be considered pending litigation and then bar a member of a bargaining unit from speaking to the Board. Mr. Blakemore stated that just because a bargaining unit had filed an Unfair Labor Practice Grievance, this in itself, would not ban a member of the bargaining unit from addressing the Board. Again, he said, this is a provision that is within the purview of the Chair and

the Board. These become guidelines for the Board in determining how it will use its time for public comment.

My second question is in the provisions for removal from office, Trustee Butler said. It requires a vote of six voting members for cause. He asked if it would require six voting members to remove the person if that person failed to attend three consecutive regular meetings, or would the removal be automatic. Mr. Blakemore stated that it would not happen automatically. There has to be an affirmative action on the part of the Board to remove any of its members, with the exception of those circumstances that are by operation of law which I have already spelled out.

Chair Strauss asked for a roll call vote on the motion moved by Trustee Boey and seconded by Trustee Murer to approve the items he listed in his earlier motion: Quorum, Order of Business, Appearances Before the Board, Accreditation, Removal and Termination of Board Members, Roll Call Vote for Executive Session, Bylaw Amendment and Suspension Provisions, Duties of the Chair, and Appointments to Committees and Other Board Leadership Positions. The roll call was as follows:

Trustee Boey	Yes	Trustee Butler	Yes
Trustee Iosco	Yes	Trustee Marshall	Yes
Trustee Murer	Yes	Trustee Sanchez	Yes
Student Trustee Robertson	Yes	Chair Strauss	Yes

The motion was unanimously approved.

Now, I would like to turn our attention to Elections, Chair Strauss said. There are number of issues that crossed my mind which led me to want to talk about the *Bylaws* first this morning. I beg your indulgence so that I can list the challenges I have. These are the issues that I have been able to identify in the election procedures here.

Term Limits, should there be any; should they apply to all of the offices; should it be two years, three years? This requires some discussion. **Succession Following Vacancy in an Office**, we have conflicting opinions in the event that there is a vacancy in the Chair position, and without a definition of what vacancy means, whether or not we have automatic succession. **Ties in Voting**, both the existing bylaw and the proposed change reflect provisions saying that in the event there is a tie, the nominee with the fewest votes is eliminated. You cannot tell whether that presupposes a nomination procedure, and there is no specification for what happens in the event there is a tie and two people are running for the office. Do you then eliminate both and start over again? There is also no consideration of what happens in the event that you have no nominations, so that it is a fully open ballot, and then you will have some number of people who are on the fully open ballot who receive no votes. No votes is the fewest votes that I can think of, so then do you start in the first round of elimination by getting rid of everybody who received zero votes?

The next item is whether or not nominations should be required or permitted. If nominations should be required, I question whether or not the votes should be restricted to those people who are nominated. I am aware that Mr. Blakemore has given his preference that there be an ability to vote for candidates who were not nominated. However, I would like to have some further discussion as to whether his recommendation is legally required or simply his recommendation.

In addition, under the current *Bylaws*, and continued in a reference in the revision, there is a provision dealing with absentee balloting. That provision as drafted says that absentee ballots can only be cast for people who have been nominated. I do not see how an absentee ballot can be presented not knowing who the nominees will be. There is nothing in the *Bylaws*, either current or proposed, that would have nominations made at a meeting prior to the meeting at which the election occurs. So I believe we have to deal with the relationship between the nomination procedure and the absentee ballots.

The next issue in elections I have identified is language in the provision that says the ballots will be cast in order of priority. I believe what it was designed to do is what I did today for the election procedure by conducting the balloting sequentially, an office at a time, so that you preserve the ability for somebody who was not successfully elected to one office to run for another office. Doing all the balloting at once, you cannot determine whether or not you are going to vote for the same person for two offices, because their name will appear, in theory, for every office for which you are voting.

The next item would be the **Fourth Member of the Executive Committee**. Under neither the current bylaw nor the proposed revision is there automatic election. We have had discussion of the item, but Jerry's revision for today, because he didn't deal with the items that relate to committee structures and representation and so on. That change hasn't been made in any of the drafts that you've looked at yet. And if it's the Board's desire to do something about this, then I believe that we have to address that topic too.

I agree that these activities related to the *Bylaws* should have occurred years ago, Trustee Murer said. However, these are very complex issues that have great subtlety, and I feel very rushed to make a decision today. I feel that these matters need more time for reflection, so that when we are making decisions they will be the precedents for another three to five years, knowing we have given them the time and attention they deserve. Unless our General Counsel identifies something that would be perilous without vote today, I would like to defer consideration of the remaining *Bylaws* until our December meeting.

