

Meeting of the
BOARD OF TRUSTEES
OF NORTHERN ILLINOIS UNIVERSITY
March 9, 2017

1. CALL TO ORDER AND ROLL CALL

The meeting was called to order at 9:09 a.m. by Board Chair John Butler in the Board of Trustees Room, 315 Altgeld Hall. Recording Secretary Kathy Carey conducted a roll call. Members present were Trustees Dennis Barsema, Robert Boey, Wheeler Coleman, Tim Struthers, Matthew Holmes, Eric Wasowicz, and Board Chair John Butler. Absent: Trustee Veronica Herrero.

Also present: Former Trustees Marc Strauss, Cherilyn Murer, Robert Marshall; President Doug Baker; Board Liaison Mike Mann; Acting General Counsel Greg Brady; Executive Vice President and Provost Lisa Freeman; Vice Presidents Jerry Blazey, Anne Kaplan, and Catherine Squires; Associate Vice Presidents John Heckmann and Larry Pinkelton; Dean of the College of Visual and Performing Arts Paul Kassel; NIU Alumni Association Executive Director Reggie Bustinza; NIU Foundation and Alumni Association Executive Board members Jeff Yordon, Pete Garrity, and Rita Athas; and University Advisory Council (UAC) Representatives Holly Nicholson, Catherine Doederlein, and Greg Long.

2. VERIFICATION OF QUORUM AND APPROPRIATE NOTIFICATION OF PUBLIC MEETING

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

3. MEETING AGENDA APPROVAL

Chair Butler asked for a motion to amend the meeting agenda and indicate there would be a motion later for a consent agenda of agenda items 9.a.2. – 9.a.22 and 9.b.1., 9.b.2., 9.b.4. – 9.b.8, 9.b.10-9.b.11. Trustee Coleman so moved and Trustee Wasowicz seconded. The motion passed.

4. HONOR & RECOGNITION OF FORMER TRUSTEES

Chair Butler began, we are here to honor and recognize the former trustees who are with us today. This is a very special occasion. It's an opportunity to express our gratitude and high regard for the three former trustees whose terms on the board expired in January of this year. The Board extends this honor through policy through the adoption of a resolution for each of the former Board members that expresses our thoughts about the service of each based on their individual contributions and our understanding of those contributions as that has developed over time.

So they're very personal and customized to each of the former trustees. We adopted these resolutions at the special meeting held on February 16, 2017. I'll read the tributes aloud for the first time, present them to each of the former Board members and offer them an opportunity to speak to the group assembled. I want to make mention of the fact that we have some distinguished guests here today, the first being Jeff Yordon, Chair of the Foundation Board. Jeff will be giving the Foundation Report. And, we have some officers of the NIU Alumni Association Board, Pete Garrity and Rita Athas. These individuals are here to express their appreciation from their constituencies for the service of the former trustees. Following the presentation of these resolutions and the chance for the former trustees to say some remarks, then in sequence, I'm going to then offer the Board any opportunity to speak on any of the trustees. We have three individuals who are all extraordinary and I'm going to go in the order in which I met them. Trustee Cherilyn Murer chaired the Board when I was appointed in late 2007. She quickly became a significant part of my life and my development as a leader. Shortly after my arrival, I observed her steady leadership during our university's most dire period. Over the many years following that challenge, I would come to know Cherilyn as a brilliant and articulate advocate and often told her so, someone with an open mind and

what I would describe as a long view for policy and the mission of the institution – what it could become, what it was. And, it's important to note that Cherilyn will continue in her role in higher education policy. She's been appointed by the Governor to be on the Board of Higher Education for the State. So, we're very pleased to have a representative who has so much knowledge and experience with our university in that very important position.

Chair Butler continued, I was honored to serve with Marc Strauss. He was a tireless custodian of NIU's assets and I will work hard to continue the work that he set in motion, both as I continue his term as chair and after. His resolution marks his signature contributions; but, there's an everyday Marc that's harder to capture in grand pronouncements. He's very smart. He's possessive of a multidisciplinary background in law and management that served him extremely well, and he's a very skilled advocate. But perhaps what stands out over these qualities for me has been his overwhelming sense of responsibility to get it right, understanding that this goal can be complex and time consuming, but it is what we owe the public when we sign up for these particular positions of trust and accountability. Finally, Marc is very funny and enjoyable to work with. I will miss his sense of humor, how he can barely complete one of his hilarious axioms before laughing himself silly seconds before he presents the final line – which, in that respect, he's a terrible joke teller, but it doesn't matter because you're laughing so much at his laughing.

Chair Butler continued, Bob Marshall was a great surprise to me. When I first met him I did not expect to form such an endearing friendship. He struck me as a very matter-of-fact and determined person in his positions and typically that sends a signal to me that I'm not going to have a lot of opportunity to change his mind, but he certainly then emerged as someone who is willing to alter his views if you have a strong argument and he delighted in the back and forth creative energy of conversation. He also possesses a great wisdom, the result of many years in the academy and an extraordinary life. You don't really know Bob until you visit his home and experience him reviewing his extensive notes at his kitchen table while playing somehow, with equal attention, to his dog or going into his basement. Has anyone been in Bob's basement? I have and it is somewhat of a "man cave." You learn that Bob was once an aspiring taxidermist and that's obvious because there are lots of animals on the wall. He collects and paints miniature figures, typically of famous battles, and there's a peculiar manner in which these figures are consistently set up so that the cowboys are clearly losing to the Native Americans, and the African warriors are clearly overwhelming the British colonial invaders. So you learn a lot just by walking around Bob's basement.

