

Meeting of the
BOARD OF TRUSTEES
OF NORTHERN ILLINOIS UNIVERSITY
December 15, 2016

1. CALL TO ORDER AND ROLL CALL

The meeting was called to order at 9:04 a.m. by Board Chair Marc Strauss in the Board of Trustees Room, 315 Altgeld Hall. Recording Secretary Kathy Carey conducted a roll call. Members present were Trustees Wheeler Coleman, Robert Marshall, Tim Struthers, Matthew Holmes, Cherilyn Murer, John Butler and Board Chair Marc Strauss. Trustee Robert Boey arrived at 9:05 a.m.

Also present: President Doug Baker, Board Liaison Mike Mann; General Counsel Jerry Blakemore, Vice Provost Carolinda Douglass, Vice President Al Phillips, Vice President Jerry Blazey, Vice President Anne Kaplan, and University Advisory Council (UAC) Representatives Greg Long, Holly Nicholson and Catherine Doederlein, Kelly Wesener-Michael, Sue Mini

2. VERIFICATION OF QUORUM AND APPROPRIATE NOTIFICATION OF PUBLIC MEETING

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

3. MEETING AGENDA APPROVAL

Chair Strauss asked for a motion to approve the meeting agenda and indicate there would be a motion later for a consent agenda of agenda items 8.a.1. – 8.a.8, 8b.1. – 8.b.17, 8.c.9., Chair's Report 9.d.2. Trustee Murer so moved and Trustee Coleman seconded. The motion passed.

4. REVIEW AND APPROVAL OF MINUTES OF AUGUST 25, 2016; SEPTEMBER 15, 2016; OCTOBER 20, 2016; NOVEMBER 8, 2016, NOVEMBER 17, 2016

Chair Strauss noted at today's meeting we will be approving five sets of minutes. He began by asking for a motion to approve the minutes for the meetings held on August 25, 2016 – BOT Special Meeting; September 15, 2016 – BOT Meeting; October 20, 2016 – BOT Special Meeting; November 8, 2016 – BOT Executive Committee; and November 17, 2016 – BOT Special Meeting. Trustee Marshall so moved and Trustee Butler seconded.

Trustee Coleman raised the question of the approval of Executive Committee Meetings of November 8, 2016 by the entire committee.

General Counsel Blakemore agreed those minutes should be approved separately by the BOT Executive Committee.

Chair Strauss asked for a motion to amend the motion on the table. Trustee Coleman so moved Trustee Holmes seconded. The motion to approve the minutes for full Board of Trustees meetings of August 15, September 15, October 20, and November 17, 2016 was approved and motion passed.

Chair Strauss continued, Mr. Blakemore is your opinion that those members in attendance can approve the executive meeting minutes or do we need to defer those until the next Executive Committee meeting?

General Counsel Blakemore noted, you can go forward with the approval of those meeting minutes.

Chair Strauss asked for a motion to approve the Executive Committee meeting minutes for the meeting of November 8, 2016. Trustee Butler so moved and Trustee Boey seconded.

Trustee Tim Struthers questioned a vote taken at the BOT Executive Committee meeting regarding two motions during that session.

Recording Secretary Carey confirmed that during that meeting there were two votes taken; the first vote was recorded as three votes in favor and one vote opposed. The second vote was a roll call vote where it is noted that Trustee Struthers vote as abstain.

Trustee Struthers approved of the recording of the votes.

A roll call vote was taken to approve the minutes the meeting on November 8, 2016, of the BOT Executive Committee as follows:

Trustee Cherilyn Murer – Yes
Trustee Tim Struthers – Yes
Vice Chair John Butler – Yes
Board Chair Marc Strauss – Yes

Motion approved.

5. PUBLIC COMMENT*

General Counsel Blakemore indicated that there was no request for public comment.

6. CHAIR'S COMMENTS/ANNOUNCEMENTS

Chair Strauss noted he had no comments or announcements and offered the opportunity to speak to representatives from the University Advisory Council.

UAC Representative Greg Long began, thank you Chair Strauss I'd be happy to. I'm Greg Long, Executive Secretary of University Council. First, I would like to say thank you to all the trustees. I know you put forth a lot of effort to support NIU and be good stewards and I want to say thanks to you as well as the administration, faculty, staff, guests that are here. I'm impressed. If we're here when its -2 degrees below zero, that shows some commitment to the university, so thank you for that. I would say that morale among our colleagues both faculty and staff is probably as low as I've seen it in 26 years on campus. People are frustrated and scared. Supports are being reduced, workloads are increasing, and I recognize that these changes are largely driven by outside forces especially the budget impasse, none the less support and acknowledgement of faculty and staff, morale is important. NIU employees are working harder than ever to keep the university afloat. One way to address some of the morale issues is to continue to work to encourage our role as advisors in decision-making processes rather than simply being reviewers. We recognize that we aren't the ultimate decision makers, but we do think we have a lot to offer in terms of knowledge and perspective. Particularly when university-wide policies are created and implemented, constituencies need to be involved in the planning. Most recently, for example, many faculty no longer have phones in their office. It's a cost saving measure. Beginning next semester most will also lose their computer printers. Rather than use the printer on their desk they're going to have to leave their office and use a centralized printer. Now I acknowledge that this approach might provide quantifiable savings, however what's the value of my time? What about the printers that currently exist? Is it a cost productive and effective approach to have professors leave their office, potentially wait in line, and swipe a card to begin a print process? My hope is that do it collaboration with colleges will develop a broad exception policy to centralized printing. There is certainly significant room to improve, but removing printers from the vast majority of particularly faculty offices will only continue to lower morale. I would say the morale issue is an

important one because recruitment and retention are not just limited to students. As I said before, I'm in my 26th year and there's a perfect storm in place that negatively effects faculty and staff retention right now. First, other universities are recruiting some of our best faculty away. Second, younger and mid-career faculty are taking jobs elsewhere. They need the reassurance of health benefits, appropriate pay raises, and a pension. At NIU none of these benefits feel safe right now. Finally, retirement age faculty are leaving early to insure protection against future changes in their retirement benefits. At a personal level this is something I'm stressing over right now. I love being a professor and anticipate returning to teaching and research upon ending my role as Executive Secretary and Faculty Senate President. I plan to work at least another ten years. Given the uncertainty of the budget and potential changes to the pension system however, I met with a SURS counselor yesterday and it's hard. I love my job and I don't want to retire. However, I love my family more. To be sure to take care of my family, I may well have to retire far sooner than I want to and lose productivity that I would like to contribute. The last thing I would like to say is that one of the reports to be included later in the agenda is from the Ad Hoc on Governance Committee and as I reported over the past several meetings, shared governance leaders have worked closely with the Office of General Counsel to begin the creation of a policy library and although we will sincerely miss Mr. Blakemore, I find him a man of great integrity and he's a good friend, I want to express our continued desire to move forward with the development of a policy on policies and a web based policy portal.

UAC Representative Holly Nicholson added, thank you and good morning. Holly Nicholson, President of Operating Staff Council. I want to echo Greg's statements and give my full support to what he said with a couple of additions. On the staff side regarding the printers, there's some concern about the cost effectiveness of getting rid of printers that are perfectly usable and bringing in new equipment, but we would like to work on our level on that a little more and get some more answers. I also want to express my appreciation for support from the Chair of the Ad Hoc Committee on Governance, Trustee Butler, for my comments at that meeting. I spoke about the importance of shared governance inclusion and policy management and I look forward to future collaborations on that effort.

Chair Strauss responded, thank you. Let's return to the consent agenda. Can I have a motion to approve the items that we previously placed on the consent agenda? Trustee Butler so moved and Trustee Coleman seconded. Motion carried.

7. REPORTS OF BOARD COMMITTEES AND BOARD LIAISONS

a. Executive Committee

Chair Strauss indicated the Executive Committee did meet on November 8, 2016, and the minutes were just discussed. There were two agenda items that were approved related to presidential legal services.

b. Academic Affairs, Student Affairs and Personnel Committee (AASAP)

Trustee Marshall reported at the November 17, 2016, meeting of the Academic Affairs, Student Affairs and Personnel Committee, we approved five items to be passed on to the full board for approval. Those items were a request to add four emphasis within the Bachelor of Science in Education in Elementary Education program; a request to delete minors in Electrical Technology, Energy Technology, Environmental Management Systems, Manufacturing Technology, Productivity and Safety; a request to delete the Bachelor of Science in Education and Health Education; a request for a deletion of the emphasis in Rehabilitative Services within the Bachelor of Science and Health Sciences; and a request to create a new program the Bachelor of Science in Rehabilitation and Disability Services. There was also a change to the Board of Trustees regulations related to faculty and administrative employees. We were also presented with four information items that dealt with the recognition of the professional excellence awards for faculty and staff; the oversight of academic programs; an update on residential life at NIU; and an update on program prioritization.

c. Compliance, Audit, Risk Management and Legal Affairs Committee (CARL)

Trustee Murer reported, I'm pleased to provide the report of the Compliance, Audit, Risk Management and Legal Affairs Committee. The committee met on Thursday, November 17th. The minutes of the August 25th CARL meeting were approved. The agenda for the November 17th meeting included presentations on the following matters. Sean Frazier, Associate Vice President Director of Intercollegiate Athletics and Jerome Rodgers Senior Associate Athletic Director provided the committee with an overview of the university's NCAA athletic compliance program. The second item on the agenda was a report from Thomas Phillips, Chief of Police Department of Public Safety, and newly appointed Director of Clery Compliance, John Ithal with an overview of the university's 2016 annual safety and security report. Danielle Schultz, Director of Internal Audit, provided us with her annual internal audit update for FY16. Let me thank each of these presenters for very thoughtful presentations. In particular, we focused on successful compliance efforts for both Athletics and Clery and these are areas that we continue to focus upon. I would like to take a moment to thank the liaison to my committee, Mr. Jerry Blakemore, for the work that he has done not only for the committee but for NIU. His integrity always precedes all of his activities. I will miss him dearly and I know we have a resolution for him. Also I'd like to recognize Dr. Alan Phillips who did a considerable amount of work in moving us forward on risk management and it was a pleasure to work with Dr. Phillips on the risk management process and program. I think the university is going to be left in a better stead with the work of these two individuals.

d. Finance, Facilities and Operations Committee (FFO)

Trustee Butler reported, the Finance, Facilities and Operations Committee met on Thursday, November 17, 2016. The committee considered three action items. The first regarding Grant South steam vault replacement and DeKalb campus electrical infrastructure replacement phase III, a capital project fund source amendment. The second the Stevenson and Grant Towers building envelop repairs; and the third the Holmes Student Center Hotel Tower envelope repairs. The committee also received a report titled "Semi-annual Progress Report on Active Capital Projects" and we also received information items regarding periodic report on investments, quarterly summary report of transactions in excess of \$100,000; a quarterly financial summary regarding FY17's first quarter; and an annual financial summary report for FY16.

e. Legislative Affairs, Research and Innovation Committee (LARI)

Trustee Murer reported the Legislative Affairs, Research and Innovation Committee met on November 17th and considered the state and federal reports. Received the first quarter report on Sponsored Programs and began reviewing corporately sponsored programs. Dr. Blazey was not with us that day as our committee liaison, he was in Manchester, England serving as a member of a scientific advisory council. I think that's a reiteration and a confirmation of the commitment that NIU has to research not only here, but on a global basis. So I think his participation on this prestigious scientific committee should be well recognized. Mr. Mann provided us an update on state-wide election and the U of I plan for more consistent state support and student efforts to secure state support for higher education and no resolution on this matter has come forth as yet, but we will see where things take us. I'm pleased to recognize Mr. Christine Wang, the Speaker of the NIU Student Senate, who has led and coordinated these student efforts. Dr. Anna Quider presented an overview of the November 8th presidential and congressional elections with a first look analysis of the impact on Northern Illinois University and I would say more to come on that matter. The situation is certainly dynamic and Dr. Quider is seeking opportunities to appropriately position NIU and our federal priorities for success in the new environment. As an information item we received a first quarter report on sponsored program activities. Despite the difficult budget climate, external funding is holding steady. Faculty and staff received 54 awards totaling nearly \$13 million reflecting a significant increase in external funding over the same quarter last year. Finally, we heard a report on corporate sponsored activity which is primarily instructional in nature and represents about 10% of NIU's external funding opportunity, but as I've spoken to Dr. Blazey, we think that this is an opportunity for NIU as well. We look forward to hearing more about building institutional collaborations to increase corporate partnerships this next calendar year.

f. Ad Hoc Committee on Enrollment

Chair Strauss reported, the Ad Hoc Committee on Enrollment met on October 20. There were two agenda

items that were considered, review of the fall 2016 enrollment summary and a discussion of the CHANCE, Promise, and Academic Support Services. The next agenda items, the committee asked to have considered a discussion of the definition of our value proposition, spring semester enrollment summary, CHANCE benchmarking data, and the receipt of a deferred report on the P20 initiative report that we didn't have time to get to in October.

g. Ad Hoc Committee on Governance

Trustee Butler reported, the Ad Hoc Committee on Governance met October 20, 2016. The committee considered two action items at that meeting. The first regarding of appointments for faculty and administrative employees as there are policy changes in that area. The second were appearances before the board and recording of minutes policy proposals in that area. The first was approved at the special meeting November 17th. The second item concerning appearances before the board is recommended for action at today's meeting. The committee also received an update report regarding constitutional reform processes which included a summary of what's been done thus far, what the current focus is, what the plans are from this point forward, and what would be required for us to achieve long term success in our efforts. Ms. Nicholson already mentioned that our goal ultimately is the development of a policy library where we will have a repository of policies so that all stakeholders may find those policies when they're looking for them. The committee deferred consideration of a more detailed discussion of some of the proposed decision points and important issues regarding that effort which we pledge that we will continue. Obviously our committee has been dealt a blow by the loss of our liaison Mr. Blakemore, but I'm confident that his good leadership will continue in the short term and of course also in the long term. He's been invaluable to the work of the committee. This has been one of, I personally believe, one of the most productive committees that I've served on. We've advanced many policies and that has a great deal to do with the work of Mr. Blakemore and his colleagues in the Office of the General Counsel. I thank him for that and wish him well.

h. Illinois Board of Higher Education

President Baker reported, the board met this week actually and there were a number of interesting conversations and actions taken. There were two resolutions passed. One was a resolution by the Illinois Board of Higher Education to encourage the legislature and governor to adopt a budget as soon as possible. Later that day they did, in fact, pass a budget recommendation. It largely reflects the 2015 budget and Mike Mann has done a breakdown of that and will talk about some of the details.

