

**Minutes of the
NIU Board of Trustees
November 6, 2014
Legislative Affairs, Research and Innovation
Committee Meeting**

CALL TO ORDER AND ROLL CALL

The meeting was called to order at 10:04 a.m. by Committee Chair Cheryl Murer in the Board of Trustees Room, 315 Altgeld Hall. Recording Secretary Cathy Craddock conducted a roll call of the Trustees. Members present were Trustees Robert Boey, Wheeler Coleman, Robert Marshall, Mark Strauss, Student Trustee Paul Julion, and Board Chair John Butler. Also present were President Douglas Baker, Committee Liaison Vice President Lesley Rigg, and Board General Counsel Gregory Brady.

VERIFICATION OF APPROPRIATE NOTICE OF PUBLIC MEETING

Confirmation of Opening Meetings Act compliance was given by Board General Counsel Gregory Brady.

MEETING AGENDA APPROVAL

A motion to approve the agenda was made by Trustee Strauss; seconded by Trustee Coleman. The motion was carried.

REVIEW AND APPROVAL OF MINUTES

A motion was made to approve the minutes of the November 6, 2014 meeting by Trustee Boey; seconded by Trustee Strauss. The motion was carried.

CHAIR'S COMMENTS/ANNOUNCEMENTS

Chair Murer welcomed the University Advisory Committee representatives present, Dan Gebo and Deborah Haliczzer and asked for comments from them. UAC Representative Haliczzer gave brief remarks.

Deborah Haliczzer: Good morning. Professor Gebo was not able to join us today so I will be here seconded by Bill Pitney and yes I have a comment. Faculty, staff, students, parents, board members, administrators have all been watching the results of the election and we will be all waiting with some concern to see what happens in the next session with funding for higher education, funding for Northern, pensions, and while there are more questions than answers, we as the employee body support all efforts by the administration and the board.

Chair Murer: I had the pleasure of having breakfast yesterday morning with the president and Mike Mann and I have to say that I feel both, and in particular having Mike Mann in this position, both are very cognizant of dramatic changes that are occurring in Springfield and will continue to occur. Both are positive that's the way we should begin a new beginning, and so I think that there's a very serious attentiveness on the part of the university right out of the box to look at how do we work with any new legislators, how do we reestablish relationships with long standing legislators, and how do we move the universities agenda forward. So I'm excited about the conversation I had with Mike and with the president in regards to legislative affairs. But I do hope that everyone will feel free to speak up in terms of your impressions, your comments, and your recommendations. As we see legislation move in the next session and certainly this committee is very interested in hearing the comments of the faculty and the faculty's representation.

PUBLIC COMMENT

Chair Murer asked General Counsel Brady if we had any registered public comment requests. General Counsel Brady stated that no such requests had been received.

UNIVERSITY RECOMMENDATIONS/REPORTS

Information Item 7.a. – Presentation was given by Dr. Lesley Rigg

Chair Murer: As I open my remarks this morning and as we with great anticipation look forward to hearing Dr. Rigg's comments on the status of sponsored projects, two things come to mind that I'd like to address. When a university looks to its financial solvency and its fiscal management, there are four primary sources of revenue; tuition and many private institutions depend perhaps 80 or 90 percent on tuition; as a public university that is not in our mission nor what we choose to do. So we look at tuition as one of our revenue sources but necessarily our most dominant revenue sources. State support, well we can all speak to that topic, but we know it is what it is and whatever percentage of state support we receive, it goes into resources and our revenue stream. Philanthropy is very important and over the past decade NIU has done extremely well with philanthropy because of extraordinarily generous donors, not only for capital campaigns, but also for our endowment in support of scholarships, and that's a strong recognition not only of the work of the foundation, but I would say it's a recognition of the strength of the faculty and the students that we graduate because they are the ones that reflect the mission of this institution. But the fourth area that is of great significance to all of us as a revenue stream is our grants and awards. But more importantly in my mind, and I think that of the committee, when we look to research grants and research awards, research in an institution such as NIU defines our distinction. It defines who we are as an institution and identifies the areas of specialization and recognition. So research is obviously the genesis of this committee. It is a committee now, as a standing committee because of the importance that this university has put on research and development and innovation. It is a recognition of the dedication that we have to the area of research and innovation and I think that this will continue to identify us as who we are now and in the future so it is critical that we focus on this, that we provide the resources necessary to continue enhance our research agenda and we will see today two very important aspects of this. The presentation by Dr. Rigg in terms of where we are and a preview of coming attractions, a very sneak preview of what will happen at this committee meeting today will be to introduce a very important addition to the Division of Research and Innovation and that's to introduce Dr. Anna Quider. We will do that in the next half hour or so. So we really need to continue to see those four areas of revenue sources for the university; tuition, sponsorship by the state of Illinois, philanthropy, but also to recognize that the financial viability of this university and the ability to grow and the ability to distinguish itself lies in great part in the division of research and innovation throughout the university in the cross section of all colleges. So with that Dr. Rigg would you present an overview of the fiscal year 2014 Office of Sponsorship Projects?