Chair Butler continued with the presentation of the resolutions. This is a resolution honoring Cherilyn Murer for distinguished service to the Board of Trustees of Northern Illinois University. So bear with me; we read the whole resolution.

RESOLUTION

HONORING

TRUSTEE CHERILYN G. MURER

Whereas, Cherilyn Murer faithfully served as a member of the Northern Illinois University Board of Trustees for 12 years, from 2005 to 2017; and

Whereas, Cherilyn G. Murer was elected to serve as board chair for four one-year terms from 2007 to 2009 and 2011 to 2013; and

Whereas, Cherilyn G. Murer also served the board as Vice Chair, fourth member of the Executive Committee, Chair of Academic Affairs, Student Affairs, and Personnel Committee, Chair of the Legislative Affairs, Research and Innovation Committee, Chair of the Compliance, Audit, Risk Management and Legal Affairs Committee, Liaison to the NIU Foundation, and as a member of all standing committees: and

Whereas, Cherilyn G. Murer a distinguished expert in healthcare, was committed to the advancement of research while serving as a trustee and the board leader and provided significant support for NIU's research in medical physics, served as Chair of the board's Ad Hoc Committee on Sponsored Research

and Technology Transfer which became the Legislative Affairs, Research and Innovation Committee and participated in outreach and education initiatives at the federal level; and

Whereas, Cherilyn G. Murer has invested significant amounts of valuable time and energy in the service of the Board of Trustees and the students, faculty, staff, and administration at NIU as a previous member of the NIU Foundation Board of Directors, the NIU College of Law Steering Committee, and Board of Visitors, and as adjunct faculty for the NIU College of Business Mastery Certificate for Healthcare Professionals; and

Whereas, Cherilyn G. Murer demonstrated compassion, dignity, strength, and leadership during the immediate and continuing aftermath of the February 14, 2008 campus tragedy passionately and eloquently representing the board and university when the eyes of the world were on NIU: and

Whereas, Cherilyn G. Murer and her husband Michael Murer generously funded a lecture series on professionalism within the legal profession for the NIU College of Law that featured nationally recognized legal practitioners and scholars in response to the growing recognition that guidance and professionalism furthers the highest values of the legal profession, and

Whereas, Cherilyn G. Murer led the Board of Trustees and the university through a successful search for the 12th president of the University, Dr. Douglas D. Baker, who assumed the office of the presidency on July 1, 2013; and

Whereas, we as her colleagues on the Board of Trustees want to express our appreciation for Cherilyn G. Murer for her years of service to the NIU community and especially her leadership as board Chair and look forward to her continued service to the State of Illinois as a member of the Illinois Board of Higher Education; and

NOW, THEREFORE BE IT RESOLVED that the Board of Trustees of Northern Illinois University in formal meeting here and assembled extends its grateful appreciation to Cherilyn G. Murer for her distinguished service to Northern Illinois University from 2005 to 2017.

BE IT FURTHER RESOLVED that this **RESOLUTION** be presented to Cherilyn G. Murer 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 Cherilyn G. Murer.

Adopted in a meeting assembled this *16th of February, 2017.*

**BOARD OF TRUSTEES OF
NORTHERN ILLINOIS UNIVERSITY**

John R. Butler, Chair

Timothy A. Struthers, Secretary



Trustee Murer responded, Thank you. Your kindness and your generosity overwhelms me. NIU has been, will be, a very important part of my life and that of our family. I am pleased today that Michael is here because I share everything with Michael and I share with him the joys of being on this Board. I share with him some of the stresses that we have had and will continue to have, but what I have respected the most is the opportunity to truly serve, to serve the state of Illinois, to serve higher education. And, the greatest joy was being able to develop the friendships with my fellow trustees, the respect I have for my fellow trustees who will always be my fellow trustees. NIU has had so many challenges, but NIU has had so

many successes and that's what we really need to continue to focus upon. Being Chair during two of the more tumultuous periods, one of tragedy and growth, one of hope and opportunity with a new president, positions us to know that the future is ours, the future is bright if we only seize those opportunities. I was born and raised in New England, the home of the Ivy League, and when I was raised public education was not something one really sought. Someone went to the public high school, I don't know who that was, but it wasn't me. Someone went to public universities, I don't know who they were, but it wasn't me. And, when I married Michael and he brought me to the great Midwest, which was kind of near California – so could we go to Disneyland too? We are challenged in New England geographically, I must say; but, we try and overcome. Michael and I understood, and I keenly understood, how incredible the public school system and the public universities were in the Midwest. I was just amazed at the contribution of public education to these United States, and so Michael and I choose deliberately to send our children to public high school, because, if we didn't, who was going to do that, and our children graduated from the University of Illinois, from the University of Wisconsin, and so we have always felt that public education was at the fiber of these United States. So I commit to you that I will continue to fight for higher education. I will be vociferous. I will be tenacious. And I will continue to make sure that the name Northern Illinois University is on the lips of the IBHE. Thank you very, very much.

Next Chair Butler was joined by Marc Strauss.