Mike Mann began by recognizing Christine Wang, Student Association Speaker of the Senate and thanked her for all of her efforts. Mr. Mann continued, as President Baker mentioned the IBHE approved their FY18 budget request earlier this week. As you have read in the paper, the leaders and the governor continue to meet on the FY17 budget and as you know the partial budget expires on December 31st. It doesn't appear they're making great headway on those issues, but we're still hopeful. They continue to meet and we're hoping for some sort of resolution. If the recommendation's approved by the IBHE for next fiscal year, for FY18, and it was a very strong budget that they approved and I know it's the beginning of a long process, but we're very happy with the signal it sends that higher education may be viewed in a better light than it had been in the past couple of years. For NIU, the recommendations would include \$91 million for operations which is equal to the level of support we received the last time we got a full year budget which was FY15. The board also made a strong vote of confidence for students in need based aid. They recommended \$473 million for the MAP program. That's a \$100 million increase over the last full year budget for that program. The board also recognized the need to fund Illinois veteran's grants and National Guard grants which schools are currently waiving. They've recommended \$36 million for those two programs. Those programs haven't been funded in a number of years and current law requires public institutions to waive those charges. At NIU those waivers total around \$3 million per year. The other thing I would mention briefly is the capital budget recommendations also were very supported of higher ed and of NIU. The recommendations include about \$98 million for our four regular capital projects that have been on the IBHE priority list for a number of years, but they also include \$59 million for capital renewal projects at NIU, deferred maintenance, critical repairs that are needed. I would like to point out that that dollar

amount recommended for NIU is the highest among any public university campus in recommendations, so we're real pleased to see that in the recommendations.

President Baker added, my sense is that's a real difference in tone from the Illinois Board of Higher Education. I think they really understand the situation that higher education is in. I think they would reflect much of what Greg and Holly spoke about before. I think they really believe there are serious issues that have to be addressed in the short term and so we appreciate their support for both the 2016, 2017 and 2018 budgets. They're still talking about 2016 but I'm not sure there's going to be much movement on that. The board also discussed and passed a resolution supporting the safety and climate on all campuses and they really had a particular emphasis on support for undocumented students. I think the board is aware of the climate in the country and on some campuses and want to insure that all of our students including undocumented students have a safe and supportive environment. Relative to some of the budgets, that work was based on additional data that the board has been working on. They did present a report on the out migration of freshmen. The latest data we have is from the fall of '14 that they presented. We see that in the fall of '14 almost 34,000 freshmen left the state of Illinois to go to school somewhere else. We had an in migration about 17,000 freshmen into the state for a net of 16,000 down. 34,000 students leaving the state is a big number, second in the nation for net migration out and the board is very concerned that lack of support for higher education is accelerating that. They're going to have more data this spring to see what happened last year so it will be interesting to see.

Trustee Coleman asked, are those numbers are they just for public institutions or all the institutions?

President Baker responded, all institutions. I did meet with some of the private presidents this week and they're affected by MAP funding and they're quite concerned about it as well and funding impacts on their enrollments. Speaking of MAP, a separate report was given on the MAP history. There's been a decline in the proportion of students that can receive MAP. In fiscal year '16, the one that just ended, 107,000 students received MAP funding. However, 161,000 students were eligible on top of that and did not get it. So 107,000 got it that were eligible, 161,000 did not. Thus the \$100 million budget increase that Mike reported on earlier in their proposed budget. In addition, if you go back in time to the year 2000, the MAP covered 100% of tuition and fees and today it covers about 30%. Quite a difference in the MAP funding and the board's trying to catch up with that. I'll share these documents in an email with the board and they're on the IBHE website I believe. There's also work on capital budget issues and the current capital process, you're put on a list and you work your way up the list over time, but it could be 15 or more years before what you thought you wanted 15 years ago gets to the top of the list and your needs may change, designs may change. The board wants to build in more flexibility there, potentially going to some kind of block grant concept so that when your turn comes up you can adjust the money to spend it to the greatest good in the capital arena that you'd need. They're going to bring forward a proposal on a new potential policy for capital budgeting. Finally, a great deal of work has been underway on procurement reform. The IBHE has been working with all the universities in the state to try and revamp procurement so that it saves money rather than costs money. We look forward to working with the board who is leaning forward on that issue.

i. Universities Civil Service Merit Board

Trustee Marshall reported, the State University Civil Service Merit Board did meet on November 30, 2016. Among the information items there were reports given by the State University Employee Advisory Committee which is chaired by our own Andy Small, and by the Human Resources Director's Advisory Committee. An update report from legal counsel informed the board that thus far during fiscal year 2017 there have been 13 written charges for employee discharged from the universities and agencies covered by the Merit Board. One employee withdrew his hearing request, two employees resigned before the hearing, one employee reached a settlement agreement, while five employees have requested a hearing. There's one pending appeal on a demotion. Two other employees have filed for an administrative review of their cases, one of which is scheduled for February, 2017. As part of our function in making the civil services rules, the system assured JCAR, our legislative committee, at its November 15, 2016, meeting that

any furlough program implemented will be part of the standard collective bargaining process and would not nor could be implemented unilaterally on those employees. JCAR has approved the proposal and will submit notice of adopted amendments and rule effective date. The system is currently resuming audits after an absence of the audits due to no money. We did have a few action items. The Merit Board heard a rather unique appeal from four police officers from Chicago State University. The officers had received layoff notices. They were, before the date of layoff arrived, sent notification that they would be kept. However, they were sent the notice also that they had been demoted from their ranks. The appeal was heard by the Merit Board and while the Merit Board upheld the university action, there were a number of abstentions on the roll call vote. The Merit Board also approved sending seven new rule change proposals to the state legislature for approval. An additional action to approve the establishment of a work study committee to review employee benefits was passed. Lastly, approval was given to allow employees to use sick leave for employee's children, spouse, siblings, parents, mother-in-law, father-in-law, grandchildren, or stepparents.

j. Northern Illinois University Foundation

Catherine Squires began, I believe the last time I was here before you I was talking about our incredible results from last year, our record setting year. I'm pleased to report that at the end of the first quarter we were also on pace to not quite have a repeat performance, but on pace for our goal for this year. We've had a little bit of slippage in the last month or so, so we're going to have to really work hard in December to make sure we keep on pace for hitting our goal for this year. I think times are a little tougher than they might have been a year ago. Having said that, I'm the eternal optimist that we'll continue to do well. They were three significant activities over the last couple of months that I wanted to just highlight. One was the Red and Black which many people in the room attended and I want to thank you. If not for a very important anniversary, I think we would have had more of you there. This has been our donor recognition event extraordinaire for a number of years and we felt it was very important that this was the time to pivot that event to an opportunity. So we pivoted to a fundraising event for the first time. Always a little nerve wracking to change something from what it's been so successfully for a long time to something it needs to be. However, I'm very pleased to announce that we were successful in that endeavor and the \$200,000 goal for fundraising was surpassed and we raised \$309,000 that night in the room. That was all for scholarships and I want to thank Christine again for being a fabulous contributor to our program. We had many student scholars who participated either as speakers or as scholarship recipients or both. The generosity of the room continues to move us all and I think we are on our way towards a successful pivot. We never want to miss an opportunity to thank our important donors who are in the room, but this was an important fundraiser for us at a time when scholarship support is critically important. So thank you all those of you in the room who contributed in every way possible. We couldn't have done it without you. The other activity I think that's been very productive that's occupied us over the last few months has been a strategic conversation involving the Alumni Association Board, the Foundation Board, and a member or two here from the trustees around the strategic imperatives of the university as we look forward to an alignment of our strategic activities as independent bodies in support of the university and it was very clear that enrollment and recruitment was an area where we could mobilize our alumni base around the key imperatives to help us bolster enrollment and retain great students. We know there is a capital need and will continue to be with an aging infrastructure. The opportunity to really organize around our corporate connections again hitting with the alumni but also the rich landscape of corporate partnerships that sit around us in all of these other counties; and my drumbeat which I know Marc Strauss echoes, is the need for unrestricted revenue. The Foundation, as I've mentioned, is highly restricted in its purpose. We are 94% restricted for programs that are all important, however, we don't have the flexibility always to be as facile as we would like to be when there are strategic opportunities. So that consistent drum beat for a flexibility of cash that will help us meet the objectives that the university has is going to be evermore in our sights. So I think we have had some very successful progress made and some tactical plans developed especially around recruitment and I'm not going to steal Reggie's thunder if he's going to talk about that a little bit, but the new alignment with the Alumni Board and some real cohesion around executable plans to help us utilize our alumni to help deliver students who are admitted but now yet enrolled for example or host coffees in their community for prospective students, I think has some real power and we have the

manpower, we lack the infrastructure to stitch in all together. So I think we've made great progress over the last few months on that front. Then last but not least, we've been in a search since June for Joe Maddy's successor. A hard act to follow, someone who really built the alumni relations program here at NIU and is a friend to all of us still, however we were very successful even without having a search committee which was a little difficult and took a little longer than you might imagine, but we pulled off a national search. There were some terrific professionals out there who felt that coming to NIU would be a great next step. However, we did have a winner. He's sitting here in front of us. Reggie Bustinza joined us not quite three weeks ago so give him a little break, this is week three. He came to us from Lewis University where he was the Director of Alumni Relations, and prior to Lewis he was the Associate Director of Alumni Relations at Bradley, which is his alma mater and we're not holding that against him. He's a Huskie already so to say that Reggie has hit the ground running is an epic understatement. He attended the Red and Black even before he had punched his time clock day one. So he's been a contributor all the way and his enthusiasm for being here is not the only thing that sold us on him, he's a terrific professional with great skills, but a very creative right brain and there's a lot he's bringing to us from his experiences in other universities that while may be smaller, really are doing the right things to engage their alumni and so we just need to scale up some of his great ideas and we have a terrific program. This is sort of a combined report. If it pleases the Chair that we've been holding body and soul together in the Alumni Association waiting for Reggie's arrival, but I'd love to have him say a few words and have him introduce himself and perhaps tell you a little bit about his strategy.

Chair Strauss responded, I welcome Reggie for what we hope will be the first of many reports. Please let us know what's happening at the Alumni Association.

k. Northern Illinois University Alumni Association

Reggie Bustinza began, thank you very much. I really appreciate the introduction. Thank you Catherine. My name is Reggie Bustinza. I am the new Executive Director of the Northern Illinois University Alumni Association. I am very, very happy to be here, very thrilled. You know I think that our alumni are a largely underutilized resource. We have over 220,000 alumni worldwide with most of those in the Chicagoland market and I think that's a resource that I look to leverage as we aim to help the university meet our overarching goals. We have some basic strategies that we'll use that have proven successful elsewhere both for me personally, but also for my colleagues that I've spoken with. We'll start with some of the primary programs, things like events that create excitement in connection back to the university; communications that reinforce brand; institutional messaging; and build pride. Then volunteers who advocate and participate in meaningful activities that bring value back to NIU and along with that comes a push that we will absolutely be making immediately to help with some of the enrollment challenges that we face currently. I've executed several programs in my personal past, my professional past, that have had an impact. I'm big on metrics and measuring and running control groups and variable groups when possible and we've seen bumps from programs up to three and four percent among those who have participated in the programs versus those who haven't. One of which is the letter writing program that Catherine mentioned that we are going to be executing now which basically uses alumni who are willing to help and we help by sending letters to students who have been admitted into the institution but not yet enrolled and so the letters are meant to encourage and promote how NIU has been a part of the alumni's own success. So that along with student sendoffs and engagement yield events will be just a few of the arrows in our quiver as we try to positively affect some of the enrollment challenges that we have. The other thing is that all of these engagement avenues that I mentioned – events, communications, volunteerism, I can prove that they all do lead to increased giving. I've seen that personally. I've tracked that. Of course adding dollars to our bottom line is something that we will always be happy for. You know the potential here it's real, it's significant, and I very much look forward to the Alumni Association playing an integral role in achieving the potential here at the institution.

l. Northern Illinois Research Foundation

Vice President Blazey reported, the NIRF board met twice since this board last met on September 28th and December 12th. The Board formed an audit committee and this newly formed committee met prior to both

of those board dates. At the September NIRF meeting, the board elected directors and officers and as part of the yearly calendar appointed the executive committee. Additionally the NIRF Board discussed the recent activities in the Technology Transfer Office and opportunities and strategies for the board to support NIU research technology and innovation. At the December meeting, the NIRF Board received an update on the activities in tech transfer; a presentation on the evaluation rubric used in tech transfer to determine the potential of NIU and invention disclosures; and information on college research priorities identified through program prioritization. This is all preparatory work to engage the board and investing in the NIU research and innovation. The outcome of this last board meeting was a request by the board for us to develop a framework to solicit and select areas in investment for their review.