Dr. Rigg: Thank you for that introduction. I definitely couldn't have said it better. Thank you. So what I want to do today is just very briefly go over the fiscal year '14 report for the Office of Sponsored Projects. As Trustee Murer suggested this is an important component of our university mission. What I'm going to be presenting is really just a very tiny snapshot and really not speak to the overall importance of research but just report out on what it is we've been doing for the last year. So most of the news is good which is what we want to hear, right? NIU's attracted 36 million dollars in external funding this past year and that's a 19 percent increase over FY13. What's even more important is if we look at a longer view and

you'll see the statistics in a moment, but researchers are actually up 26 percent over FY12. So if we look at the trends through time, we've seen that even though we have a fairly flat federal scene when it comes to funding from some of our agencies, we've actually shown an increase in revenue coming into the university, which speaks to the quality of our faculty, staff, and our research development group here at NIU. One of the things that we'll be hearing about today is the federal landscape when it comes to agency engagement from Dr. Quider who will be presenting shortly. It is important for us to continue monitoring national policy interests because we need to know where congress is going. If we can monitor where congress is going and we can monitor where funding is going, we can be responsive, not necessarily responsive to what is important to them, but what's important to everybody and then speak to our strengths as an institution and then be able to match them appropriately to the funding that's coming down the pipe. Twelve of this year's 141 awards were secured by first time investigators and project directors. These awards represent over \$8 million dollars in funding, spanning topics from engineering, life and physical sciences to outreach. This is really critical that we get our new incoming faculty up and running and funded as soon as possible. Another push, is an area of engagement for us and something that we're going to be emphasizing moving forward and that is interdisciplinary programs. Interdisciplinary programs represented \$4.9 million dollars' worth of funding this year from many of our strategic centers including environmental studies and our nanotechnology group. This year's funding included \$7 million dollars, you can see the point at the bottom there, and investment towards the Illinois shared learning environment; a statewide technology platform supporting the P-20 education all the way from kindergarten to graduating with your graduate degree. ISLE is being developed through an intergovernmental consortium with NIU as the lead grantee from the state and building off the work of the Illinois Report Card. It's a great piece of work that's come out of a very interdisciplinary group here on campus. So this is a very broad look at where the funding comes in and which units are bringing in what percentage of our funding dollars. We can see that the Outreach component that I just talked about, the P-20, is represented there on the bottom portion of the slide here, Outreach Engagement. Approximately 37.5 percent of all the funding dollars that came in this year came in through Outreach, which is quite significant, and the P-20 investment represented a large portion of that. We also see Liberal Arts and Sciences at 30 percent of the funding that comes into the university. This is not too surprising as this is both our applied and our fundamental research. We don't like to call it basic because then everybody wants to know where the advanced research is. It's fundamental research and other programs as well. I just want to say a word about what funding definitions are and while I don't want to get down in the minutia too much, I did want to mention that here at the university we have to categorize and classify the type of research project that the funding dollars are being brought in through. We have research, which is what we are all familiar with, we have instruction and we also have what's listed there as public service and other sponsored activity. Research is that fundamental and applied research activities we're basically gaining knowledge. Research can also include funding to maintain research facilities, disseminate project findings and train individuals in research techniques. Instruction is also training individuals in other than research techniques or activities intended to illicit some measure of education change, or what we think of when we think of instruction. So this might include all teacher training activities whether they're offered for credit or non-credit towards a degree or certificate or on a non-credit basis or through regular academic departments and separate divisions. Other projects is basically everything else. We could include student program, testing and evaluation activities, joint appointment agreements, and even travel to conferences and other kinds of awards. So just so you know. Why is this important? Why do we care what the classification is? Because how NIU categorizes these funds impacts institutional rankings including our Carnegie classification as well as the National Science Foundation Higher Education metrics and survey that we always respond to. Where we sit in the