We can certainly opt to postpone to a future meeting a vote on anything related to the elections, Chair Strauss observed. It might be helpful to see whether there is any further discussion on the issues related to election, because it will inform the General Counsel's ability to bring us options the next time it is under consideration.

I would prefer to address this in the December meeting, Trustee Boey said, so that I have a chance to reflect on these issues.

It appears that the consensus of the Board is that no final action will be taken on the election items today, Chair Strauss remarked, but there is no reason not to take comment. I believe it will inform the our preparation for subsequent conversation about it.

Chair Strauss asked if there were any other comments on the election provisions in the *Bylaws*.

We have now been looking at these items for several months, Trustee Butler said, and with all due respect, I have heard this notion that these are complicated issues upon which we need time to reflect. We have all met with the General Counsel on these issues, and the things I am concerned about are fresh in my head. As we continue to postpone this, we continue to separate ourselves timewise from those prior meetings with the General Counsel.

Issues were brought up today, in particular absentee ballots, which we have not had an opportunity to discuss, Trustee Murer said. At this point, especially in view of the lateness of the hour, unless it is perilous to vote on this today, we can speak individually with the General Counsel again to give him our opinions. I assure you that this will take precedence at the December meeting as we prepare the agenda.

There are some additional problems that I noticed, Trustee Butler said, other than the ones that the Chair noticed. Among his concerns under Elections were the scheduled time of the officer elections, absentee ballots, nomination procedures and secret ballots

In light of the ambiguities that have been identified by my fellow Trustees, and in particular, Trustee Butler, Trustee Murer said, I would like to make a motion that this issue of bylaw change relative to the election of officers and any bylaw that relates thereto, not be held today, but rather postpone until

December. Chair Strauss asked if there was a second to that motion. Trustee Boey seconded the motion. Trustee Butler wanted it noted for the record that he was opposed to the motion. The motion passed with six in favor and one opposed.

We have two items left, and the option may be to hold both of these over as well, Chair Strauss said, but I would like to make sure that the record is complete on these. We have not considered the General Counsel's recommendations with respect to **Presidential Selection Process/Board and Presidential Assessment** or **Periodic Review of Bylaws**. If the sense of the Board is to continue those as well, that would be fine. With respect to the Presidential Selection Process/Board and Presidential Assessment, that agenda item, in particular, from my perspective, requires a significantly broadened scope and depth of thought. The topic of the relationship among the other university constituencies, the President, the Board and the Board Chair is fundamental to the way the institution is operated and has impacts on the way this Board operates. We have not had a chance to talk about it in public, and the General Counsel has offered something that related mostly to the legal relationships, but I believe that there are practical relationships that we should all be thinking about. We do not have to do anything about it today or in December. But it is an important topic that I believe needs more detail than is in the draft before us today. The Chair indicated that he would also entertain a motion postpone this consideration as well. Trustee Boey made a motion for postponement, seconded by Trustee Iosco. The motion was approved.

NEXT MEETING DATE

The Chair announced that the next regular full Board meeting is scheduled for December 1, 2011 on the main campus in DeKalb.

ADJOURNMENT

There being no Other Matters, Chair Strauss entertained a motion to adjourn. Trustee Murer so moved, seconded by Trustee Boey. The motion was approved. The meeting was adjourned at approximately 1:27 p.m.

Respectfully submitted,

Sharon Banks-Wilkins
Recording Secretary

Supplement to the
Minutes of the
BOARD OF TRUSTEES
OF NORTHERN ILLINOIS UNIVERSITY
September 15, 2011

FISCAL YEAR 2012 BOARD OF TRUSTEES OFFICER ELECTIONS

The following remarks were made by those Trustees nominated for the office of Chair of the Board.