9. PRESIDENT'S REPORT NO. 110

Chair Strauss called for a motion to pass the consent agenda as given at the beginning of the meeting. Namely published agenda items.

UNIVERSITY RECOMMENDATIONS FORWARDED BY THE BOARD COMMITTEES

Agenda Item 8.a.(1) Request for New Emphases – *Consent Agenda*

Agenda Item 8.a.(2) Request for Deletion of Minors – *Consent Agenda*

Agenda Item 8.a.(3) Request to Delete a Program – *Consent Agenda*

Agenda Item 8.a.(4) Request for Deletion of Emphasis and New Degree Program – *Consent Agenda*

Agenda Item 8.a.(5) Grant South Steam Vault Replacement & DeKalb Campus Electrical Infrastructure Replacement Phase III – Capital Project Fund Source Amendment – *Consent Agenda*

Agenda Item 8.a.(6) Stevenson and Grant Towers Building Envelope Repairs – *Consent Agenda*

Agenda Item 8.a.(7) Holmes Student Center Hotel Tower Envelope Repairs – *Consent Agenda*

Agenda Item 8.a.(8) Appointments – Faculty and Administrative Employees – *Consent Agenda*

UNIVERSITY REPORTS FORWARDED BY THE BOARD COMMITTEES

Agenda Item 8.b.(1) Professional Excellence Awards for Faculty and Staff – *Consent Agenda*

Agenda Item 8.b.(2) Oversight of Academic Programs – *Consent Agenda*

Agenda Item 8.b.(3) Residential Life Update - *Consent Agenda*

Agenda Item 8.b.(4) Program Prioritization Update – *Consent Agenda*

Agenda Item 8.b.(5) Overview of NCAA Athletic Compliance – *Consent Agenda*

Agenda Item 8.b.(6) Overview of 2016-17 Annual Safety and Security Report – *Consent Agenda*

Agenda Item 8.b.(7) Internal Audit FY2016 Annual Update – *Consent Agenda*

Agenda Item 8.b.(8) State Legislative Update - *Consent Agenda*

Agenda Item 8.b.(9) Federal Engagement - *Consent Agenda*

Agenda Item 8.b.(10) Sponsored Programs Administration – *Consent Agenda*

Agenda Item 8.b.(11) Corporate Sponsorships - *Consent Agenda*

Agenda Item 8.b.(12) Semi-Annual Progress Report of Active Capital Projects – *Consent Agenda*

Agenda Item 8.b.(13) Periodic Report of Investments – *Consent Agenda*

Agenda Item 8.b.(14) Quarterly Summary Report of Transactions in Excess of \$100,000 – *Consent Agenda*

Agenda Item 8.b.(15) Quarterly Financial Summary – July 1, 2016 to September 30, 2016 – *Consent Agenda*

Agenda Item 8.b.(16) Annual Financial Summary – July 1, 2015 to June 30, 2016 - *Consent Agenda*

Agenda Item 8.b.(17) Facilities Update – *Consent Agenda*

ITEMS DIRECTLY FROM THE PRESIDENT

Agenda Item 8.c.1. FY18 Tuition, Fees, and Room and Board Recommendations

President Baker began, the first item deals with tuition, fees, and room and board recommendations. We have a comprehensive pricing recommendation on tuition, fees, and room and board rates for fiscal year 2018. We tried to maintain fiscal responsibility while still addressing the affordability issues of our students and as such do not recommend an increase in undergraduate tuition although there's some small increases in room and board rates and a few other fees. With that, I'm going to turn it over to Vice President Phillips and he and his team have been working with the various stakeholders to put together these recommendations and he has a short presentation to overview those recommendations for you.

Al Phillips began, one of our goals this year with tuition and fees was to look more broadly in the context of how we're positioning the university for success. In the past, traditionally not just at NIU, at other places too, the tendency was to determine how much money you need, raise the tuition and fees, and you were in good shape. We're looking at our challenges more broadly. One of the things we're looking at is how we're positioned relative to other state universities, other public universities in other states and so our intent was to put a recommendation on the table that took those into consideration with the goal being of insuring that an education at NIU is reasonably priced and a really great value. Briefly, we need to cover how we're positioning ourselves, tuition, and differential tuition. This year, for the first time, we're doing undergraduate differential tuition for the engineering programs. I'll talk about fees, room and board, and then a comparison with the other universities and the other MAC institutions which are largely our peer institutions. For the 2016/2017 school year, and this actually came out of an article from two days ago, the national average for increases in tuition and fees for in-state students roughly is 2% with a 3% average increase for out-of-state students. In Iowa, recently the state regions voted to raise in-state tuition by 2% for all of their public institutions. Recently I was involved in a conference call with the other CFOs for the public universities in the state and the consensus was that the increases at those institutions were going to be somewhere between 2% and possibly 8%. The latter depending on whether or not we were going to receive the second half of the year appropriation or not. As you are well aware, there are institutions that are struggling considerably more than we are and they have some challenges even getting through the end of the fiscal year. We have held tuition and fees relatively flat. There have been some minor increases over the last three years and for this year we're recommending a slight increase; essentially 1% in housing and dining and less than that for fees and very selective fees for specific purposes. The undergraduate tuition would remain flat. Graduate tuition would remain flat with the exception of differential tuition which we will talk about. Briefly, this is the summary of undergraduate and what we're proposing where tuition would remain flat. There would be roughly a \$50.00 increase in fees, a 1.8% increase. Room and board would go up \$100.00, less than a percent. Total increase in tuition, fees, room and board actually comes out to \$154.00 or a little over half of a percent and that's relative to the 2 - 3 percent that we're expecting to see at other institutions. For new and continuing graduate students, flat with the exception of the \$47.00 which are instructional fees. For law students, \$48.00 increase in instructional fees. On-line tuition is consistent with what we proposed last year; a minimum tuition rate of

\$500.00 per credit, a maximum rate of \$1,000.00 per credit for both graduate and undergraduate on-line programs. Differential tuition, this will actually be the first year that we have done this. We will be implementing differential tuition with the College of Engineering. The differential tuition rate will be an additional \$50.00 per credit hour for a total of \$600.00 per semester. The undergrad rate just shows you what we're proposing for the undergraduates and below that is the engineering rate. So you can see the difference in those two numbers. The differential tuition for graduate, we're asking for a continuation in the rates and the established rates for the following programs which are listed. If you go to table 1, for regular graduate programs for 1 to 11 hours the rate would be \$496.00; for over 12 credit hours it would be \$5,952.00. This is consistent with last year and we're also recommending the elimination of differential rates for the programs listed. One of the things we did, we learn as we go, and this is I believe the second year we've done graduate differential tuition. In some cases if you go through the list you will see some slight increases and you will see some slight decreases as we learned what the impact of the differential tuition was having on those programs and we would be happy to go into those if you would like. They're listed at the back of the board item. The next chart is entitled fiscal year '18 fee recommendations. What you can see there are the listing of all the fees that we charge for all of our students. At the top you have the four categories of student support services fee, university advancement fee, athletic fee which are composed of other fees make up those larger fees, and then the academic program enhancement fee. For those, what you're seeing is for the student support services fee an increase of one, a little over a dollar, for 12 credit hours that would be an increase in \$16.00 in that fee. For the university advancement, a very slight increase, that would be an increase of \$8.00 for 12 credit hours. Underneath that you have the health insurance plan which is an increase in \$48.00. That's largely because of the ever increasing health care costs. I will go into more detail about that in a second. The next chart is the student support services fee. The one thing I do want to point out is most of the fees are in fact not increasing. The campus enhancement charge, Holmes Student Center charge, grants and aid charge, student-to-student charge are not increasing. Health and wellness has a 2% increase. Student activities and service a 14 cent increase per credit hour. Campus Rec \$1.20 per credit hour and then under university advancement fees, the capital improvement charge actually decreases by ten cents per credit hour, and then we have the transportation access charge which goes to support the Huskie bus line. The reason for that particular increase is enrollment has declined and we have fixed contract costs, we've had to increase the fees to make up for the difference. I will say that there is a regional transportation study underway. We expect to see the results of that study in March. We are looking at all the regional transportation providers to include TransDev, the Huskie bus line and others. We have one more year extension on the existing bus contract and that report we expect will give us considerable information that will help us as we renegotiate the contract going forward. As a part of that study, they looked at ridership, they looked at routes and that will provide significant information on which to base the next RFP for bus services. Athletic fees, no increases in those fees. More specifically, to go back to the health and wellness fee, that largely is to provide support for the disability resource center. Increasing costs associated with the requirements for computer access real time captioning and interpreters as student population requiring these services have increased. Increasing costs associated with interpreting services in classrooms, and significant costs have been incurred for the closed captioning of video and media material to satisfy a '08 Illinois Technology law as more instructional material is now on line and our student population is increasing, we needed these accommodations and then we have to replace old equipment. Under the student activities and service fee, that's a 14 cent increase. This was requested. We have an increasing number of student associate organizations and a primary factor is that the number of organizations has increased and the requirement for additional support has increased. So we're requesting a 14 cent per credit hour increase to support that request. Campus recreation fee is two components. It supports the rec center and the field house. Both requesting a 3% increase. It's \$1.20 per credit hour. Currently the rec center operation fees only support 77% of the rec center operations and we're having to pull funds from other sources to cover the remainder of those costs. And then the field house, this will allow us to address several facilities deficiencies to include roof replacement, shower locker rooms, convert the lounge space to a conference room, cameras, air conditioning and heating systems. This will also help us provide reserves to cover those costs going forward. The transportation access fee, the contractual obligation to TransDev increased approximately 2% next year but we've had an 8% decrease in chargeable credit hours due to declining enrollment and so this is

to help cover that shortfall with the understanding that we will be using the results from the DSATS study to help us look at our transportation needs more broadly in the future. The other fee we have is the health insurance fee which would increase by \$48 which is 4.6%. If we had done nothing our fees would have increased by 10%. We tried to keep the costs down. By increasing the emergency room co-pay, increasing out-of-pocket max will be a little higher than it was last year. We considered a program that would have amounted to no increase, but would have included all those charges plus an increase in the deductible to \$500 from the current \$250 and there would have been \$100 co-pay for urgent care, but the committee viewed that as unacceptable. We are recommending a \$48.00 increase to cover the additional healthcare costs. Room and board rates, we're recommending a single room and board rate as we've done in the past. This will help to offset increases in food, labor, wages, commodities and utilities which always seem to increase from year to year, and will also help us to offset the loss of revenue due to decrease in housing occupancy rates. As you can see, we've worked hard to keep the room and board rates affordable for our students, and as we've discussed in the past we're in the process of putting together a strategic housing plan to address the reduced occupancy in our housing units and we will be bringing that to the board at a future date and we're working on the content in concert with the Student Affairs and Enrollment Management. Last, but not least, just to give you a comparison; if you add tuition, fees, room and board, we are – if you look at tuition, basically last year we were 5th highest. By holding our tuition and fees flat that moves us down to 6th highest. So we improve one place for the year. Overall, we're slightly less expensive than Illinois State and little more expensive than most of the smaller institutions. If you look at how we compare to the MAC institutions, once again that was a little more difficult to get the numbers from these institutions. What we did was literally went to their websites and saw what they were listing to perspective students. Once again we are above the middle, but certainly competitive with the other institutions.

Trustee Struthers responded, like many other things at the university, we're missing something here. I realize your point was to get very clear and specific on fees, but we're missing the overarching position on our value proposition. We've been selling something that less and less people are buying period. The facts are the facts. We're down 22% in our enrollment, we have significant outward migration obviously within the state of Illinois, we have the magnificent issue with the state budget and confidence of prospective students there, and our faculty's morale is at an all-time low, and the presentation we get is on the teeny, teeny, tiniest issues of this charge and that charge and I mean our pricing strategy absolutely does not reflect the major headwinds that we have. We have significant headwinds, major changes in our environment. Again, enrollment is down nearly 6,000 students and we have yet to address our value proposition. The comment about we'll address the vacancies of our dorms and that sort of thing later, why wouldn't we start with that? What is the value proposition to attract more students, to be able to someday give raises to our faculty, and have a plan to go forward? Yet we have again these major headwinds and the strategy on setting our room and board and tuition pricing structure is like there's no environmental change. Like everything is just like it always used to be. I just see an enormous gap there. Mr. Long to your point, I so appreciate your candor and honesty. We haven't really heard that directly before, but bottom line we need to give the faculty hope and to have hope, we need a plan. What is the plan forward? What is the path forward that we can be inspired about? Again, I recognize the environment's tough right with the state budget issues and the outward enrollment, but therefore the plan forward has to be equally as strong. It can't be business as usual. Our revenue is down dramatically. We had a significant operating loss last year. We know the revenue decline will continue with enrollment decline, yet our costs of faculty and staff and the FTE's reduction is not synonymous with the enrollment decline at all. The cost reductions that we've had on the financial statement, so many of those expenses are deferrals of repairs and maintenance. Please understand, those are not elimination of costs, those are deferrals of cost. So if you don't replace the roof, you're still going to have to replace the roof. At some point in time we need a grand plan, the vision to move forward. The presentation in my mind is just woefully short, completely inconsistent with the environment in which the reality that we're dealing with.