R E S O L U T I O N
HONORING
TRUSTEE MARC J. STRAUSS

Whereas, Marc J. Strauss faithfully served as a member of the Northern Illinois University Board of Trustees for 12 years from 2005 to 2017; and

Whereas, Marc J. Strauss was elected to serve as Board Chair for four one-year terms from 2009 to 2011 and 2015 and 2017; and

Whereas, Marc J. Strauss also served the board as Vice Chair, Secretary, Chair of the Legislation, Audit and External Affairs Committee, Chair of the Finance, Facilities and Operations Committee, the board's representative to the State University Civil Service Merit Board, Chair of the Ad Hoc Committee on Enrollment, and as a member of all standing committees and ad hoc committees; and

Whereas, Marc J. Strauss as Chair from 2009 to 2011 provided leadership in establishing the NIU Vision 20/20 initiative and lent his professional expertise to formulate an initiative to enhance NIU's living and learning environment resulting in the building, replacement, and renovation of several residential housing facilities; and

Whereas, Marc J. Strauss from 2013 to 2017 focused seriously on enrollment and fiscal sustainability in the context of unprecedented reductions in state support while emphasizing the need for NIU to achieve its mission particularly the provision of accessible, affordable, high quality education for its students, undertook initiatives to streamline operations, become more efficient, reduce spending and prioritize resource allocations, and advocated for an adequate and reliable level of financial support from the State of Illinois to preserve and advance NIU's mission; and

Whereas, Marc J. Strauss has also been consistently active and enthusiastic as a member of the NIU/DeKalb community and avid supporter of NIU athletics making himself available for and being involved in a wide variety of events and meetings and maintaining quality relationships with organizations and community leaders; and

Whereas, whereas we as his colleagues on the Board of Trustees want to express our appreciation for his years of service to the NIU community and especially his leadership of the board.

NOW, THEREFORE BE IT RESOLVED that the Board of Trustees of Northern Illinois University in formal meeting here and assembled extends its grateful appreciation to Marc J. Strauss for his distinguished service to Northern Illinois University from 2005 to 2017.

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

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In addition to this we are also giving Marc a gavel to recognize his service as Chair for the prior year and a half. Marc has gotten one of these before, so he can put this next to that one as a standing tribute to that leadership role.

Marc Strauss responded, thank you. I'm going to be brief. When asked what service as trustee was like I used to say it was a thankless job in impossible circumstances, so I'm grateful for your acknowledgement today of the contributions that I've made over the last 12 years. I wish all of you well. I do understand old trustees don't fade away; they just disappear. For me, it's a little harder because I still live in the DeKalb community. So you may actually see me on occasion, and I'll always say hello and will follow with interest what's happening at the university. Best to all of you. Thanks again for the recognition.

Chair Butler continued with the presentation to Robert Marshall.

RESOLUTION
HONORING
TRUSTEE ROBERT T. MARSHALL, JR.

Whereas, Robert T. Marshall, Jr. has faithfully served as a member of the Northern Illinois University Board of Trustees from 2011 to 2017; and

Whereas, Robert T. Marshall, Jr. also served as board Secretary, Chair of the Academic Affairs, Student Affairs, and Personnel committee, the board's representative to the State University Civil Service Merit Board, and as a member of all standing and ad hoc committees; and

Whereas, Robert T. Marshall, Jr. shared his expertise and experience from a vibrant 40-year career in education including 30 years at South Suburban College where he led in the area of student services, and;

Whereas, Robert T. Marshall, Jr., as a proud NIU Alumnus with Bachelor and Master degrees from NIU, joined the board after serving on the Executive Board of the NIU Alumni Association receiving the

Outstanding Alumni Award by the NIU Black Alumni Council, and participating in NIU's strategic planning activities, the Presidential Teaching Professorship Award Committee, and the Memorial Planning Committee; and

Whereas, Robert T. Marshall, Jr. provided his board colleagues with important insights regarding issues of social justice and the academic and career success of all students including students who begin their post-secondary education at community colleges, encouraged innovation in the area of diversity programming and thoughtful consideration of the hiring of a new Chief Diversity Officer, and advocated strongly for NIU's equity based approach in admissions and student support services; and

Whereas, Robert T. Marshall, Jr. has consistently made himself available for and been involved in a wide variety of university events, meetings, and commencements; and

Whereas, Robert T. Marshall, Jr. invested significant amounts of time and energy in service to the Board of Trustees and the students, faculty, staff and administration at NIU and took a particular interest in the welfare of university operating staff and was actively engaged in staff issues and events; and

Whereas, we as his colleagues on the Board of Trustees want to express our appreciation to Robert T. Marshall Jr. for his years of service to the NIU community and to his wife Sharon for her support throughout that service.

NOW, THEREFORE BE IT RESOLVED that the Board of Trustees of Northern Illinois University in formal meeting here and assembled extends its grateful appreciation to Robert T. Marshall for his distinguished service to Northern Illinois University from 2011 to 2017.

BE IT FURTHER RESOLVED that this **RESOLUTION** be presented to Robert T. Marshall 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 Robert T. Marshall.