rankings both with NSF and in our Carnegie classification speak to how we attract faculty and students. This is an extremely important metric that we use as an institution. It also represents how, when we have a classification such as research or instruction or other sponsored activities, the university reclaims from that funding and investment in the research engine here at the university. We call it F and A, or indirect. That's a promise to that funding agency that we are dedicated to the research that's going on within those projects. It says that we are willing as an institution to invest in those researchers, to invest in the infrastructure, to invest in the administration to provide key support for science and research of all kinds here at the institution. So it's very important that we appropriately categorize the type of work we do so that we can appropriately get our ranking and our funding sorted out.

With those type of awards in your mind, research, instructional programs, public service and other sponsored activities, you can now see how we have shifted through the last couple years. One thing that I'd like to point out is the increase here in public service. Some of this is associated with the Office of Sponsored Projects really looking at how we categorize our research. So it may not necessarily represent a massive shift in the type of research that we've been doing here at NIU, but that we're doing a much better job at appropriately classifying and categorizing the work that is getting done. One of the things I want to highlight here is the little red boxes here. These represent research funding, and what we can see is that over the last three years it's been an upward trend and that is very important. If we think about it by the source: federal dollars, state dollars, corporate dollars, public, and then foreign, it's not too surprising that we see that most of our research money to the institution – both applied and fundamental – is coming in through federal agencies, whereas most of our public service money is coming in from the state. One of the things I'd like to note though is the corporate instructional programs here. If we could remove the instructional programs from the corporate, we would see a much better mix of applied and basic research and instruction and other kinds of research in that block. The reason that we have the domination by the instructional programs has to do with just the structure of our MBA fees and other services that come through some of those programs. Finally, I just want to talk briefly almost by way of introduction for Anna coming up and presenting how important federal relations is to the research mission, what we can see here is the change over the past few years in federal money and corporate money coming into the university. There have been two key positions here at the university. One is Anna Quider who is the Director of Federal Relations, which falls on the federal side of that image; and then on the corporate side another key individual at the university is April Arnold, who is the NIU Foundation Director of Corporate Engagement and Foundations. What's happening is we look at the increase in corporate investment in NIU and what that speaks to is both the private and public relationships that we have formed and our researchers have formed over time. The importance of federal funding will always be when we look at federal funding for basic and applied research, but when we think about increasing our partnerships between the university and corporations, the relationships that both Anna Quider and April Arnold are making are really pushing the corporate envelope up through time. And this is going to become even more important particularly when think about student career success, attracting key faculty, having that pipeline from undergraduate through graduate, through faculty and through corporate having our students being able to be placed where they need to be and having the skills to go out there and do what they need to do. I was recently at the National Engineering Forum, they were doing a series of round tables and at my table this is exactly what we were discussing, the importance of universities and placing students with the skill sets and the research capacity that will increase research and development for our nation. Okay, so what I wanted to do just by way of conclusion was let you know that you can download our final report, and Dara looking very sheepish because this is a surprise, so you can download the final Office of Sponsored Projects report there. Just go onto the website. If you search NIU Research OSP Annual Report you will find it and that's the link.

The last thing I'd like to do is this report about all the work that goes on in the Office of Sponsored Projects spearheaded by its director, Dara Little. That's her up there on stage and I know it's a very bad picture, I'm sorry. Dara Little, the Director of the Office of Sponsored Projects, spent this past year co-chairing the annual meeting for the Society of Research Administrators International. The meeting was held in October in California and had a record attendance of over 1,700 research managers from the U.S. and international research institutions including colleges, universities, research hospitals, institutes and government agencies, and non-profit funders, etc. As co-chair Dara was instrumental in developing the program that included over a 135 concurrent sessions, 25 workshops, and other networking opportunities. Dara led the effort to bring key representatives from the White House Office of Science and Technology Policy, and the U.S. Office of Management and Budget to the meeting to speak on change associated with federal grants and regulations. This was a huge task. It was done very well and it really speaks to NIU's ability to influence and be a part of how research and research administration is moving forward in the future. We are positioned very well both from what our faculty are doing, what our staff are doing, what the agencies are doing, and how NIU is responding to the needs. Thank you.