Trustee Coleman added, Dr. Phillips I want to sit back and say clearly based on the presentation and the board material that we received, your team has been doing a lot of work. I will say this and I want to say

this to the Chair and to Dr. Baker as well, I think it's just really unfair for us to get Board material less than 24 hours prior to voting on it. There's a lot of material here and it doesn't give us adequate time to study this and determine if this is the right course of action. We used to have a policy that board materials should be presented two weeks prior to a board meeting. Yet we're in a situation where we've got less than 24 hours where we're expected to vote on the tuition increase and it is a tuition increase because I feel that we're playing three card Marley here and for those that grew up in the city of Chicago you may know what three card Marley is. The reality is we're saying there's no tuition increase for freshmen students. That's great, but we have the differential increase here which all of Engineering, 15 other departments or 15 other degrees have an increase and some of them are over 30%, 120%, 200% increases. I don't even know the big picture. How much revenue is that generating for our organization? How are those extra funds being used? Are they confined within the department or the colleges? Do we have general use of that for the rest of the institution? There's a lot of questions here and I think that we're being put in a pretty unfair position to vote on tuition increase without information, without adequate time to study. I know a lot of work has been put forward in this and Dr. Phillip you're one of my biggest fans. I thought you have done a yeoman's job in terms of getting in here and figuring out what's going on and putting some proposals and strategies in place. I'm excited about that. I'm disappointed that you're leaving our institution. We need good people like you to be around. But I also will say as a body I find it extremely hard to vote on this. The only thing that I like about this is that we've got freshmen tuition, for freshmen tuition and for the new class that we're saying no increase in tuition. But what about the juniors, and what about the seniors, and what about the folks that are going to the College of Engineering? What's the impact here financially to their tuition? When we look at the comparison, where are those differential tuitions? How are they reflected and how do they compare? I think we're being put in a very tough situation and I think we probably should defer this.

Trustee Murer commented, I certainly support the comments of my colleagues thus far. Obviously there's been a lot of thought put forth. I too want to step back from this. I'm not a believer of the cheapest always wins, I'm really not. I'm really supportive of value because we need to integrate what is the value and what's the outcome? Value doesn't in my mind mean necessarily cheap. Value means jobs, retention, where do people go after? What contribution does this university make to their lives to put them in good stead? I am a supporter of differential, I am, because I think that's an economic philosophy. We need to look at where the demand is and where there's greater demand we need to be able to charge for that. One area that I'm surprised to not have seen, unless again a lot of materials very quick, but we have heard the demand, the outrageous demand, for nursing and that we have this big backlog of opportunity and that one of the factors relative to nursing is the recruitment of faculty which inhibits us from being able to provide services and opportunity. Well you need money to pay for faculty to be competitive, but I'm not seeing nursing, I see engineering as a whole school, but I'm not seeing nursing and I'd like us to think about that and think about where we are competitively. I think the whole issue here is not the percentage or non-percentage of increase. I think that what it is may be where do we sit, and I think this is what my colleagues are saying, where do we sit in the marketplace? I like the comparisons. It shows NIU generally we're never the most expensive, we're never the cheapest, and we are in the middle which should be where we are. But again what does that mean relative to outcome and how do we take that differential to be able to support these colleges that are saying that they can increase, that there's student demand limited by faculty, and utilize those resources in a directly allocated methodology. I think that's what my colleague Trustee Coleman is talking about. Are we taking any differential monies and pouring it back into that college or are we looking at that as a general account? I have one last thought, probably one of the most poignant comments that was made this morning came from Dr. Long. I know theoretically from experience of running a company, I know theoretically when you eliminate printers you save X number of dollars. Not only in terms of the dollar for the physical aspect of the printer but the frequency of utilization, but I also know owing a company. what that really means to people and it might seem like a little thing to others, but when you don't have a printer at your desk you get really ticked off, and when you get really ticked off then a whole lot of other things that you never even thought about come to view. So I appreciate your comments, I don't know how we're going to resolve it, but I think that these are the things we need to talk about in shared governance. The issues of do I have tools? I mean we've got enough indignities in higher education right now. What we need to do is not continue to ask of our faculty and our students

more than they can and more than they have given. So I'd like us to reflect on that. I would also like to know who made those decisions in terms of the printers. What does that really save us and if it's so inconsequential, I think we really need to rethink it. So again more comment than question, but I think this really provokes a lot of comment at this particular time.

Vice President Phillips responded, Trustee Murer in regard to your differential tuition revenue question, this was an issue we dealt with last year because it came up as you increase the difference in tuition. I think last year the difference in tuition I think generated an additional \$2.4 million. I think that's about what the number was. The Provost and I sat down and had a conversation and although it is tuition and fee revenue, its special tuition and fee revenue that's captured which currently stays with the colleges that generate that. This is very similar to the 41 fees or the locally generated and so even recently I had conversations with deans because the argument is we want to use our initiative to go out and do things and generate additional revenue, but if there's no incentive to do that because you're just going to take the revenue then why would we do that and the answer is no we have no desire to do that. We want to work together to generate as much revenue as we can. The differential revenue actually has so far stayed with the entities that generate it and that was the discussion last year with the Provost. It may not always be that way, but currently that's to provide incentive to generate the additional revenue.

Trustee Coleman asked, because of the answer that he just provided. What's the grand total of the 2018 proposal for differential? How much money are we talking about?

Vice Provost Mini responded, good morning. My name is Sue Mini. I am the Vice Provost for Resource Planning. We currently don't have a total or an estimate of the total right now. We have estimates for example of what the new engineering program might bring in. We had to do that in advance. If we brought in \$2.4 million last year and I think that's correct, certainly we're going to increase. With the undergraduate tuition there's a special issue of course that truth in tuition and so we would start with the first cohort going through and we would not reach a steady state until the fourth year. For engineering specifically that's about one and a half million dollars.

Trustee Coleman responded, so we don't know the grand total impact but we have partial information in terms of the impact, the financial impact?

Vice Provost Mini responded, that's correct.

Trustee Butler commented, I share my colleagues concerns about timing and I wish we had been able to discuss this in the Finance and Facilities Committee meeting where we would have had more time to ask some of these questions and maybe the answers could have been forthcoming at this meeting. I don't doubt that the work here is informed by a competitive mindset. I'm wondering, however, and I think this gets to Trustee Struthers concerns, what the differential strategy is or could be in relation to the institutional strategy that we've already learned about. We know, for example, that only a certain amount of our strategy is focused on new freshmen because we see opportunity in transfer students and possible business-to-business relationships and then we can also go into graduate strategies. I would like to know why, for example, we don't see a differential undergraduate tuition strategy that targets specifically transfer students perhaps at a lower tuition for incoming transfer students so that we can be more competitive with that marketplace we are targeting. I'm also curious about part-time students. I don't know the actual percentage of our students who are part-time and then we get into how many of our students take one class a semester? How many take two classes a semester? Are we going for those students in the marketplace and, if so, maybe we have a differential tuition strategy for part-time students not based specifically on the programs that they're pursuing? I continue to want to understand the strategic thinking behind the fact that one pays a lower tuition rate if they're within the first 11 credit hours as an undergraduate and then once they bump to 12, if you take 12 and you divide it into that bundled rate, it's \$394.40. If I move from being a student who's at 11 credit hours, which may not be realistic because it's hard to sort of create that combination, you might do it through internships and things; to one who is a 12

hours, I've just increased the hourly tuition rate. I might actually think if I'm making that decision to become full-time at 12 hours that my tuition would be \$4,186.00, but instead I'm going to be billed for \$4,732.00. Now I understand now why, with the right counseling and advice, I might be talked into taking 15 in which case my hourly tuition rate becomes \$348.84. That's a better bargain. I might even be talked into taking 18, although if I remember correctly we only really persuade our finest students to take that kind of a risk, and then it becomes a significantly less amount. I'm curious, I've thrown a lot out there, but it boils down to can we begin in the next fiscal year, to tie some of these pricing numbers to some of our strategies so that we can be clear that we're doing this because this is our strategy? That this pricing decision is based on this particular strategy within the marketplace. Can you help me understand this leap that takes place from 11 hours versus 12 hours and why that goes up?

Vice President Phillips responded, certainly the transfer students and the part-time students is something that we can look at that we probably have not spent as much time on as we would like. We learned some from the graduate or differential tuition, we started with Engineering. That was one we knew there was a market there and we could increase that. But there's a lot that goes into that decision as to how do you price that in the market. If you price too high, you lose enrollment and you lose revenue. If you price too low you're leaving money on the table and trying to figure that out is a challenge. One of the things we looked at with the engineering program was who else offers engineering programs and what do they charge? With the differential tuition how does that position us in the engineering marketplace? So there was considerable thought and effort that went into those conversations and discussions. It's not an easy task to pick the right number and we actually have already started conversations, we will learn from this this year, but we've already started having conversations about next year rolling this out much more broadly based on what we learned this year. We've identified some other possible programs, such as Nursing and Accountancy, and the challenge then becomes to look at value proposition, how are we positioned in the market, what are the demographics, where are the people coming from, are we a good value relative to the others that offer similar programs. Those are very involved conversations that require a lot of data and we just didn't think we could get there the first year with the undergraduate tuition. You also have the challenges of the Truth in Tuition Act which does not apply to the graduate program. So that was another hurdle that we had to get through and to figure out how to do this and not create a problem with truth in tuition. I would say that the conversations have just started. That certainly next year we will expand this in a much larger way, but it's not an easy take to figure out, especially the first year with Truth in Tuition, how we structure this and not violate any statutes and then position ourselves in the market relative to our competition. So we agree with all that you've said and certainly will continue in that direction to expand these programs consistent with what we have to offer potential students.

Trustee Marshall commented, we talk a little bit about the need to reduce these costs, but I'm going to go backwards a little bit to strategy which was mentioned and I'm going to play with a hypothesis. Everyone should be doing recruitment and retention but quite often it falls on Student Affairs, so my question is basically why are we not increasing resources to the outfit that gets called upon most often to cure some of this? Some preventative maintenance and proactive is what would probably help us.

Vice President Phillips added, we recently have gone through a process to reduce our expenses which we have been trying to do over the last couple years partially due to declining enrollments and mainly due to lack of state funding. We've had conversations with all the VPs; we try to identify the critical areas. Another area that's hand-in-glove with enrollment management is advertising and marketing, getting the message out. We've had a number of lengthy conversations about what resources they need, what's critical, where we can find savings and reductions, but we understand that the solution to our challenges is increased enrollment. This is one of the highest priority we have and Vice President Weldy and I talk frequently about needs and requirements to make sure that they do have what they need.

Trustee Boey noted, I share the thought of my colleague that the cheapest doesn't necessarily mean it's the best. I also share the thought that I could use more time to study all the comparisons. You have come a long way in terms of information by comparing all the different areas of cost and that's important. I share

with Trustee Coleman that this is a lot to absorb in a one-hour meeting or a two hour meetings. I react to \$9,465.00 on tuition alone and it's expensive but it's not the end of the world if I'm going to pick a university. There are other considerations that would weigh into before I would worry about this number.

President Baker added, there's a constellation of issues here and I'll go in reverse order but I'll start with kind of a high level comment and say I share your frustration for you getting this at the last minute. I know the team was working on this and was trying to complete it a couple weeks ago but things would come up, and in order to get it to the lowest number of increase possible it just took the team a long time. My apologies for not having this to you sooner, ideally we would have it in a committee meeting before we came here so we could have a full discussion of it and we will aim to do that. As you may recollect, we've moved this up a number of months from what's been done in the past so that we could package our financial aid and get it out to students in a timely fashion to the market so we could be in the market at a timely point and be competitive and that's why we've come today. Unfortunately, with the budget cycle and closing the passbooks and getting the budget reductions done and dealing with program prioritization we got shoved up against this deadline and then trying to finalize all the individual pieces to make sure it was as low as possible got us to this point. Those are the series of events that got us to a place and we will pledge not to do that going forward. Trustee Marshall asked about why we're not putting more money into enrollment management. In fact, we are. We've put significant resources into that. That would include moving four people from Outreach and Engagement Regional Development Office that did marketing and recruiting work into the marketing and recruiting arena to enhance their use in the overall portfolio. We've hired three people to essentially be recruiters or sales force people in the business to business arena, so we're out knocking on business doors. We have revamped the CRM, hired a person to run that full time. That's a constituent and relations management system, the tool that goes out and contacts all of the applicants and gets them the right information at the right time. We're integrating structurally with the marketing area so that we have the content to go down through the CRM to go out to the students. When we have two Carnegie Professors of the year back to back in the State of Illinois, every applicant ought to know that. When one of our student teams is picked as one of 15 finalists for the Nassau national award, every student ought to know about that. We've not had those alignments in the past because we've not been structurally aligned or had the staff to it. We're working on those. We've identified staff to work with the alumni and we have a liaison now working between admissions and the alumni association so we can tap some of those 200 and some thousand alumni who are leaning forward and wanting us to help. So in fact we are investing in enrollment management and we have hired additional recruiters. We've also put recruiters on community college campuses so that we can recruit directly from them. Relative to the pricing strategy, and Trustee Butler asked about 12 credit hours versus 11, one thing to be clear about is when we made that transition two years ago, we put a cap on our tuition at 12 credit hours. Now why would you want to do that? Why would you not want to charge beyond it? One of the greatest ways to reduce the costs for students is for them to graduate on time. We know across the country most students take an extra semester or two and for us they take an extra semester. Well that's another semester of expenses. So how do you get students to not do that? Well one of the answers is to take 15 credit hours to finish with 120 credit hours you have to take 15 a semester on average. There's a great deal of evidence in the country that if you take 15 credit hours you in fact have a higher graduate rate than if you take 9 or 12. Some schools have, for example the University of Hawaii, have started a campaign called 15 to finish and found dramatic increases in their graduation rates just by counseling students to take 15 credit hours. 15 hours is a very doable thing. Actually 18 is too. I know you mentioned that only our best and many of our students take 18 or more and do it. If you put your nose to the grindstone you can get it done. We wanted it incent student to not just take 12 and take an extra semester, but to take 15 at the same price as 12 so they could finish on time and actually save a semester. That's a huge cost savings for our students. Relative to transfer students it's a little bit hard to say to juniors if you're a native student you get to pay more than if you're a transfer student. There's another way to do that and that's through scholarships and financial aid. So you can discount rather than on the initial price on the scholarship side. Our institutional aid task force has been examining the transfer scholarship program and we're investing in that. Trustee Murer asked about printers. There's actually been a year-long conversation about that that wasn't reflected earlier today. It looks like we have over 3,000 printers in the university and that individual desktop printers are