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Robert Marshall responded, I'm not accustomed to applause. I have some statements that are not all connected, but I need to start by saying that in 1956 when I started here as a freshman at Northern Illinois State College, I was fortunate enough to come out of Northern Illinois University. But I have to say that during that period of time, and for many years after, not the best things were happening at NIU. I can testify that, on many an occasion, I was the invisible man in some of the classes that I attended. I could raise my hand and not be recognized. I could consistently, in an area where I felt some expertise, receive one point under the requirement for a C in one particular course. So, there was some dark time in the beginning for me at NIU. However, over the years, I've seen a tremendous advancement where students of any color or any religion are given opportunity. I needed to get that said first. Now I want to say something about the degrees. I have two from Northern, and the value of those two degrees actually gave me the entry into working in higher education. It was time for me to give something back and I've been very honored to give anything back I could to this university. Lastly, I am going to change my business card just two words: "gone fishing." Thank you.

Trustee Boey remarked, I'm going to miss these three trustees and the relationships that we have formed and shaped through the years, but there's one that will always come to my mind because of the number of years we worked together. We have been through a lot together on the Board of Trustees. We have shared problems together and we worked problems out together. For all those times we spent and above and beyond that, I will truly miss you. You have been great friends in addition to being trustees.

Trustee Barsema added, I just want to thank all of the trustees for your service and it is an honor to follow in your footsteps. I think it's an honor to serve both the state and the university, our students, our faculty, our staff as a trustee. I'm proud to serve with this Board and will do the best job I can to uphold what you continued from the previous trustees that came before you. I want to say to Cherilyn and Michael, you know you can't say those two names without them coming together because they are a team, as she said, and I just want to thank you for being in Stacy's and my life because we've known you as long as we've been back and that's going on 17 years now. You've been so gracious to our family and so thank you for being a part of our lives. I just want to say to Marc that I remember going out to Rockford in his previous job, with Jamie Simon, and we were pleading the case for the Foundation, which both myself and Jamie were on the board at that time, to be a part of the upcoming search for our new leader which, at that time, the bylaws of the Board of Trustees did not include the Foundation to be a part of that search. Although the need to put a search team together that year never came to fruition, it did a couple years later, and I appreciate all the work that Marc and the Board of Trustees did in making sure that the Foundation was included on that search committee for Doug. So Marc thank you for that. Bob, I've known you for a long time as well and your service to NIU has gone way beyond the Board of Trustees. Your service, your dedication, your loyalty, your zest for the university and for what we do and for our students clearly goes back a long way with deep roots. Thank you so much for all that you've done, and I hope that you catch a lot of big fish.

Trustee Wasowicz commented, Cherilyn and Bob, I don't know you, but I've heard a lot about you and I've always heard very good things about you. I appreciate your service. I've got some big shoes to fill and look forward to hopefully meeting you in the future; and Bob, I'd like to see your basement. It sounds like it's a good "man cave." Marc, I've known you for a while. I've known you outside of NIU. I've known you through some business dealings, and one thing I've always appreciated about you is your passion for NIU, your passion for the dorms that were built here. The great pride that you took with that I think was phenomenal, and then also at various athletic competitions where I would see you. I know that your fervor and zest for a Huskie victory are as great as mine, probably not as great as Jeff Yordon's, but still right up there. But, I really appreciate your time and effort and everything that's gone on, for the things that you've done for the university, so thank you.

Trustee Coleman added, today is another sad day. We say goodbye to colleagues, friends, individuals that are committed to this university. I want to thank you for 12 years, 12-plus years, and 6 years of service. It's spells commitment and that's one thing that I can say about all three of the trustees that are leaving this Board today; they were committed, committed to this institution. Bob, I first met you on the Alumni Board. Your passion about issues that some people are afraid to articulate. We appreciate your commitment to this institution. Marc, I said this privately, you gave your heart and soul. You've worked tirelessly to move this institution forward. We appreciate your services and your work. Trustee Murer, when I first joined the Board five years ago, you were chairing and you set the bar and set the standards on how to be a trustee. I appreciate your friendship and your commitment. I remember making the statement once that I thought your first name was Madame Chair. Madame Chair, not only have you been a great role model for me in many ways even outside to the university, your partnership with your husband with over 50 years of marriage and commitment, when you guys are together you can see the commitment and love and the support for one another; and, I hope one day I can say that I was married to my wife for 50 years and I had a soul partner. I appreciate your role model and support for the university and all that you have done, and the commitment that all three of you have made to this university. Thank you.

Trustee Holmes commented, Cherilyn, Marc, and Bob were a large part of the Board that I came onto last year as a student. I learned a lot just watching you three work and you really see the passion and the work ethic that those three put into the Board and the university and a lot of it went unnoticed. You don't

realize how much work Marc, Cherilyn and Bob put in until you sit on this Board with them and work side-by-side with them. Thank you for your service and thank you for letting me observe you and learn a lot from all three of your different leadership styles.

Trustee Struthers noted, I simply want to express my heartfelt appreciation for your work. This is hard work. For a lot of boards that people serve on, you can kind of go through the motions a bit, but in these times and the stresses and challenges we've had, this is tough work; and, you all gave it your all. I know you well. Bottom line: you are first class individuals and I've appreciated my time and association with you. Thank you. And Bob, I'm envious of your business card.

Chair Butler added, there are two other individuals I want to recognize. One is Professor Greg Long who is the President of the Faculty Senate and Executive Secretary of the University Council.