Chair Murer: Questions?

Trustee Boey: Could you introduce again the main players that you mentioned in terms of corporate and federal and of course Dara Little that you mentioned here. Could you introduce them to us so that we know who they are?

Dr. Rigg: Sure yes. Dara Little can you stand up?

Trustee Boey: Thank you.

Dr. Rigg: And Karinne Bredberg, our IP Specialist, can you stand up? Karinne is very important when it comes to the innovation side of the house and some of our corporate relations.

Trustee Boey: Great.

Dr. Rigg: Anna Quider who is going to be speaking in a moment is our Director of Federal Relations.

Trustee Boey: Good morning. Thank you. Very good, thank you Lesley.

Trustee Strauss: I don't want my question to be misinterpreted as non-support for the research enterprise which we've taken as a real priority for the institution and I fully support, but I'd like to make sure that I am clear as to which of the activities undertaken by your division would produce net proceeds and which cost the university money to perform. So if we have a research project does it net revenue after expenses, as an example?

Dr. Rigg: I guess I'm not quite clear what you're asking. So I'll just talk and then you can tell me to be quiet and ask the question again. When we bring in funding dollars, the research itself is covered by those funding dollars, so the research activity, whether that's running an experiment, hiring students, those things, are covered through the research funding that comes in. A portion of the research funding that comes in, depending on the classification, we have anywhere from 47 percent of the dollars that come in down to a low of eight percent of the dollars that come in, get reinvested into the university to cover facilities and administration. We would like to think that that would cover everything that's being done on the research side of the house, but the university does make other investments to make sure that research is supported and strong at the university. We are constantly - I think it's something that

Dara is always thinking about - how we can best categorize our research activities to gain as much possible support from our federal agencies so that we are I would say not losing dollars but supporting the research the way we should be.

Trustee Strauss: And with respect to the other categories then, so that deals with the research dollars, but we have public service and ...

Dr. Rigg: Those all are treated the same. So every funding dollar that comes in has an indirect associated with it that comes back to the institution. Now I will say that while we have a federally negotiated indirect rate of 47 percent, the effective rate is about 14 to 15 percent. So of all of the research dollars that come in based on all the different categories of research or sponsored funding that comes in, we have an effective rate of about 15 percent. And we tend to use those dollars to reinvest in the research engine so that we can keep it going.

Trustee Strauss: Thank you.

Dr. Rigg: Did that really answer it, Marc?

Trustee Strauss: I think it answers the general direction. I didn't expect we were going to get to an exact dollar amount, but if I understand the answer correctly, we don't necessarily completely cover all of the indirect costs that are associated with this. We'll cover the direct costs from at least a portion of the activity.

Dr. Rigg: Right, yes.

Trustee Boey: Trustee Strauss that's the tricky part. You and I come from a private industry. The private industry is simple in terms of the revenue side and the profit side. Here in the research how do you sometimes categorize in a monetary way, the results of the research. It's pretty tricky to try to say that pays for it or it didn't pay for it because the reaching of the research results are so far fetching that sometimes it may mean years before you can realize what it is that you're after. It's hard to put on a financial sheet. I understand that.

Dr. Rigg: Right and I think a lot of what we gain from these research dollars isn't necessarily thought of in terms of expense, but thought of in terms of the students that come here, the faculty that we're able to attract, the other funding dollars, and the corporate engagement that is attracted to our research mission. So I think that there are a lot of sort of intangible, non-dollar related outcomes that are probably more important than any expense that we have.

Trustee Marshall: Looking at some of the funding sources such as the federal government and the Department of Education, back some years there used to be a flow of money that was labeled discretionary funding for various grants, if that money still available, are we also targeting that?

Dr. Rigg: Well I'm not sure about that particular source of dollars, but what I will say is that Anna Quider when she's up here, one of the things she will be talking to is what we're calling scouting. So facilitating that exact mission, looking for those dollars which are out there that have particular calls that may not have reached us, but having Anna in D.C. talking to the agencies, finding those pools of dollars is something that NIU will definitely benefit from.

Trustee Butler: There are under certain circumstances times when the research dollars that are brought into fund a project cover the personnel costs of the individuals directing the project and possibly others assisting the project. Do we have a sense of how much that is on an annual basis?