significantly more expensive. If we eliminate half of those printers, we save a half a million dollars a year. That's a significant amount of money. A number of offices have already undertaken this. General Counsel's Office, the President's Office, the Provost's office, and through that we found significant cost savings. In my office alone we save about \$1,100 a month. So there's been a great deal of conversation about it and then across the university there's been dialog around this. There's a FAQ page to answer the questions that have come up about are there exceptions and whatnot. We're delegating to the divisional heads and/or deans. The exception policy if somebody needs it on the desk they can grant it. So we've delegated that responsibility if someone actually does need it on their desk. But we do see a potential there for significant savings and rather than cutting people out of the organization we'd rather reduce unnecessary expenses. With regards to differential tuition, I know in the College of Engineering and Engineering Technology the dean has worked closely on this plan. We could use that as a case study if you want to know how they made that decision and why the resources are needed. The dean is here if you would like to have a conversation regarding this.

President Baker continued, another item that Trustee Murer came up was the nursing example. There is a national faculty shortage, that's correct, but one of the greatest bottlenecks we have is actually clinical placement. If we don't have enough clinical opportunities even if we had more faculty, we wouldn't have places for the students to do their clinical rotations. That's kind of the bottleneck. Now is there a way around it? Yes, one way around it is to really focus on the junior and senior year and not the freshman and sophomore year where we have the clinical needs. That's why we're now pursuing with some vigor the marketing of RN to BNS on-line program that can be taught potentially in combination with hospitals or clinics or at community colleges that obviates the need for that clinical experience and that bottleneck. That's why we're pursuing that piece now. We think we can get around it there. But for students at community colleges a differential tuition might be very difficult for them to have the additional expense there so we've not asked for a differential tuition in that program. Relative to the price, we've had kind of a naturally occurring experiment in the state over the last decade, here and at other public institutions where tuition went up until 2013. Tuition went up fairly regularly to the point where we have it now. What we saw across the state by and large was a reduction in the number of students but an increase in net revenue. So there was an elastic demand. The exception is the University of Illinois that significantly increased their tuition and significantly increased their enrollment, a good deal of it from out of state and out of country. There are a couple of ways we need to think about tuition setting. One is the impact on students and that's why we've tried to keep it low and not increase it. The other is the impact on our bottom line and the net revenue given what has been up until this point an elastic demand. Relative to the value proposition, that is partially a function of price and it's partially a function of the perceived value of your product. I would say we've not done as good a job as we need to do to get the message out about our education here. We have a great education. Our surveys of students indicate students are extremely satisfied with their education. Our alumni are satisfied. Over 90% are employed in areas that they've studied. We've got a lot to sell there but we've not done a very good job making the case in the public. That's why our emphasis is going to be and has been in the last year or so is to reemphasize the value proposition, get the word out, align our resources in marketing and enrollment management so we can do that, bring in the alumni, and work more closely with the faculty and staff to increase yield rates down the recruitment funnel. We are working on that and I think we've got a good case and we're making now in the public.

Trustee Coleman commented, first of all I want to say I recognize all the hard work that went into putting together recommendations and I know it's not easy. I applaud the fact that we want to try to get this information put together early so we can help put together our financial packages. Once again, I want to emphasize I resent the fact this board is requested to vote on something so critical and so important to our long term strategic value proposition that we get it less than 24 hours to study it. Looking at some of the institution comparison and the fact that I'm assuming that differential is not included into this, NIU for the MAC schools, we've got one outlying here which is Miami of Ohio and if you take that outlier out then NIU has the highest tuition and fees of any of the MAC schools. That puts a different perspective on our comparison and then if you factor in the differential, I don't know how that impacts the results and I image

it's difficult to do a comparison because if every school is doing differentials and they're not actually reporting what their real tuition is for people other than freshmen, then this is not a real comparison. I also want to point out to you we've got to be careful with differentials. I agree that there may be some value here but we got to be careful here especially if we charge more and the funds stay within those institutions or within those colleges. It shrinks the income base for the entire university because those funds are pre-allocated, they're already allocated which means that they won't necessarily be used for the greater good of the university and we've got to be careful. When we start putting 200%, 300% increases in differentials, I have a hard time voting for that not knowing how those funds are being used and how they're being allocated.

Trustee Murer added, I think the question of differentials is a very strategic question that I agree needs a lot more consideration and a lot more thought and a lot more information. I still think that conceptually looking at differentials for high impact, high demand programs, is an opportunity for the university. I think that there are all sorts of ways in which there can be a sharing of the increased dollars perhaps in a formula because we don't want it going back the other way which I remember in my earlier days on the board the real criticism of regardless of what a college does, regardless of the enrollment, regardless of any achievements, all the money went back to the same pot and that did dampen incentives. There should be a sweet spot on this and I'm sure that is a conversation that needs to continue to happen within the university, but personally I am supportive of differentials for programs of high demand and especially within a competitive market. It's an opportunity for us to generate revenues. How we do it I think continues to be debatable.

Trustee Butler commented, I just have a technical question on the health insurance fee. I'm following the decisions made to keep the cost down and I understand the decisions not to do certain things in order not to increase the deductible. What are the choices a student who's buying this insurance has? Are there different types or there only one program? I realize we could ask this question when we're talking about the contract, but now here we are talking about the cost. I know what they pay, now I want to know what they get. What are the choices they have?

Kelly Wesener-Michael responded, we provide one health insurance plan here at the university. Every year we go through a rigorous process which includes a lot of student input into what are the things that students most need in a health insurance plan, what are ways that we could hold down costs, and more importantly what are the things that are most important. One of the pieces as Dr. Phillips pointed out is that urgent care piece. That's a significant piece for our students and for them to be able to have that be affordable to them was a significant factor in the decision making process. We work with brokers who look at different options across a number of insurance companies. We look at national trends. We look at what's happening in the private industry, and come to some conclusions again with a strong student voice about what is it our students need, are able to afford, and what is the best plan to provide that.

Trustee Butler continued, so when all said and done then what do we have? Is it a PPO system, an HMO system? What's the out-of-pocket maximums for example? I get that now it will be \$7,150 in network and \$30,000 out of network, what's the co-insurance amount? Are we an 80-20; are we a 90-10?

Kelly Wesener-Michael responded, I would have to look, I don't have the details in front of me. I look at it a little bit differently I guess. Health insurance or the student health center provides a lot of opportunities for students to resolve lots of medical problems or get medical attention immediately and for free or for a nominal fee. Most of our students who don't have significant health issues are able to go there and get what they need here on campus. When they're home, winter break is coming up, over the summer, that's when these other pieces of in-network, out-of-network really come into play. So I look at it as we provide the majority of our health support to the students who are here on campus right here on campus with that facility, and then we have options when they're away from campus or our health center can't provide the care that they need, we need to get them to the hospital, it's 12 o'clock at night, they need to go to the urgent care facility in the community, then we look at that in an out-of-network piece, but a lot of that is

provided here on campus for free or a nominal cost.

President Baker added, just a very brief comment to Trustee Murer's comment. When we're thinking about differential tuition, we think about three things that a program is high cost, that there's high need employer need, and then there's high student demand. You need all three of those before it makes any sense. And so in the Engineering case we're going to do our first experiment in undergraduate education, differential tuition. We believe those three are satisfied.

Trustee Strauss commented, I share a number of the concerns that have already been echoed this morning. I have great sympathy for the comment that we lack a clearly articulated strategy and that the pricing mechanism doesn't line up with it. I have great sympathy for the observation that there has to be some entrepreneurial reward left if you're going to embrace differential tuition and I have repeatedly, over a number of years, asked for us to study the price elasticity of demand to inform our decisions about whether or not we've reached appropriate pricing decisions. When you sprinkle in the mixture of the particular comments that we have received this morning regarding special situation, I think that we're a position where I would like to have the board express its interest as to whether it believes it has enough information today to also factor in the legitimate reasons for wanting to set tuition at or about this time of year so that we can move forward or whether the preference of the board would be for us to schedule a special meeting yet this year to be able to follow up after we have the opportunity for the administration, recognizing the broad comments that have been made, to try to produce some additional material that would be satisfactory. So if board members could weigh in on that at this point I think that would be appropriate.

Trustee Struthers responded, I'd say that I think the reality of it is when we get more information back it's probably not going to move the needle much. I still think the biggest thing that's missing in my mind is the overarching bigger picture, again what are we going to do with the scholarships and the vacant rooms and on and on and on; marketing kinds of things and such. We're raising it less than one percent in total, I'd rather have it flat, but whether it goes up one percent or down one percent or we've changed the differentials slightly I don't think is going to dramatically change the number of students and the revenue that land here at NIU next year. I do think what's missing though is where do we fit again, we're selling something that less and less folks are buying. We need a better strategy.

Trustee Murer commented, I'm always concerned about the board not being an impediment to process especially related to enrollment. I agree with my colleague that given the proposal, which is a very small change, we're not going to make any major changes even with more time to study. What I would request is that this topic be first and foremost in the finance committee meeting at our next and subsequent meetings because I think the things that we've talked about are much more substantive than the determination of do we increase by one percent or not increase. I think it's been hopefully the board and the university thinks that this is a good discussion that we've had this morning. It's been very thoughtful, but it's much more looking proactively on how we address strategic questions rather than the question of should we increase by one percent or not, so I would be ready to vote this morning.

Trustee Coleman commented, I can vote this morning but I can tell you I would not vote for the proposal as is. Last year we voted for a tuition restructuring and this year, with less than 24-hour notice, we're notified that the restructuring was no good so we're going to change the way we're doing our tuition program. I'm not seeing it. I'm not seeing the big picture. I'm not seeing the overall plan. I don't see how this helps us with enrollment. I think it's more business as usual and I can't support this. Maybe it's good. Maybe it's the right thing for our institution but we have a fiduciary responsibility to make sure that we've got the best plan and we're voting on the best plan for the institution. We put a tuition hike, and it is a hike, and the fees may be one percent but there's some students who will experience way more than one percent. For example, if I'm an engineering student and I pay \$50 per credit hour and I have ten credit hours or 12 classes or 12 credit hours within the engineering program, that's over \$750 increase for that student. That's more than a one percent increase. I'm sitting here saying well maybe that's good. I don't know, but you're saying do your fiduciary responsibility and you've have less than 23 hours to make that

decision. Sometimes we have to make decisions in a short period of time, but we missed our committee meeting where we really should have been vetting this out in the committee meeting. Now we put it in front of us. Yesterday at 10 o'clock we get an e-mail here's the material on tuition increase and today we want to vote on it. Just because of the principal of it, I have a problem with it. It doesn't give us time to study it. It doesn't give us time to ask the appropriate questions about the impact. Are we doing good for the institution or are we doing harm? Will this have a positive impact on enrollment of our students or will it do harm? Based on that I cannot vote for this and I will not support it.

Trustee Marshall asked, do we have a due date on when this must be done legally?

President Baker responded, we probably have an operational date on when we need to package our financial aid with the tuition, so when we set tuition then we put in financial aid and we can send the package to students and say here's what you would pay if you came here and that goes out with our scholarships.

Vice President Phillips added, I do know one of the problems was by waiting until March people had already made their decisions as to where they were going to go to school before we had ever set our tuition and fee rates.

Chair Strauss commented, I don't think the options are to wait until March, I think the question is if we were going to have a special meeting when would we have to have it by.

Vice Provost Mini added, I don't think that there's a legal date that we have to have it by, but the longer we wait the more difficult it becomes for students making decisions. If we are going to increase their differential tuition or drop their differential tuition, we'd like to let them know about it immediately so they can make informed decision. I would probably want to know if I were a student and I would be considering before Christmas break, and so I guess what I'm saying you probably need to make this decision if you want it to be a timely decision in this month.