Dr. Long added, my thanks, on behalf of the University Advisory Council to the Board of Trustees, shared governance in general, with students and faculty and staff, for the dedication, the integrity, and the commitment shown by former trustees Cherilyn Murer, Robert Marshall, and Marc Strauss. I would echo what others have said about former Trustee Murer in terms of her ongoing support for faculty concerns and her continued support for the research mission of the university. I think those were very helpful and I appreciate your support for those ideas. With former Trustee Marshall, I want to thank him also for his interest in and in support of our underserved and disadvantaged students. I think he brings a perspective both personally and professionally that has been very helpful for the university as we've grown forward. And then finally I'd like to thank former Trustee and Chair Marc Strauss, because I know that particularly the last two years have been our most turbulent; and, with Marc's leadership, I think there's been good effort to move the governance and the university forward. So, I would say thank you as well.

Ms. Nicholson added, I want to echo Greg's comments and the comments that were made previously. I want to say that it was an honor to be able to come before you at these meetings and I wish you the best, and I want to thank you for all your service on behalf of NIU, and for your service on behalf of staff. Cathy and I both would like to send our appreciation for that. So best wishes and hope to see you again.

Chair Butler noted, Cathy Doederlein is the President of the Supportive Professional Staff Council and had to leave prior to this opportunity.

President Baker commented, my appreciation, on behalf of the entire university, faculty, staff and students, to all three of you for your more than 30 years of service. Bob you were always the voice for inclusion and equity in the university and I appreciate you having that on the table as we thought about all of our important decisions over the last few years. Marc, you were always a great thought partner and really got into the guts of what we're doing. You're the hardest working trustee I've ever seen. I really appreciate being able to really talk about hard issues in detail with you over the last few years. And Cherilyn, thank you for being at the helm when I was hired and being a strategic and tactical partner through these tough times. You've provided a lot of wisdom and shown us how to do it with grace. We very much appreciate all of your service.

Chair Butler added, thank you everyone for your comments and thank you to our special guests. I would like to invite all of you now to join us for a brief intermission; and, when I say "brief," I hope that you'll accept my apologies, I really do mean it. We'll probably be able to give this about 20 minutes if that's okay. So we'll gather back here again at 10:10; that's when I'll continue the meeting. So, please join us for some refreshments and an opportunity to socialize.

5. BRIEF INTERMISSION

There was a brief intermission. The meeting reassembled at 10:15 a.m.

6. PUBLIC COMMENT*

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

7 CHAIR'S COMMENTS/ANNOUNCEMENTS

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

Dr. Long responded, on behalf of Cathy Doederlein, SPS Council President, she wanted to mention that as a resident of Neptune Hall 20 years ago she's very much in support of the renovations that are being done. In my role as Faculty Senate President and Executive Secretary, I would just also say congratulations for resuming the work on Stevens Building. It's good to see that moving along. And, in a review of the agenda, while I recognize a lot of things are more budgetary and financial in nature, I would just say I would offer strong support for faculty and supportive staff sabbatical leaves, the academic program recommendations that are coming up. Would also encourage continued diligence at the state and federal levels to keep the university community involved and informed on budgetary as well as some of the larger social justice issues such as the travel ban and other things that are currently being discussed. Would also offer strong support for faculty research. I appreciate the work from the Division of Research and Innovation Partnerships, and provided by the sponsored programs administration, because the opportunity to engage in research and artistry is a significant incentive for recruitment and retention of high caliber faculty. It also serves to increase and maintain the integrity of the university. Thank you.

8. REPORTS OF BOARD COMMITTEES AND BOARD LIASIONS

a. Executive Committee

Chair Butler indicated the Executive Committee has not met so there will be no report.

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

Trustee Coleman reported, at the February 16, 2017 meeting of the Academic Affairs, Student Affairs and Personnel Committee, we approved a total of 18 curricular items which went directly to the full board for approval at the February 16, 2017 Special Board Meeting to ensure that the IBHE deadline was met and to facilitate the offering of the new programs in fall 2017. We will be approving one program deletion this morning, the interdisciplinary major in early childhood studies within the College of Health and Human Sciences, in order to eliminate any potential for confusion regarding the previous action. We will also be approving the recommendations for faculty and supportive professional staff sabbatical leaves for the academic year 2017 through 18. The Academic Affairs, Student Affairs and Personnel Committee also had three informational items. Two of those items were directly related to sabbatical leaves and included a report on outcomes of sabbatical leaves as well as a presentation by Professor Beatrix Hoffman from the History Department on her sabbatical leave. The final information item was an update item on the NIU Engineering at the Rock Valley program.

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

Trustee Boey reported as meeting was canceled on February 14, 2017.

d. Finance, Facilities and Operations Committee (FFO)

Trustee Struthers reported there are several items on the agenda that will be coming forward from the February 16, 2017 meeting for approved today.