Dr. Rigg: No that's a good question. It's something that we could definitely look at. We have the data. I don't think we've every pulled it out that way. One of the metrics that we are looking at, and I know that some of the departments are looking at, is funded graduate students for example. So while it's not necessarily university personnel, this is sort of a way that we can monitor the pipeline. So how research dollars are funding that next layer of researcher that's going out there. Whether that researcher goes into the corporate world and into industry or whether they go into academic, I think that having those personnel aligns are really important because it's a continuation of the research mission. But no it's something that we could actually look at and look at what level of funding goes where. We have all the data so it's just a matter of how we chop it up.

Chair Murer: I'd like to make a comment on this topic as well since I brought it up in terms of a revenue source. When we look at research as you're saying, it's really multi-dimensional. It's first and foremost 'what is the dollar amount'. So if it's a million dollar project, what's the dollar amount? Over how many years? It think that's always an important aspect of the discussion. So is it a million dollars or is it a million dollars over five years - that's quite different. So putting that in perspective, but also I think everyone's touched upon this and I'm just really reinforcing the fact that it does provide us the dollars to either recruit faculty, retain faculty, to recruit students which is the revenue source that we are very dependent on, to recruit students that continue to be at a higher echelon of academic standing. So it allows us to do that, that becomes our distinction, and I think in keeping with Trustee Strauss's theme, it's very important operationally and I think that that's some reassurance we need to probably have. It's very important operationally that synergy between this department and finance come together to analyze cost accounting perspective so that when you are applying for a grant, we are sure that the costs are being covered, and also it's my understanding that in many instances, if not most, is it true that the indirect costs the administrative overhead as an indirect cost is at least in some of the grants identified and that's where some of that whether it's 15 or 47 percent variable really addresses some of the general overhead of the university.

Dr. Rigg: Yes it's actually a federally negotiated rate, so each proposal that goes in and when we receive the award there is a predetermined federally negotiated rate that's associated with it.

Chair Murer: There is some coverage on the overhead, the general administrative overhead.

Dr. Rigg: Oh yes. I'll add one note, so when we talk about the dollar amount of a grant I think it's also important for us to recognize to what you were talking about in terms of being able to recruit faculty and recruit students, that sometimes a dollar amount is important and then there's other grants with have very low dollar amounts but high prestige and so it's a real mix that we bring in and our faculty and our staff that bring in these awards are extremely attentive to not just the dollars but also the prestige and quality of the award. We're doing very well when it comes to who's getting the grants and the awards and how they're being used at the university.

Chair Murer: And I think the fiber optics grant was a good example of that in terms of not only dollars but prestige because we were the lead university that included Northwestern as one of the universities as part of this. So it has many advantages but I think that from the boards perspective we should also continue to be very attentive that the cost analysis continues to really be something that we look at very

carefully and when applying for grants that we interface very well with our Finance Department or whomever is looking at the fiscal dimension of the grant application.

Dr. Rigg: That's a collaborative effort between the Office of Sponsored Projects and Grants Fiscal Administration and it's something that we have been working very hard on and we've been making strides with that so that's absolutely something that we're attentive to.

Chair Murer: Okay. Any other questions of Dr. Rigg? Thank you very much for your presentation.

Dr. Rigg: Thank you.