Trustee Butler commented, I agree I think with Trustee Struthers that if we were to dial down and get more depth in these numbers and more context, I think we would probably end up in a very similar place. At the same time, I'm completely sympathetic and understand Trustee Coleman's concerns and very tempted to join him in his disposition on this. We've had 12 months since the last time we made this decision at several enrollment ad hoc committees where this could have come up and several meetings of the finance and facilities committee so I think what we're learning here is that the board really wants to study the assumptions behind pricing and we want to do so over a longer period of time and we want more data and information about the characteristics and profiles of our students. In other industries we might call them consumers, what are they "buying," how much of it and are there patterns based on the different majors and interests that they have. Those are the kinds of interest we have. I think we can set that as an agenda for the next 12 months and hopefully we can have a much more informed discussion and thus more informed vote the next time this comes around. What I don't want to do is discourage the kind of thinking that lead to this. I want the people in the room who are responsible for developing these numbers to understand that we really appreciate your thinking here and the impulse you have to produce a new methodology for pricing that's based on the quality of the programs and the demand of the programs and the opportunities that they present, but as a board we're in a position where we're voting on something that we've had a relatively short period of time to consider. We obviously have a lot of questions. Hopefully someone is writing down all these questions and we're beginning to craft an agenda for the next 8 to 10 months so that the board can learn the information that they're seeking in this conversation. I'm willing to move forward and support this today based on the potential disadvantage of not doing so, but also being extremely supportive of my colleague's reservations.

Trustee Boey added, I understand all the concerns, I'm looking at the total tuition and fees as \$12,223. One percent of that is \$120.00. Even if we are wrong, \$120 is not going to make or break whatever case is our decision making. So I'm ready to vote on this thing today rather than waiting for another two, three

months, whatever the case is, which I don't think is beneficial to NIU.

Trustee Holmes commented, I'm also comfortable voting for this today because at the end of the day the numbers aren't going to change much and I think this is coming from us moving up this decision from later in the year. You mentioned that the staff was studying these numbers for a while. I think that is good that we're looking at this early and I'm comfortable voting at it this early because this is just hardships coming from change in process. I think these are conversations we're used to having later and just with more time. So I don't think at the end of the day not much will change numbers wise, but this mentality I think is different and will change.

Chair Strauss asked for a motion to approve the recommendation for the FY18 tuition and fees room and board as presented in the written material?

Trustee Butler so moved and Trustee Holmes seconded the motion. Trustee Coleman asked for a roll call vote:

Trustee Robert Boey: Yes	Trustee Wheeler Coleman: No
Trustee Matthew Holmes: Yes	Trustee Robert Marshall: Abstain
Trustee Cheryl Murer: Yes	Trustee Tim Struthers: Yes
Vice Chair John Butler: Yes	Board Chair Marc Strauss: Yes

Motion passed.

President Baker commented, as we move to the next item I'll say I share your frustration and I think the conversation we need to have is, as Trustee Struthers said, not just a pricing decision but putting it in the total value package and what we're doing with marketing and recruiting and all the other pieces that are important in addition to pricing and then we need to look at the impact on students and well as the impact on the faculty and staff who need those revenues to do their jobs. I'd say maybe the ad hoc committee or the FFOC would be two good places for us to have that broader conversation. We can start that in the not too distant future rather than waiting until the fall to do it and we will take that upon ourselves.

Agenda Item 8.c.2. Reappointment of Executive Vice President and Provost

President Baker began, this item is the reappointment of Vice President and Provost Lisa Freeman. Unfortunately, she's out with health issues today. On June 19, 2014, the board appointed Dr. Freeman to a three-year term as Executive Vice President and Provost with a retroactive date to May 16, 2014. Prior to the permanent appointment, Dr. Freeman has served as the interim Executive Vice President and Provost from October, 2015 through May 2014. In accordance with Article 19.3.1.2 of the NIU Bylaws, we followed the procedures in the fall semester to the review of her at the end of term. A comprehensive review was done of the Executive Vice President and Provost and based on the very positive feedback from that, I'm seeking permission to reappoint her as Executive Vice President and Provost. The recommendation is as follows: the President recommends that Dr. Lisa C. Freeman be reappointed to a four-year term as the Executive Vice President and Provost with the rank of professor with tenure in the Department of Biological Sciences effective May 16, 2017.

Chair Strauss asked for a motion to that effect. Trustee Murer so moved and Trustee Boey seconded the motion.

Trustee Butler asked if it is necessary to have the tenure rank in the motion.

President Baker responded, it's typical and I think that's how she was appointed the first time.

Chair Strauss called for a vote on the motion and the motion was passed.

Agenda Item 8.c.3. Reappointment of Dean, College of Liberal Arts and Sciences

President Baker continued, next is the reappointment of the Dean of the College of Liberal Arts and Sciences, Chris McCord. Dr. McCord became the Dean of NIU's College of Liberal Arts and Sciences on July 1, 2007 and per article 19.3.2 of the NIU Bylaws, Dr. Dean McCord received an initial term of six years renewable for additional terms of four years. In 2013 Dean McCord's appointment was renewed for a second four year term and hence in 2016 Dr. McCord underwent a second end of term evaluation. All of that was in accordance with the NIU Bylaws. Again, very positive feedback on Dean McCord and so my recommendation is that Dr. Christopher K. McCord be reappointed to a four year term as the Dean of the College of Liberal Arts and Sciences with the rank of professor with tenure in the Department of Mathematics effective July 1, 2017.

Chair Strauss asked for a motion to that effect. Trustee Butler so moved and Trustee Boey seconded. The motion passed.

Agenda Item 8.c.4 Reappointment of Dean, Graduate School

President Baker continued, Agenda item 8.c.4 is the reappointment of the Dean of the Graduate School, Dr. Bradley G. Bond. He was appointed as the Dean of NIU's Graduate School on July 1, 2011 and per article 19.3.2 of the NIU Bylaws Dean Bond served an initial term of six years renewable for an additional term of four years. In 2016 he underwent an end of term evaluation. Again, very positive feedback and as such I recommend that Dr. Bradley G. Bond be reappointed as the Dean of the Graduate School with the rank of Professor with tenure in the Department of History effective July 1, 2017.

Chair Strauss asked for a motion to that effect. Trustee Boey so moved and Trustee Murer seconded.

Trustee Butler asked if there was a term associated with the recommendations.

President Baker verified it was a traditional four year term

Chair Strauss asked if Trustee Butler would you like to make a motion to amend.

Trustee Butler responded, I think we should say that he be reappointed to a four year term, so we're adding the phrase "to a four year term" as the Dean of the Graduate School.

Trustee Marshall seconded the amendment to the motion.

Chair Strauss called for a vote on the motion to amend and the motion passed.

Chair Strauss continued by calling the amended motion for a vote and the motion passed.

Agenda Item 8.c.5. Appointment of Acting Vice President and General Counsel

President Baker continued, General Counsel Blakemore is leaving us for North Carolina and as such we need to appoint an Acting Vice President and General Counsel. This position is important to the university and the Board of Trustees since the General Counsel provides vital input into the workings of the board and supports the consideration of issues critical to the development of policies and operations at the university. Dr. Gregory A. Brady would bring broad experience to the position. He currently serves as the Deputy General Counsel for the university legal services division and has served on the legal staff since 2002 as University Counsel, Assistant University Counsel, and as an assistant to the Corporation Counsel. Mr. Brady earned his B.S. and J.D. from Northern Illinois. He's currently a member of the advisory council for the Department of Political Science and, in addition, he's been recognized with supportive professional staff certificate of recognition in 2004 and 2010, and a supportive professional staff award for advocacy in

2014. He's a member of the Illinois Bar, the DeKalb County Bar, and the National Association of College and University Attorneys. I think Greg would do a great job and I recommend that the university request the Board of Trustees' approval of the appointment of Mr. Gregory A. Brady as the Acting Vice President and General Counsel effective immediately.

Chair Strauss asked for a motion to that effect. Trustee Murer so moved and Trustee Boey seconded the motion.

Trustee Butler commented, my only question, and I have absolutely no problem at all with the motion and I look forward to voting for it today, I just want to make sure that we're following the proper procedure. Are there any steps that need to be taken prior to this recommendation? Can you remind me what the constitution requires for the appointment of an acting vice president?

General Counsel Blakemore responded, Mr. Chairman, Mr. President, the NIU Bylaws are pretty clear that this is an appointment that requires Board approval. There's nothing other than the recommendation of the President and Board approval that is required.

Trustee Murer noted, I just want to be clear also. I always get confused with the terminology acting and interim. I want to make sure that Mr. Brady will have an opportunity to seek this as a permanent position if he so desires once the search has been initiated.

President Baker responded, that is what the acting term reflects.

Chair Strauss called for a vote and the motion was approved.

Acting Vice President Brady commented, first to the Board and the President. Thank you very much for your confidence that you've placed into me in carrying on the duties and responsibilities of the Office of General Counsel. We are here to support you in all that you do. Secondly, thank you to Jerry who has been a tremendous mentor and friend for the past six years and that friendship will continue forever.

Agenda Item 8.c.6. Authorization to Retain an Executive Search Firm for the Appointment of Vice President for Enrollment Management & Marketing and Communications

President Baker continued, as you know we've done some reorganization to align our marketing and our recruitment activities into one area. That's going well. The transition is going well and the integration is going well, but Harlan Teller's term comes to an end this summer and we need to get on with a search. We believe in the current environment it's very important to have some help with that to recruit a new Vice President into this environment to help us with Enrollment Management and Marketing Communications. As such, I bring to you the following recommendation. It is recommended by the president that we be authorized to select an executive search firm for the search of a Vice President for Enrollment Management and Marketing Communications and that such selection be from the list of pre-qualified search firms. It is further recommended that the President periodically report back to the board regarding the selection and status of such searches.

Chair Strauss asked for a motion to that effect. Trustee Boey so moved and Trustee Holmes seconded.

Trustee Marshall asked if he could get the job description of that particular position.

Trustee Coleman noted, enrollment management was a function under our Vice President of Student Affairs. In light of the fact that he's leaving the institution, is this the structure that we think is the appropriate structure going forward?

President Baker responded, as we've been talking with some of the search firms on the list to see who has

skills in this area, they've indicated that this is the emerging model in the country, that this will help us in the job market to have this kind of function together. It has the palliative pieces that a person needs to be effective in this area and so I think it supported our observations as we went into the original reorganization and had the wisdom of the program prioritization process as well to help inform that transfer.

Trustee Coleman responded, it's good to know that there's a growing trend. When I think of potential candidates and one that has deep knowledge of enrollment management, marketing and communications. Those seem like different functions. I take your word on it that it's a growing trend.

President Baker responded, it is and you see that a lot in private universities as well the corporate sector where marketing and sales are often in the same division, not separate divisions. We've brought those together as well as some of the marketing activities that were done for adult students out of the Outreach and Regional Development group too.

Trustee Murer noted, on the same note, I had a conversation with Dr. Baker in regards to this. It's counterintuitive to me because I want to look at enrollment more than just a slogan in marketing. Marketing is communication to tell people that we are here, but enrollment management in many ways, in my opinion, is much more substantive and has a lot more strategic elements to it. Again, it's a difficult situation. We look to our president to give us guidance. Our president is saying this is the trend. Let's see who we come up with, but it is counterintuitive to me right now that the most important issue that we're facing in the next three to five years is enrollment and enrollment is more than a billboard or a website or information and communication. Where is the strategic thinking of the way to work with the Provost in program development and is this too much for one person to expect to have equal experience in terms of marketing and communication and the nuances of and subtleties of enrollment?

President Baker responded, excellent question and the reason we're doing this is exactly why you mentioned this. We need strategic alignment with what we're trying to do with our brand in the market, the excellent programs that we have feeding into that, the communications we have down through the CRM, the Constituent Relations Management System, which is a way students get a bulk of their information through that kind of media as opposed to a billboard or something and we just haven't had those aligned in the past. We've had our marketing working here and we've had our admissions people working over here, without the content alignment. Then that hasn't been aligned with what's going on with the programs and the marketing going on in the colleges as well as it should have been. What we're really trying to do is structurally align those pieces so that we've got good synergies there and that we really magnify the great opportunities students have here. We just have not done a very good job of letting the market know the great opportunities they have here programmatically whether it be in the curriculum, the co-curriculum, internships, etc. as well as the job opportunities in the great alumni network we have out. This is to give us the organizational structure to make that a much more efficient and effective conversation.

Trustee Struthers added, I have a simple positive comment on that, you think of marketing as product, place, price and promotion and they should be under one umbrella and I applaud the alignment.

Trustee Marshall added, Dr. Baker when you mention trends do you have any research to go with that that can show us that these trends are working, success stories?

President Baker responded, I don't have data from other schools; I just know schools are moving to this. It's moved to about 40% of publics having some kind of direct strategic enrollment management reporting to the president now. I think that's because of the emphasis we all feel on that that you really need that high level strategic thinking and not just tactics at a lower level but strategic thinking up and down the funnel. I look in the literature and see what I can see on the outcomes of that. I guess we have the anecdotes of schools moving toward it and our own observations already as we've gone through the initial stages of this transition about how we're seeing opportunities to really do a much better job.

Trustee Strauss noted, I have a brief follow-up question. With Dr. Weldy's departure we've heard about what the plan is with regard to Marketing Communications and Enrollment Management, but what we haven't heard is what happens to the other items that are currently housed in Student Affairs?

President Baker responded, we just got word from Eric this weekend. I did meet with his staff and I've met with Eric to discuss this. In the interim, we're going to have the Associate Vice President Kelly Wesener-Michael, and the Assistant Vice President Mike Stang, serve the areas of Student Affairs and report to Lisa Freeman. They met yesterday with Provost Freeman to discuss that following a meeting with me the day before. Then we're going to take the holiday period to think about what the right structure is and come back and work with them and the Provost to do some contemplating about short term and then longer term kinds of structural issues.

Chair Strauss continued, has it been decided that it doesn't make sense to keep that entire operation intact and add marketing and communications to it?

President Baker responded, correct.

Chair Strauss called for a vote on the motion and the motion passed.