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

Trustee Barsema reported the Legislative Affairs, Research and Innovation Committee met on February 16, 2017. We received both state legislative and federal relations updates. The situations in both our state

and Nation's capitols remain highly fluid and we are keeping a close eye on developments. We also received a brief overview of sponsored programs and a first quarter report, despite the difficult budget climate, noting externally sponsored programs are holding steady relative to the past few years. Lastly we were briefed on various research and innovation and projects. We are pleased to report that the university is pursuing interesting programs with the private sector, one of which I believe will be discussed later.

f. Ad Hoc Committee on Enrollment

Chair Barsema reported the Enrollment Ad Hoc Committee met on February 14th. We received updates on the organizational structure and short term initiatives and goals of the newly formed Enrollment Management and Marketing Communications group, known as EMMC, which is headed by Harlan Teller. We discussed the goals and imperatives for the new group, agreeing that increasing our yield through very focused data-driven programs and activities represents great upside for NIU and the recruitment and enrollment of new freshmen and transfers. We also received an overview of the new marketing and branding campaign by Abby Dean. We have some exciting branding and marketing campaigns coming soon that will give greater consistency in the branding across the university and colleges. We also received an update on our strategies for recruiting and supporting more international students from Brad Bond. This area represents a lot of upside for NIU and serving more international students from Asia and, in particular, China. Lastly, we were briefed on our retention plans for existing NIU students. Again, this is an area of extreme focus for the Office of the Provost and represents an area where NIU can make great strides in increasing our retention of existing students.

g. Ad Hoc Committee on Governance

Trustee Butler reported no meeting has been held. Next meeting will be scheduled shortly.

h. Illinois Board of Higher Education

President Baker reported the IBHE has not held a regular open session since our last meeting.

i. Universities Civil Service Merit Board

Chair Butler reported the Universities Civil Service Merit Board has not held a meeting since our last meeting. The next meeting is scheduled for May 17.

Chair Butler continued, I'm delighted to welcome Jeff Yordon, Chair of the Northern Illinois University Foundation Board who will deliver the Foundation Report.

j. Northern Illinois University Foundation

Jeff Yordon, Chair of the Northern Illinois Foundation Board, reported, I'm very appreciative to have the opportunity to update the Board at such a critical time in the life of NIU. I want to again recognize the service of Bob, Cheryl, and Marc for being wonderful partners to the Foundation and for all that they've done for this university. About a year ago we had an epiphany. We thought there were three boards, but we weren't really sure if the three boards ever spent much time together, nor really talked about common interests and goals. So, about a year ago, the three boards decided to get together. I have to recognize Chair Butler and Vice Chair Coleman for being very enthusiastic about this. So, representatives of the Alumni Board, the Foundation Board, and the Board of Trustees, along with President Baker, are now meeting to try to identify what is the most important thing, and let's all work together to achieve that. We've had very productive sessions focused essentially on four strategies. Recruitment is number one, but also capital projects, corporate relationships, and raising unrestricted revenue. In particular, the recruitment strategies have been developed together, and are in full implementation; we are very, very hopeful that this is going to have a significant impact on enrollment in the future. The joint board leadership dialogue is one of the most important things we're doing, keeping our agendas aligned and our communications strong. Thank you Marc Strauss and John Butler for being engaged from the very beginning of this process and to Wheeler Coleman for stepping in as Vice Chair and continuing that great

work. On the Foundation side, we are turning our full attention towards areas that will help NIU the most; unrestricted revenue in general, funds for scholarships, funds for discretionary use by the deans at the college level, faculty support for research and to endow professorships and chairs. Our Grants Committee has once again committed its entire allocation for the year, which is \$100,000, to directed grants that will be awarded to each college and used by the deans for targeted scholarships. While we do not have endless discretionary dollars, this feels like a particularly strategic utilization of what we can allocate. From a results perspective, fiscal year 2016 was a record setting year at over \$28 million raised, which included a \$6 million gift. We have a little bit tougher path this year without that \$6 million gift, but we're doing relatively well considering. We've recently been on the road engaging alumni in such places as Florida, Phoenix, Arizona, and next week in Washington, DC. We have high expectations that these blitzes of various locations, where we have strong alumni representation, will help us establish relationships with alumni who haven't been engaged with NIU, and this will get us ready for the next campaign. We're also spending a lot of time vetting potential candidates to move onto the Foundation Board, that have not been aligned with the university, that have the ability to not only help from a leadership standpoint but help from a financial standpoint. On behalf of the Foundation Board, thank you to the trustees for your leadership and support for the efforts to secure philanthropic resources to help NIU grow and thrive, and thank you for the opportunity to speak today.

Trustee Coleman asked, annually what is our scholarship contribution for the school?

Mr. Yordon responded, the Red & Black, for example, which was just concluded, raised over \$300,000 in one night.

Vice President Catherine Squires added, I think that we'd like to understand the entirety of the contributions. The contributions back to the university in a scholarship format comes from multiple sources. The amount that we raise through efforts like the Red & Black, but we also have existing restricted funds that are set aside by donors for that express purpose. To be able to tell you what that outlay is, I can't do off the cuff right now. But I think it's a wonderful question to ask. It speaks to the value of the Foundation to the university in areas that align with the priorities; so, if you would indulge us, we would have that answer for you by our next meeting if that's agreeable. Thank you.

Mr. Yordon added, for those that didn't attend the Red & Black, we switched the whole objective of that from simply honoring our donors to actually trying to raise money for scholarships and every cent that we raised, 100% went to scholarships. Our goal was probably about \$160,000 and we doubled that. It was an amazing evening; and, as soon as we have the date for the next one, I hope you all put it down and plan on attending.

Trustee Struthers clarified, I might just formalize on the request for the information on the scholarships the idea of benchmarking that relative to history and what our goals are going forward. I think we struggle with what is the magnitude of those scholarships and all the money raised by the Foundation.