Chair Murer: So I think that Trustee Marshall was also speaking about past opportunities in funding and especially as it relates to discretionary money which I don't know if there's much of that money left in our society anymore, and I think that's a very good point. When we look back ten years ago how we staffed the federal office, how we staffed and oriented ourselves to seeking federal grants, had much more of a lobbying perspective to it. Not that we don't have strong lobbyists now, but when you talk about earmarks where a lot of our money was coming from research and the discretion that senators and congressmen had in regards to earmarking certain projects. The lobbying activity was very, very instrumental to this process. Things have moved and changed over these past years and as earmarks have almost entirely been eliminated, we find ourselves – and we've talked about this often – we find ourselves in a position where we really need to look to the agencies with greater dependence and when we speak to the agencies it's less from a lobbying perspective and now more from a knowledge based perspective of the subject matter. That led the university under the direction of the president and the provost and Dr. Rigg to really look at how to fill that federal position and how to assure that we had the right person for the right time. I think that's an important aspect of it. It's the right person for the right point in our evolution, our funding evolution and our societal evolution. So in this regard we have a new Director of Federal Relations, Anna Quider, and this Office of Federal Relations lives in the Division of Research and Innovation Partnerships. We are delighted to welcome Dr. Quider this morning and yesterday I hosted an informal lunch so that we could get to know Dr. Quider on a personal level before we introduced her this morning officially. She has a stellar background and what I find just delightful is much of the conversations that we've had of the interface of knowledge to various sectors, Dr. Quider comes to us with a Ph.D. in astronomy and she told us of her background in research, her time at the United States State Department in the Office of Science and Technology, so she's a living example of someone who has taken her academic background and sector of knowledge, a Ph.D. in astronomy, but has utilized that really as a foundation to her work in the State Department. Dr. Quider is now using that experience on the political side to represent us in Washington to be able to bring the message of NIU and our areas of expertise. She will be monitoring federal relations and she is our eyes and ears on the hill. She is the federal counterpart to Mike Mann who along with his colleagues will look to activities on a statewide basis. There will be great collaboration between Anna and Mike as we see how we can continue to move in various dimensions. So this is a very positive day for us. This is a very exciting day. And so with that I would like to introduce Dr. Anna Quider and ask her to join us at the podium to give us her first report to this committee and to speak a bit about her expectations and the strategies she might employ as we continue to grow and prosper in Washington.

Information Item 7.b. – Presentation was given by Dr. Anna Quider

Anna Quider: Thank you very much for that generous introduction. And thank you all for having me here today. I was reflecting while preparing my presentation and tomorrow actually marks my four month

anniversary of becoming a Huskie. I'm very proud. So I think it's very appropriate that I'm here today to speak with you in light of my upcoming anniversary.

Chair Murer: Wait until you see what happens in six months.

Anna Quider: Well with our new congress I think we're all very interested to see what happens in six months. Today I'd like to speak with you a bit about myself. Adding on to the, like I said, very generous introduction, just a little on my background as an academic, my background as a policy professional and also I'm going to speak a little bit to what I think this role is. I am very cognizant of the fact that NIU has had a long history of federal relations, but it is in a new chapter in our engagement with the federal government being that I live in Washington, D.C. and I have a continuous drumbeat of engagement with the federal landscape as well as our national partners and other peer institutions who are also on the ground in D.C.. So I will be speaking to that. Then I'll go over an overview of our federal engagement strategy and some of the big categories that I'm working on. Also we'll be reviewing some examples of successes that we've already had in some of these key areas and finally I'll be reflecting upon next steps and where I see we can take this position and where we can move NIU into increasing our engagement in the next I'm thinking six to twelve months, but of course we're also planning longer term as well. I like to speak through photos. So here I have three photos that represent some of the key aspects that I bring to this position. The first is an image of me with telescopes. So I did a Ph.D. in astronomy at the University of Cambridge and I was there through a Marshall Scholarship which is a sister scholarship to the Rhodes. Through that work I became the lead scientist on a Hubble Space telescope, a successful proposal. I have also used instruments in Hawaii, in Chile, I have publications, and I have eleven co-authored or authored publications. So I have a relatively robust scientific background for my career stage. I also bring to the position a Bachelor of Science in Physics and Astronomy and a Bachelor of Arts in Religious Studies and History and Philosophy of Science from the University of Pittsburgh. After my Ph.D. I received a fellowship through the American Physical Society to work in congress for a year. So here we see a picture of me that was on C-Span when I was staffing Congressman Russ Carnahan from St. Louis. I was his staffer who covered all of education including the higher education portfolio, innovation and science technology, telecommunications, and I also worked on economic development at the intersection of innovation and entrepreneurship. From there I moved on to work at the State Department where for two years I served as an innovation program manager in the Office of Science and Technology Cooperation. I was one of those individuals that I know our Office of Sponsored Projects works closely with and the agency that is responsible for multi-million dollar budget making determinations of who to fund, what to write, and a request for proposals in all of those pieces. And finally I wanted to highlight about myself. Speaking to the Chairwomen's comments, I don't see myself as a lobbyist. I see myself as an educator. I see myself as a scientist. I see myself as a communicator. I think that's what this new landscape in D.C. really needs is somebody who can speak to this, the content piece, but also who values communicating, who values relationships and who really is an educator. It's a two-way flow between what we do here on campus and what we do in D.C. Here is a picture of me giving a talk to a group of students in Tanzania. I was speaking about women in science and science careers. As I mentioned, the overarching goal of this position is to connect NIU with Washington. So I really see myself as this bridging piece where I will be facilitating the flow of ideas, communication, strengths from NIU to Washington and back. And in doing so, the four key hats that I see myself wearing are a listener, a scout, a builder, and an advisor. So speaking a little to them in turn, as I mentioned I'm listening to what's going on here on campus. What are our strengths, what are our priorities working closely with the Division, Dr. Rigg and Dara Little. What are we really passionate about? Similarly, listening to Washington. Where are their priorities? Where are the concerns of our members of congress?