Agenda Item 8.c.7. Authorization to Retain an Executive Search Firm for the Appointment of General Counsel

President Baker continued, Item 8.c.7, authorization to retain an executive search firm for the appointment of General Counsel. Pursuant to the provisions of the Public Act 970814, the Northern Illinois University policy on the use of external search by the board. It's recommended that the board authorize me to retain such executive search firms to assist in the search for General Counsel. So the formal recommendation is the president be authorized to select an executive search firms for the search for a General Counsel and that such selection be from the list of pre-qualified search firms. It's further recommended the president periodically report back to the board regarding the selection and status of such searches.

Chair Strauss asked for a motion to that effect. Trustee Butler so moved and Trustee Boey seconded.

Trustee Struthers commented, have there been any consideration to postponing the actually engagement of the third party until we've vetting the idea of the internal candidate or candidates? Just to ponder that before we go out and commit ourselves to spending money.

President Baker responded, yes we have some other searches underway and I think I will take a little bit of time this spring before we go forward but we'll make that determination here in the next month or two.

Chair Strauss added, I did want to ask if you could confirm the conversation that we had previously where I expressed an interest that because this is a position that also does work for the board that when the search committee is formed we have a trustee serves on that search committee.

President Baker responded, I think that's an important piece, to have a trustee on the search committee and then also have the opportunity for any of the trustees who want to interview the candidates to do so.

Chair Strauss asked for a vote on the motion and the motion passed.

Agenda Item 8.c.8. Whistleblower Policy

President Baker noted, the next item is the whistleblower policy. The General Counsel has worked on this as well as outside counsel for some time, so I'm going to turn it over to Jerry and let him talk to you about the development and the thinking behind the whistleblower policy.

Jerry Blakemore began, I'll make a couple very quick comments about the whistleblower policy. One, this proposed policy is really an update of the current university policy which is very much in need of updating particularly relating to clarity of the policy and related to how employees can report, even anonymously, concerns of an ethical nature. Two, this policy was vetting with outside counsel so it is the product of not only the General Counsel's office but it is actually the product of outside counsel who has done this type of work with other institutions so we're very comfortable with the comprehensive nature of the policy. The major changes that we are proposing; one is that we clarify and expand the number and the various different ways in which one can report ethical and related concerns. Right now there is not clarity that the board, as an example, would be a form in which you can report and we've clarified that in the policy. We've also provided in the policy that we have an outside independent agency where anonymous complaints can be filed, that's in addition to what the state officials and employees act already allows for employees to do. So we've got an independent agency where complaints can be lodged as well. The sum and substance of the policy continues to be to encourage ethical compliance and we believe that this policy does that particularly with the expanded nature of reporting opportunities for employees.

Chair Strauss responded, I assume that the requested action is that the board approve the whistleblower policy contained in our printed materials, is that correct?

General Counsel Blakemore responded, that is correct.

Chair Strauss asked for a motion to that effect. Trustee Murer so moved and Trustee Coleman seconded.

Trustee Butler commended, we're discussing in the Governance Ad Hoc Committee the distinction between a board level policy and a university level policy. Am I correct in assuming this is a board level policy?

General Counsel Blakemore responded, typically the distinction goes to whether it's operational in nature or whether it's "overall" policy. In this particular issue, because it does involve the board and reports possibly to the board, I'd view this as a board level policy that is applicable to the entire university.

Trustee Murer noted, I agree with our General Counsel in that when we're dealing with whistleblower we're dealing with the potential for allegations, the potential for litigation, and those are all matters that go before the board for which we have fiduciary responsibility. I think in my mind it's very clear that this should be a board policy as opposed to – it's not just an operational issue.

Trustee Coleman added, I think this is important that the board unites behind this whistleblower policy and that we send a message to the institution, to the community and all that's involved that we support integrity in operations and that we want to encourage people if they are aware of any wrong doing that's occurring within the university to air that and feel safe in doing so. We want to operate this university with integrity and it's important for us to have strong rules and policies in place for it.

Chair Strauss noted, I'd also like to make clear that we have to assure that the policy is adequately disseminated so thank you for your comment.

Trustee Butler asked for clarification, we have new ethics guidelines that came from the state that would require if a concern of this nature, as described here, is reported to us and would also be simultaneously reported to the office of the Executive Inspector General. Is that correct?

General Counsel Blakemore responded, two points, one the Governor issued an executive order that basically requires employees to make reports to the OEIG. The proposed policy is complementary to that. It provided another option, not an option which would exclude the obligation to report to the OEIG, but another forum in which to report allegations of misconduct. The policy is consistent with and supplemental to the Governor's executive order.

Chair Strauss called a vote on the motion to approve and the motion passed.

Agenda Item 8.c.9. Grants and Contract Awards – *Consent Agenda*

Agenda Item 8.c.10. Authorization to Retain an Executive Search Firm for the Appointment of Vice President for Administration & Finance

President Baker began, this item is the authorization to retain an executive search firm for the appointment of Vice President for Administration and Finance. As you know Al Phillips has decided to retire in March. We'll have a couple more months of Al's wisdom and appreciate that. It is recommended that the president be authorized to select an executive search firm for the search for Vice President of Administration and Finance and that such selection be from the list of pre-qualified search firms. It is further recommended that the president periodically report back to the board regarding the selection as status of such searches.

Chair Strauss asked for a motion to that effect. Trustee Butler so moved and Trustee Holmes seconded. Motion passed.

Agenda Item 8.c.11. Litigation – Grady v. Board of Trustees of Northern Illinois University, et al.

President Baker continued, the last action item is regarding litigation. Grady v. Board of Trustees of Northern Illinois University et al. The background is on February 19, 2014, Donald Grady brought law suit against the Board of Trustees of Northern Illinois University and several NIU employees in federal court relating to his separation from employment in the university in February of 2013. Both parties participated in mediation on November 21, 2016 and as a result of that mediation, the university and Dr. Grady have reached a proposed agreement to forever resolve the issues presented by the case and in the litigation between the parties. The settlement of these matters in no way constitutes an admission of wrong doing on the part of the university or its employees; and the settlement agreement will state as much. Considerations weighing in favor of settlement include the financial cost of a two-week trial, the inconveniences to the university's employees who are also defendants in the case, and the disruption of university operations for university employees to participate in the trial. The settlement was entered into at the recommendations of the university's insurer. The university provides for Dr. Grady and his attorney's to be paid \$1,025,000. The settle amount of \$1,000,000 will be paid by the university's insurance carrier. The remaining amount of \$25,000 will be paid by the university. As part of the agreement, Dr. Grady agrees that all claims brought against the university and the individual named defendants will be dismissed and the university agrees to withdraw its termination of Dr. Grady in order to affect his reinstatement and immediate voluntary resignation. Upon approval of this settlement by the board the parties will file a joint stipulation to dismiss the litigation and remove the case from the court docket. It is recommended that the board authorize the settlement and associated payments as described above and approve the proposed settlement agreement to fully and finally resolve all claims brought by or on behalf of Donald Grady, II and Donald Grady, I versus the Board of Trustees of Northern University et al.

Chair Strauss asked for a motion to that effect. Trustee Boey so moved and Trustee Butler seconded. Trustee Struthers requested a roll call vote be taken as follows:

Trustee Robert Boey: Yes	Trustee Wheeler Coleman: Yes
Trustee Matthew Holmes: Yes	Trustee Robert Marshall: Yes
Trustee Cheryl Murer: Yes	Trustee Tim Struthers: Abstain
Vice Chair John Butler: Yes	Board Chair Marc Strauss: Yes

Motion passed.

Trustee Coleman commented, we authorize executive search firm to proceed with retaining an executive search firm the general counsel and for the administration and finance. What about student affairs, Vice President of Student Affairs? Are we not going to do that today?

President Baker responded, we're not going to do that today. We're going to take the next few weeks to discuss what structure that should be and how we go forward before we come back for a request for search firm.

9. CHAIR'S REPORT NO. 75

Agenda Item 9.a. Board of Trustees 2017 Meeting Dates Approval

Chair Strauss moved to the Chair's Report, Agenda item 9.a. is a request to approve Board of Trustees 2017 meeting dates. The list was previously circulated and is contained in your printed materials. Can I have a motion to approve the scheduled dates please?

Trustee Murer so moved and Trustee Boey seconded the motion. A vote was taken and the motion was approved.

Agenda Item 9.b. Closed Session Minutes Review and Release

Chair Strauss began, agenda item 9.b. relates to closed session minutes review and release. The Illinois Open Meetings Act requires public bodies to review the minutes of their closed session on a semi-annual basis and to determine what parts of the minutes they should make available to the public because they no longer require confidential treatment. Upon review and advice of the board's parliamentarian, it is recommended that the board approve no additional release from confidentiality of any of the previously unreleased sections of the executive session minutes at this time. Those actions which are still subject to confidentiality together with sections from subsequent meetings will be considered again in six months.

Trustee Holmes made a motion to approve and Trustee Boey seconded. A roll call vote was taken:

Trustee Robert Boey: Yes	Trustee Wheeler Coleman: Yes
Trustee Matthew Holmes: Yes	Trustee Robert Marshall: Yes
Trustee Cheryl Murer: Yes	Trustee Tim Struthers: Yes
Vice Chair John Butler: Yes	Board Chair Marc Strauss: Yes

Motion was approved.

Agenda Item 9.c. Resolution Honoring Jerry D. Blakemore, Vice President and General Counsel

Chair Strauss continued, asked for a motion to approve agenda item 9.c. is a resolution honoring Jerry D. Blakemore. Trustee Murer so moved and Trustee Butler seconded. The motion was approved.

Chair Strauss called Jerry Blakemore to podium and read resolution as follows:

RESOLUTION
HONORING
JERRY D. BLAKEMORE

WHEREAS, Jerry D. Blakemore has faithfully served as General Counsel to Northern Illinois University since 2011; and

WHEREAS, since coming to Northern Illinois University in 2011, he has also served the university in the roles of Vice President, Parliamentarian for the Board of Trustees of Northern Illinois University, Board Liaison to the Compliance, Audit, Risk Management and Legal Affairs Committee and the Ad Hoc Committee on Governance, and General Counsel; and

WHEREAS, having served the university as the Freedom of Information Act officer, statutory ethics officer, privacy officer and Clery Act compliance coordination officer, and as risk management officer, administering the Board of Trustees Liability Self-Insurance Plan; and

WHEREAS, during his appointment as Vice President, he was an early-adaptor in using Hyland Software's OnBase technology to modernize transaction processing and performance reporting; and

WHEREAS, he has interpreted and navigated complex legal issues for the University, he also worked tirelessly on statewide initiatives, most notably the creation and adoption of Illinois Legislation related to Higher Education in the areas of Concealed Carry exemptions and Higher Education Procurement Reform, and he has contributed greatly to past and ongoing efforts to update the original Board of Trustees Bylaws, Regulations and Policies of Northern Illinois University and the NIU Constitution; and

WHEREAS, through his service with the National Association of College and University Attorneys, as Secretary, Diversity Committee Chair, Financial Committee member, and Compliance Chair, Northern Illinois University has received State and National prominence; and

WHEREAS, under his guidance, and through the Office of General Counsel, he has been an actively engaged as part of the learning community on campus to provide interns from the NIU College of Law the opportunity to gain valuable hands-on working experience; and

WHEREAS, through his participation with Alpha Phi Alpha Fraternity, he has mentored young African American men by promoting their mission of excellence and service to others; and

NOW, THEREFORE, BE IT RESOLVED that the Board of Trustees of Northern Illinois University in formal meeting herein assembled, extends its grateful appreciation to Jerry D. Blakemore for his nearly 6 years of distinguished service to Northern Illinois University.

BE IT FURTHER RESOLVED that this **RESOLUTION** be presented to Jerry D. Blakemore 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 Jerry D. Blakemore

Adopted in a regular meeting assembled this **15th** day of *December, 2016*.

**BOARD OF TRUSTEES OF
NORTHERN ILLINOIS UNIVERSITY**

Marc J. Strauss, Chair

Timothy A. Struthers, Secretary



Mr. Blakemore commented, Mr. Chair, members of the Board, Mr. President, I thank you so much. I have two things to say and I'll say something that you've heard me say before and that is I can confirm that there is a quorum and that you have complied with the Open Meetings Act. I always start with presentations that I do in my capacity as a NACUA member, with a PowerPoint and I promised the chair that I wouldn't do a PowerPoint but what I will do is give you my perspectives one more time. I start off those presentations with the perspective from Abraham Lincoln which says the best thing that one society can do is education; and then I use the second part to say to quote the words of Nelson Mandela "education is the most powerful weapon which you can use to change the world." And then I end those presentations typically with a comment statement from Margaret Mead, "never doubt that a small group of thoughtful, committed citizens can change the world." What has been done here at NIU, particularly when we talk about student success, when we talk about transforming lives is exactly that. You change the world through one student at a time. I'm one of those students; first generation student and graduate and that higher education allowed me to be here. So I want to thank you for your mission. I want to thank you for how you have implemented that mission. I want to thank you for the opportunity to serve. There have been challenges, and that's true across the country wherever you might be, but when I look at the challenges versus the achievements none of which have been done without a whole lot of support from this Board, past and present, from the executives here past and present, and most importantly from the members of the Office of General Counsel by person. They have been done with full, complete support and expertise from them. I believe that you are in not just good hands, but great hands with Greg and you are in not only good hands but great hands with every lawyer and every person on that staff. It has been my pleasure to lead and to follow them. Thank you so much.