Trustee Butler: Mr. Chair, it gives me great pleasure to nominate myself for the position of Chair. And having done that, I would like to make some comments with respect to the nomination of myself. Becoming the Chair is not an automatic right of membership. My fellow Trustees wish to learn how one behaves over time in the exercise of leadership and to know the direction one wishes to see the Board take in the future. I came to the Board before its most challenging period in the start of 2008, a formative period for us all, and I engaged the pace of a healing and forever changed and rapidly developing institution. I served on the Finance, Facilities and Operations Committee and the Legislation, Audit and External Affairs Committee. In the summer of 2009, I was elected the Vice Chair of the Board and have taken very seriously the responsibilities of that position since. I was also appointed the Chair of the Academic Affairs, Student Affairs and Personnel Committee and a returning member of the Board's two other committees. Particularly as Chair of the committee, I had the opportunity to study and analyze and share with my fellow Trustees aspects of this university that I'm most passionate about. My time as a Trustee followed a comprehensive set of experiences as an NIU stakeholder, as an undergraduate and graduate student and later as a member of the faculty for seven years. And, as most of you know, during my graduate studies, I served two terms as the student representative on the NIU Board of Regents during which I developed a personal regard for student participation in university governance. Three and a half years after my appointment, there is not a lot you don't know about me. My regard for robust and transparent public discussion and debate is a personal, philosophical commitment, a discipline that I practice, in many respects, my life's work. I've spent years studying and experimenting, respecting and admiring the diversity of ways in which groups and organizations arrive at decisions and manage conflict. And so, you know that even when I'm standing for something I believe is important and right for the university, I'm also respectful of the Trustees acclimation to an issue and the Board's tradition of seeking consensus. You know that whether I win or lose, I focus on building relationships and overcoming conflict. This knowledge that you have about me should assure you that as Chair I will keep you fully informed, engaged and excited about the ideas that come before us and that are generated by us. The Chair of the Board, in my view, is a custodian of the agenda and a moderator for Board discussions. I believe the measure of excellence for a Board Chair is the ability to facilitate discussion of items that have been developed through shared governance and admit the full diversity of perspectives, and interest of the Board members in the engagement of those items, the Chair is a facilitator. I believe that we have an agenda. It's a blueprint for the future and it should be our agenda. The Vision 2020 Working Group reports will require our constant diligence because they contain three-year, five-year and 2020 goals that are ambitious and critical. The central strategy is to initiate an enrollment growth strategy whereby we go from 23,000 to 30,000 students by 2020. And we must produce a positive net effect on revenues and quality caused by increased enrollments necessitating that we place on our agenda the list of goals and challenges contained in the 234 pages of those reports. This list is full enough to populate the agendas of our committees and necessitate our learning about and acting on such items. It would be a profound mistake for this Board to assume that these initiatives can be achieved without our continuous participation and engagement. Our success hinges on our ability to structure dialogue and discussion to continue to learn about the mechanics of curriculum, facilities and financial management, outreach and engagement. One does not have to Chair to be an effective and influential Trustee. But again, I will say, I believe I've earned this position and I will execute its responsibilities with care and diligence. I also believe that there is not one among us who would conclude otherwise if they were in my position. And I know that among our 15-year history there is not

one among us who has concluded otherwise when they were in my position. Since the Board's formation, the members have consistently allocated responsibility among its talented and diverse appointees. This has resulted in a civil and respectful tradition of independent, nonpartisan governance that has molded and modeled the core values taught in our classrooms about the importance of civility, the marketplace of ideas, the value and respect for diversity and the practice of democracy. Becoming Chair is in this regard, as stated by Chair Strauss in 2009 when he accepted the position, a responsibility. And I would enthusiastically accept your support.

Trustee Murer: In light of the comments that Trustee Butler made, I thought it would be prudent for me to also comment in light of the nomination and second by Trustee Boey. I agree that leadership is earned, and I think leadership is demonstrated. And when we talk about leadership during the most critical times, I truly had the privilege of being Chair at that time – the time where this university was showcased worldwide, and our strengths were demonstrated to the world, standing shoulder-to-shoulder with President Peters in a period of time which was totally unscripted for not only the Chair but for the Board. I think we all, as members of this Board who were here at the time, acted in such an exemplary way that the reputation of Northern Illinois University is burned in the hearts of academe throughout this country. Leadership is what I believe in, and I believe in always soliciting the opinion of my colleagues. I think this too was demonstrated and has been demonstrated as I too have chaired Academic Affairs and been a member of Finance throughout my seven-year tenure. As Chair of Legislation and Audit, I fulfilled those requirements as asked by my Chair, Mr. Strauss, in an area that certainly I think is critical to the transparency of this university, and that is our disposition with our federal and state governments as well as the way in which we address issues in audit, both internal and external audit. And I, as Chair of the committee, have really held, internally, our members to task. We do this in a respectful manner, but holding people accountable allows us to grow and grow not only in word but in deed. And I think in the next five years, in particular, action will not be in slogans, action will not be by proclamation. Action will be in the day-to-day accomplishment of moving one step in front of the other so this university can truly achieve the goals that have been set, can truly not only garner quantitatively the number of students that we wish to reach, but I also think qualitatively as we continue to support our deans, as we continue to look to the leadership of our Provost, as we continue to support our faculty, and in particular, as we look to research as a very critical arm in defining this public university. So I too welcome the opportunity to serve as Chair in this upcoming period, and I will employ that responsibility in the way I have done in the past. Thank you.