Where are the concerns of our federal agencies? Where is the White House moving policy? All of those pieces. Then I'm also a scout. This is where I'm working with our members of congress and their staff and with the agencies to hear about what is the next big thing. What are the new opportunities? Keeping my finger on the pulse of where things are going in Washington. I'm also looking for opportunities to highlight NIU. Part of my role is being the number one cheerleader for NIU in Washington D.C. and I take that very seriously. Thirdly, I'm a builder. I'm working to construct relationships and to construct opportunities. I'm making our own luck in a sense in Washington. So I see it as we have an excellent foundation in our research. We have an excellent foundation with our existing relationships in D.C., so how can I build up upon those things and how can I build out with NIU? And finally, I'm an advisor. It's been alluded to today that this is a very challenging landscape in D.C. There are a lot of complicated issues at the fore from budgets to immigration to the president now talking about tax reform, and then of course the science and technology research landscape as well is always changing. So what I'm doing is I'm watching not just the research piece but all of the many facets that affect us as an employer, as a foundation, all of those things and providing my insights in collaboration with colleagues in D.C. as well where I think NIU can go, how we can position ourselves and how we can be prepared for what's coming. And I'd like to think of this as a very proactive approach to this position. So moving on to the strategy that we're working from, it also has four key pieces; leadership, collaboration, relationships, and communication. And I see these as very interconnected. These are pieces that have to be working on so that we can improve upon and strengthen each of them. What I'd like to do is speak to them each in turn quickly and provide you with an example where we've had success in each of these four areas to date. Under leadership, my role is to find opportunities to showcase our areas of expertise and excellence in Washington. This can take many forms. It can be as the example here as submitting a proposal to the Second White House Summit on College Access, which will be happening in December, or to highlight our regional engagement P-20 network, and the work that we're doing regionally to improve access to college for students in our community and also to be trying to look at financial reforms and all sorts of pieces of what we can do on a regional level. I think we have something great. I think this is something that the nation needs to be very aware of. So we're working to get an invitation to this. Also, another example, is I was able to take a group of four of our students to Brazil for the Industrial Physics Forum in the beginning of October and we actually had the largest non-Brazilian contingent of people there and I think that that speaks to my relationships through the American Institute of Physics who were the organizers, but also the quality of the students that we were able to provide and so our students had the opportunity to talk to Nobel Prize winning physicists, to the Director of IBM in Brazil, and to academic colleagues from around the world about what NIU is doing from a student perspective. I can tell you anecdotally I have had a number of comments saying we didn't realize that NIU had such compelling students and faculty in this area and I was really glad to be able to bring that to the floor. The next piece is collaboration. I'm working to amplify our impact through targeted memberships and peer societies. So already we've actually joined the Coalition on National Science Funding, the task force on American Innovation, and the Science Coalition and this piece operates on the premise that the rising tide carries all boats. If the general pool of federal funding for science and technology is decreasing, that hurts us as well as our colleagues around the country. So we can put our voices together to advocate for strong federal investment in the key areas of research that we care about. As an example, through the Science Coalition, we partnered with four other Illinois institutions to nominate Senator Durbin for the Champion of Science award which he was awarded. So we are now working to have a public event where NIU and four other institutions in Illinois will be recognizing Senator Durbin as a champion of science. That is a key relationship building piece and also illustrating to him how important science is to NIU. Through the Coalition on National Science Funding, we've also signed on to a letter to the Senate thanking them for a