Mr. Yordon responded, it's far below what we need. I think the way to look at it is to have a reasonable endowment to actually fund a student for four years. It takes a lot of money and probably in the area of a half a million dollars to fund, just on an interest basis, one student. We did something at the Red & Black which I thought was astounding. We had six potential students that were not going to be able to stay in school. One of them was a pre-med student who had a 4.0 average, finishing her junior year and she's going to have to drop out because she couldn't afford to go the senior year. She was our big winner. But the other five were so amazing we were able to come up with money to help them as well. I left that Red & Black not only energized by what we were able to accomplish, but talking to those kids and seeing the impact that all of us are having; it's amazing.

President Baker commented, for those of you who weren't there, Jeff did a costume change and put on a t-shirt under his tux that said "show me the money," and then he led the fund raising activity which turned out to be twice as successful as we thought it was going to be; so thank you. One of the highlights for me was our keynote speaker. We had a student speak to the audience, Christine Wang, who is the Speaker

of the NIU Student Association Senate. She's the first woman, and first Asian-American, to hold that position. She talked about the sacrifices that her immigrant family had made for her so she could be successful; and she's wildly successful. Her resume is extraordinary and, this summer, she'll be interning with Representative Bustos in Washington, DC. I thought she brought the house down and really showed an example of the difference a scholarship can make. She's a McKearn Fellow as well, so an example of how fundraising's transformed a life; and now she's transforming others.

Chair Butler responded, I just want to offer my support for the report that we just heard. The Red & Black was the clearest evidence that the dialogue between the respective boards is producing real action. It was undeniable that the Foundation had completely recalibrated itself toward working toward the objective of raising money for scholarships. To see something go from some comments in a meeting to a complete recalibration of an organization's priorities is just simply extraordinary; and, to see it happen in such a short time period is a tribute to Jeff and Catherine's leadership and the work of members of the Alumni Board. So it is very obvious to us that you are doing some terrific work. We're also honored today to have with us a member of the Alumni Association Board. The Alumni Association President is Bob Gallagher. He couldn't be with us today, but Peter Garrity and Rita Athas, who are both Vice Chairs of the Alumni Board. To present the Alumni Association Report we have Pete Garrity with us today.

k. Northern Illinois University Alumni Association

Pete Garrity began, I would also like to thank the outgoing Board members for all the years of service and the support and the work that they're done to provide support for both the Foundation and the Alumni Association. It's been great and we're very much looking forward to working with new Board members. Jeff's comments are right on. We are working very hard with aligning the boards together, working with the Board of Trustees, the Foundation and the Alumni Association. I would like to thank Catherine and her staff that has provided support for the Alumni Association during the period after Joe Maddy left. We had quite a lengthy period of time where we had to keep things running and having Alberta sit in and help us was a tremendous help to get through this and continue to move ahead. We want to take the time here to introduce our new Alumni Association Executive Director, Reggie Bustinza. We feel we've got a great hire with Reggie and it's really going to help the Alumni Association and the university as a whole. We were in the middle of a strategic planning process and we've pretty much had finished that up when Jeff and the Foundation reached out to us about getting together. So the timing was perfect for us to get together to align and be able to grow and build together. Our strategic plans are in place for collaboration and working with the other organizations, and I'm pleased to say that the meetings have started to bear some results. I did want to mention that we're talking about scholarships, and the good news is that the Alumni Association administers ten scholarships for ten students. We're in the middle of vetting students. We had over 300 students apply for our ten scholarships. So the good news is there's plenty of demand out there. What's unfortunate is that we can only give out ten scholarships. Again the good news is there is a new program that has been put in place, Academic Works. Many of you are all familiar with that as a central clearing house for scholarships. That's driven up the applications to where it's caused quite a load on us to review them. I had a group of 35 that I've just gone through here in the last ten days and its amazing students; again, I'm speaking to choir here, but just amazing students. There is a lot of need, and it would be great if we had more dollars to be able give out to very, very deserving students that need a lot of help here to continue their education. Just a couple of other things that we're doing on the Alumni Association side: Working with Harlan's group on marketing, doing letter writing programs where we're sending out letters from alums on company letterhead to encourage students that have applied but haven't committed to the university yet. So we've got that program working and that's a goal of 1000; we'll see how that goes, but that's one that we really want to drive and expand. We're also doing a call out follow-up program. We've got the phone bank sitting in Grant Towers. We're going to leverage that and call students again that have applied, but haven't accepted, using alums to make those calls. So, again, this is all that collaborative effort working together. Finally, we now have alumni participation in NIU Cares Day. We're going to have alums come back, help out, work with the students. I can't think of any better way to engage alums and make some things happen. One last one thing, we developed, with the help of marketing folks, talking points or bragging points that we now have put out in all of the Alumni Board members hands so when we're out talking to alums trying to get them engaged, we've got some points to

talk about. If they're in education, we've got three or four bullets to zero in on to talk about what's going on in our education group and what's happening. This has been a document that has helped us as we've been out there communicating. Last comment, we met with Sean Frasier last Saturday for lunch to talk about Athletics. I showed him this document and he said we need to get that in our coaches hands so when they're out there talking to parents, there's some information in here that might stress how excellent and outstanding a university we are and why you should be proud to send your students here as a student athlete.

Chair Butler asked Executive Director Bustinza to come to the podium.