Chair Strauss commented, while Jerry continues to make his way down the line, I would say that serving as a general counsel of any organization is a tough job, of a university is a particularly tough job. In the climate in which we've operated over the time that he's had this job an incredibly difficult job. So I would like to thank Jerry for his service, let him know that I have appreciation for his efforts and respect for what he's accomplished and I wish him all the best in his next stop.

Trustee Coleman added, Jerry first of all I want to thank you for your integrity. Thank you for supporting us as a board. The last two to three years you probably felt like you were doing double duty and so I'm going to start calling you Double Duty Jerry. I will tell you I'm proud of your accomplishments here at NIU, your accomplishments prior to coming to NIU, and we wish you the very, very best on your new journey and we hope our paths will cross again. There's one thing that I also want to mention that probably should have been in the resolution, Jerry is also a man of God and a man of faith and he has tremendous faith and I know God and your faith guides your footsteps. So as you embark upon your new journey, continue to hold your God close to your heart. Thank you.

Trustee Murer commented, serving on a board of trustees gives us the opportunity to be exposed to the high intellect and character of many individuals. In these last few years we've all been tested. For me I have had the pleasure of working with Jerry as chair, as a committee chair, and the reason why the General Counsel's office operates at the level that it does is because of his leadership. It's a quiet leadership. It's day-to-day. You do your job. But you do is you put the institution as the client, never a person, and so when things are difficult you take it upon yourself to speak your mind, to do the right thing, whether it's questioned, whether it's debated; if you could end the day by saying I did the best I could base on beliefs, then you've accomplished your job. Mr. Blakemore, you've accomplished your job.

Trustee Boey added, of course I'm going to miss you, thank you for all your great leadership and your helpful guidance hat. I usually come to you and there's a question about legal or illegal things and I will miss you of course, no question about it. Best wishes for the future.

Trustee Butler commented, what eloquent complements from my colleagues. I would only add that when I took over as the chair of the board Jerry was critical in establishing the manner in which the board interacts with the university and which was critical in aligning and these phrases may seem relatively

generic but I ask you to pay very close attention to them. He's been critical in assisting us in aligning the activities of the board with the activities of the university. That is something that can easily go off the rails if the board is not well supported by the key leaders of the university and Jerry has been one of those leaders. Other than what's already been mentioned, I would say importantly and a major part of Jerry's legacy from my standpoint is his assistance in forming and then guiding the agenda of the Ad Hoc Committee on Governance and as I said earlier, I don't mean to imply by using the word productive that someone the work of one committee is more productive than the other. By productive, I mean that we've been able to produce things that were able to move from the committee to the board and through the board and I can tell you that that's not easy to do. It takes a lot of work and a lot of work of the people that Jerry works with and a lot of work on the part of not only the committee but the board itself and there's a lot of trust that takes place there and I think if there is an anchor to that trust it was not me as the chair of the committee it was Jerry and I think the manner in which we were able to move forward so many reforms over such a short period of time that were so responsive to the issues that we were dealing with is because of the trust that this board has in Jerry. We're going to miss you and best of luck.

Trustee Marshall added, just a couple things because my fellow trustees have said most of the things that I could have written down, but one of the things that I really want to commend you on, there are students who will be graduating from this institution because you pitched in to give them the mentorship to make it. I hope that that particular spirit will you leave a little bit of it here and infect some other people to do that? And then on going beyond the regular duties of the office, I can say that in some of the discussions that I've had with Jerry, he isn't all business. He has a sense of humor too. Jerry, good voyage, good voyage.

Trustee Holmes added, just like everyone else I have nothing but good things to say about Jerry. I guess comparatively we've only worked together for a short time, but you're one of the first people that helped by transition into this role. So just everyone else I have nothing but good things to say and thank you for your work with us, for us, and everything you've done and best of luck moving forward.

Trustee Struthers commented, just an absolute class human being. I've known Jerry since day one in a lot of different capacities and absolutely have had total respect and regard and class is the word that comes to my mind. Thank you and you will be missed and as Wheeler said, I hope our paths cross in the future.

Agenda Item 9.d. Ad Hoc Committee on Governance Proposal

Agenda Item 9.d.1. Proposed Appearances Before the Board Policy

Chair Strauss asked for any additional comments from Trustee Butler regarding this item.

Trustee Butler responded, I'm going to rely on our General Counsel one last time to help us explain how we got to this point, but I will tell you this, the Ad Hoc Committee on Governance did thoroughly discuss this matter and the proposal you have before us today reflects a number of changes that the committee suggested as well as in general this is an evolving policy. You'll recall that we passed something similar earlier in our process and this is something new and I think more complete and comprehensive.

General Counsel Blakemore noted he was going to ask the acting Vice President and General Counsel Brady for this very quick summary.

Acting General Counsel Brady responded, actually it is exactly what Vice Chair Butler said. It is an expansion upon the existing appearances before the board, rules that the Board of Trustees had established previously. It is consistent with the Open Meetings Act and the Northern Illinois University law on that topic and in particular the recording of board meetings. The State of Illinois has mandated that it is public policy that the public should be able to record the meetings of the Board of Trustees and we have made that clear in the board's rules and expounded upon the parameters around those recordings. It's a component

of it, but it was a strengthening and a bolstering of what the rules you have in place on appearances before the board.

Chair Strauss continued, this matter is here before today on a recommendation from the Ad Hoc Committee on Governance that it be received for a first reading. Can I have a motion to receive and complete the first reading?

Trustee Struthers so moved and Trustee Butler seconded. The motion was approved.

Agenda Item 9.d.2. Constitutional Reform Process – *Consent Agenda*

Agenda Item 9.e. Resolution Honoring Eric A. Weldy, Vice President for Student Affairs & Enrollment Management

Chair Strauss asked for a motion to approve agenda item 9.e., a resolution honoring Eric A. Weldy, Vice President for Student Affairs and Enrollment Management. Trustee Boey so moved and Trustee Coleman seconded. The motion was approved.

Chair Strauss called Eric Weldy to podium and read resolution as follows:

R E S O L U T I O N

HONORING ERIC A. WELDY

WHEREAS, Eric A. Weldy has faithfully served as Vice President for Student Affairs & Enrollment Management at Northern Illinois University since 2013; and

WHEREAS, during his appointment as Vice President he always demonstrated genuine interest in supporting NIU students, ensuring that all actions taken by his division were aimed at meeting the needs of students and preparing them for career success; and

WHEREAS, under his leadership the university significantly improved retention rates for freshmen and sophomore students, climbing from 66 percent to 73 percent; and

WHEREAS, he helped guide the Institutional Aid Task Force, resulting in a significant revamp of how the university extends grants and aid to students, including the implementation of the Academic Works software that has upgraded and modernized many aspects of that process; and

WHEREAS, he oversaw a significant overhaul of the Department of Admissions at NIU, hiring and empowering streamlining and modernize the processes therein, and improving marketing and recruiting functions for both traditional and transfer students; and

WHEREAS, he helped implement significant improvement to the orientation process at NIU, expanding and improving services in that area, resulting in more students committing to the university after participating in that program; and

WHEREAS, he always displayed a commitment to diversity and to supporting students from all walks of life; and

WHEREAS, he consistently demonstrated outstanding leadership of his division, working closely with staff at all levels to understand their challenges and to champion their ideas for improvement; and

WHEREAS, he always demonstrated a “university-first attitude, consistently demonstrating a willingness to collaborate with other divisions throughout the university and realign functions as needed to best

ensure that students were receiving the support they need to ensure success; and

NOW, THEREFORE, BE IT RESOLVED that the Board of Trustees of Northern Illinois University in formal meeting herein assembled, extends its grateful appreciation to Eric A. Weldy for his more than 3 years of distinguished service to Northern Illinois University.

BE IT FURTHER RESOLVED that this **RESOLUTION** be presented to Eric A. Weldy 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 Eric A. Weldy.

Adopted in a regular meeting assembled this **15th** day of *December, 2016*.

**BOARD OF TRUSTEES OF
NORTHERN ILLINOIS UNIVERSITY**

Marc J. Strauss, Chair

Timothy A. Struthers, Secretary



Eric Weldy commented, thanks to President Baker, thanks to the Board, NIU holds a special place in my heart because it gave me an opportunity to return home, to return to Illinois. I really love this state. I grew up here, went to school here within the State of Illinois and so it means a lot to me to see NIU and to see the State of Illinois succeed. Although I know that there are many challenges at the moment, I have strong faith that this proud university and this proud state will overcome its challenges. My final thought is that one of the things that I have learned very early in my career is that in order to get from point A to point B you need people to help you to lift you up and bring you along the way. From the standpoint of the success of the Division of Student Affairs and Enrollment Management, hats off to all of the staff, all of the faculty and others who we worked with and collaborated with because they did a lot of the hard work. You know you have a vision for something and to have the right people in place to do the job, there's a lot of work that needs to be done, but I am so very happy to have had the opportunity to work with all of you. I will take this with me and it will stay with me. It's a part of me now and so thank you NIU for everything.

Chair Strauss noted, I'd like to say that I appreciate your guidance in the candid conversations that we've been able to have about the issues related to your department. I also wish you the best in his future endeavors.

Trustee Struthers added, I've spent a fair amount of time with Eric and I often would introduce, he and Dani as the most important people in our town and the work that you did was commendable. Obviously a lot of work to do but there was real progress and I appreciated very much your vigor around it and your perspective and I enjoyed our time together. All the best.

Trustee Murer commented, Eric I bring you a message from my husband Michael who is a Purdue graduate and he congratulates you but wants to remind you it's black and gold and not red and black.

Trustee Boey added, Eric you have done a lot of good things for NIU but when I think about you I continue to think about the changes you have made for the incoming freshmen at Holmes Student Center. The number of students coming in with their parents completely astounded at the size of this university, the campus, and yet Eric has done a great job in refinishing this whole process so that it becomes manageable. That will always stay with me that's your accomplishment and thank you for all the good work you have done since.

Trustee Butler commented, Eric has been the keeper of the direction manuals and the keys to the machines that are most vital and relevant to the future success of the university so he's been someone that all board

members have had the pleasure of working with directly. When we get nervous about the future we make an appointment with Eric. What we learn when we make those appointments is that the work that he does, particularly with respect to enrollment management, is very complicated and it's very sophisticated and there's a lot about it that's not public for obvious reasons because its proprietary, it is strategic and competitive. But when we have those conversations with him we learn a great deal and have learned a great deal. When Marc says that he appreciates Eric's candidness, I agree, that certainly is true. I have in the past as well and I will miss that. I hope that the person who takes over those keys and those manuals is as candid and as open to these discussions as you've been. Thank you.

Trustee Marshall noted, I'm going to go back over the few years that you've been here and start by saying that enrollment management is part of student affairs, but if Eric started to list the various areas that he has to cover without a script each day and it could be a crisis or it could be something that will make you smile, but Eric for the future hold up.

Trustee Holmes added, I learned pretty quickly that this board can be hard to please sometimes, but it kind of echoes my same view that everyone has only good things to say about you at one of the toughest jobs in the university. So I just want to say thanks on behalf of me and everyone here and best of luck.

Trustee Coleman commented, Eric we wish you the best in the future and good luck at Purdue. We're going to miss you. You had a tall order and that is to keep our students happy and increase enrollment. Today is also a sad day on many fronts, but we just said goodbye or we're saying goodbye to two of our African American leaders here on campus. For some it may not seem like a big deal, but for others it's really, really big and it's a sad occasion for many. We wish you well on your journey and if there's anything we can do to help you along the way don't forget about us. Thank you.

11. NEXT MEETING DATE

Board of Trustees Committee meetings and BOT Special Meeting will be held February 16, 2017, beginning at 9 a.m. The regular meeting is scheduled for March 9, 2017, beginning at 9 a.m.

12. CLOSED SESSION

Chair Strauss asked for a motion to close the public meeting to conduct a closed session to discuss the following subjects authorized by the Illinois Open Meeting Act as amended; personnel matters as generally described under sections 2.c.1, 2, 3 and 21 of the Open Meetings Act, litigation and risk management matters as generally described under sections 2.c. 11 and 12 of the Open Meetings Act, closed session minutes matters as generally described under section 2.c.21 of the Open Meetings Act. Trustee Butler so moved, seconded by Trustee Holmes. A roll call vote of the trustees to recess to closed session was as follows:

- | | |
|-----------------------------|-------------------------------|
| Trustee Robert Boey: Yes | Trustee Wheeler Coleman: Yes |
| Trustee Matthew Holmes: Yes | Trustee Robert Marshall: Yes |
| Trustee Cheryl Murer: Yes | Trustee Tim Struthers: Yes |
| Vice Chair John Butler: Yes | Board Chair Marc Strauss: Yes |

The meeting is now closed and will re-open at the conclusion of the closed session for the purpose of closing this meeting. The Board adjourned for closed session at 12:05 p.m.

The Board of Trustees of Northern Illinois University reconvened on December 15, 2016, at 2:25 p.m. Chair Strauss announced they were reconvening after the closed session and asked for a roll call. A roll call was taken as follows:

Present: Trustee Robert Boey, John Butler, Wheeler Coleman, Matthew Holmes, Robert Marshall, Cheryl Murer, Tim Struthers, Board Chair Marc Strauss

13. ADJOURNMENT

Chair Strauss asked for a motion to adjourn. Trustee Murer so moved and Trustee Boey seconded. The motion was approved. Meeting adjourned at 2:26 p.m.

Respectfully submitted,

Kathy Carey
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.