strong investment in the National Science Foundation through their version of the COMPETES Reauthorization Bill. And finally, we assisted with setting up a congressional briefing on the importance of science and technology and outfitting our nation's war fighters through the Task Force on American Innovation. So we're working to contribute our perspective to a number of touches that as I said can have big picture impacts for our country, which can trickle down and improve us as well. And then working on the individual relationships for NIU in Washington. We're working to build meaningful and sustained connections with decision makers and as I know has already been presented to this board, we have had several visits from our congressional leaders to NIU. In fact we've had Senator Durbin, Senator Kirk, Representative Bustos and I would like to also say that on Tuesday we will be hosting Representative Kinzinger at our football game where he is going to be giving away a mortgage-free home to a wounded veteran. We're working to really build these relationships around key areas that are important to NIU but also that resonate with our members. Finally, I think communication is critical to any enterprise particularly when I'm at the D.C. outpost and NIU is here in DeKalb. I'm working to develop and articulate NIU's positions on this changing federal landscape and the number of things that are coming at us, but also sending that information and that context back home here to NIU. So for example, we were able to provide a federal forward to a forthcoming report on the NIU Presidential Task Force on Violence Against Women Act. Sexual assaults on student campuses are a major national issue right now and so being able to provide our community with the historical context on how those things became such an important federal issue and a number of the legislative and regulatory pieces that are in play right now that NIU has to be responsive to, I think that's a valuable piece for our community to connect with what's going on in Washington. So we've had some strong initial successes so far. As I said tomorrow is four months, so I think that we've already had some great work, but really I think we need to be thinking about how do we build upon this and intensify our engagement with Washington. To do so, there are three key areas that I'm currently looking at. One is increasing our engagement with Congress and so that can be trying to find opportunities to share NIU's expertise through congressional testimony and hearings. It also can be through having even more visits between our administrators and our faculty and our members of Congress or getting them to visit our campus for strategic reasons that we are particularly interested in and having them come view particular programs. We're also working to develop the faculty's capacity for going to Washington and being their own strong advocates for the work that they do and the work that we're doing here at NIU. We are tentatively calling it our Washington Fellows Program. We're also looking at possible Washington emissaries. Coming from the State Department, fellows, emissaries, envoys: they all have different meanings to me so I'm sensitive to that. And finally, we're working to develop diverse student education opportunities. For example, with taking the students to Brazil it got me thinking hey these are our science students and I talk to them about what I'm doing as a scientist now transitioning into policy. What about starting a science policy webinar series for our students. What about having a dedicated internship for a science student to work with me in Washington on policy or thinking about maybe trying to reunite with a number of the student organizations out there like The Society of Physics Students to help them connect with our students and discuss policy. So those are just some of the things that we're thinking about. Well thank you very much for your time and attention, I'd welcome any questions. Thank you.

Chair Murer: Wheeler?

Trustee Coleman: A question, comment for the most part, first of all great presentation, good insight, and good insight on your background. You've got a pretty extensive background. I just wanted you to know if you didn't know, we've got alum that's in congress, Congresswomen Robin Kelly, who is also part

of our alumni board and so you probably should reach out to Joe Matty to develop those relationships with her. She could be a strong voice for us and in congress.

Anna Quider: I certainly agree. Thank you for bringing that to my attention. I believe she received the alumni award this year?

Trustee Coleman: She did.

Anna Quider: Yes, so yeah we're working to – we're starting with our core and then we're building out, but I think she will be an essential piece as well as the entire Illinois delegation.

Trustee Coleman: You bet.

Chair Murer: Any questions? Well thank you. We have great expectations for you but I think even looking at your academic background you think out of the box, you go for the stars, and you really don't see obstacles in front of you that are insurmountable. I hope those characteristics that you've shown in your own career will transcend for NIU.

Anna Quider: Absolutely.

Chair Murer: Thank you.

Anna Quider: Thank you.

OTHER MATTERS

None.

NEXT MEETING DATE

Thursday, February 26, 2015.

ADJOURNMENT

A motion was made to adjourn by Trustee Strauss; seconded by Trustee Coleman. The motion was carried.

Meeting adjourned at 11:01 a.m.

Respectfully submitted,

Cathy Craddock
Recording Secretary

In compliance with Illinois Open Meetings Act 5 ILCS 120/1, et seq, a verbatim record of all Northern Illinois University Board of Trustees meetings is maintained by the Board Recording Secretary and is available for review upon request. The minutes contained herein represent a true and accurate summary of the Board proceedings.