Executive Director Bustinza began, thank you so much for recognizing me. It's a pleasure to be here. I'm very excited to be a part of this institution. It has an outstanding reputation. I've been in alumni relations for over ten years and we often times looked to Northern for what is happening on the academic side of things and I look forward to making the alumni relations program and the Alumni Association world class. I'm thrilled to see that the work that's going on between the alumni and Marketing and Enrollment. We've long been trying to get that done. It's interesting as you look at some of the survey data we've done over the past years; students who are on our campus have a very high opinion of NIU. A much higher opinion than students who haven't come to NIU yet. Once they get here we actually exceed their expectations which is good news. So to get alumni and existing students working to help recruit other student transfers or freshmen to come to NIU is outstanding

Trustee Wasowicz asked for a copy of the bragging point document be sent to the Board of Trustees.

Chair Butler added, just a clarification and I just want to make sure everybody is aware: Because of the requirements of the Open Meetings Act, we are being mindful that no more than two members of this Board can meet outside of this Board for any purpose of university business so that's why it's been the Chair and the Vice Chair meeting with the other boards. I just want to make that clear and I think the process too is that it's been two members of the Foundation Board and two members of the Alumni Association Board. It's a small working group and it's been useful to raise awareness of what everyone's doing.

I. Northern Illinois Research Foundation

Anne Kaplan reported the Foundations Audit Committee met on Tuesday and the full board will meet on the 23rd.

9. PRESIDENT'S REPORT NO. 112

Chair Butler called for a motion to pass the consent agenda on the following agenda items:

Agenda Item 9.a.(2) – FY18 DOIT – Integrated Media Technologies Printing Paper Open Order Contract Renewal

Agenda Item 9.a.(3) – FY18 DOIT – Integrated Media Technologies Campus Copier Program Contract Renewal

Agenda Item 9.a.(4) – FY18 Physical Plant Elevator Services and Maintenance Open Order Contract Renewal

Agenda Item 9.a.(5) – FY18 International Programs Division Expenditures

Agenda Item 9.a.(6) – FY18 Student Mass Transit Board Campus Busing System Contract Renewal

Agenda Item 9.a.(7) – FY18 Transportation Services, Physical Plant & Finance, Facilities & Operations Motor Fuel

Agenda Item 9.a.(8) – FY18 Multiple Departments – Non-Food, Food Service-Related Commodities Contract Renewal

Agenda Item 9.a.(9) – FY18 Student Health Insurance

Agenda Item 9.a.(10) – FY18 Materials Management Commodities Open Orders

Agenda Item 9.a.(11) – Division of Enrollment Management, Marketing and Communications Media Buying Services

Agenda Item 9.a.(10) – FY19 Materials Management Commodities Open Order

Agenda Item 9.a.(11) – Division of Enrollment Management, Marketing and Communications Media Buying Services

Agenda Item 9.a.(12) –FY18 Transportation Services Charter Bus Service

Agenda Item 9.a.(13) – Division of Information Technology Internet Security Services

Agenda Item 9.a.(14) – FY17 Division of Information Technology Microsoft Licenses Amendment

Agenda Item 9.a.(15) – FY18 Division of Information Technology Infrastructure Applications Microsoft Enrollment Contract Renewal

Agenda Item 9.a.(16) – FY18 University Outreach Education Centers Catering Services Contract Renewals

Agenda Item 9.a.(17) – FY18 Campus Mail Services and Integrated Media Technologies - Postage

Agenda Item 9.a.(18) – Stevens Building Project Authorization

Agenda Item 9.a.(19) – Neptune Residential Campus Upgrade (Campus Project Design Approval)

Agenda Item 9.a.(20) – Treasury Operations – Signatory Authorization

Agenda Item 9.a.(21) – Recommendations for Faculty and Supportive Professional Staff Sabbatical Leaves for the 2017-18 Academic Year

Agenda Item 9.a.(22) – Request to Delete Programs, M.S. in Family and Consumer Sciences and interdisciplinary Major in Early Childhood Studies (B.S.) only within the College of Health and Human Sciences

Agenda Item 9.b.(1) – Annual Report on the Outcomes of Sabbatical Leaves

Agenda Item 9.b.(2) – Faculty Presentation on Sabbatical Leave

Agenda Item 9.b.(4) – Federal Relations Update

Agenda Item 9.b.(5) — Sponsored Programs Administration

Agenda Item 9.b.(6) – Research and Innovation Initiatives

Agenda Item 9.b.(7) – Quarterly Summary Report for Transactions in Excess of \$100,000

Agenda Item 9.b.(8) -- Periodic Report on Investments

Agenda Item 9.b.(10) — Housing Master Planning

Agenda Item 9.b.(11) – Facilities Update

Chair Butler asked for a motion to approve the consent agenda and Trustee Wasowicz so moved and Trustee Coleman seconded. The motion passed.

Trustee Barsema asked, as a continuation from our last meeting in reading all of the recommendations that came forward over the last few days, I noticed that there were several in there that were four years of a nine-year contract, and five years of nine-year contract. I think at some point I, and I assume other members of the Board, would like to understand why we are in these nine-year agreements and what the benefit to the university is of being in a nine-year contract. Clearly nine years is a long time. Lots of things can change. I'm a believer in a competitive free-world market, so I just want to make sure that we're getting the very best pricing that we can be getting and I get a little concerned when I see that we're in these nine-year contracts. Not to drill down on it today, but at some point in time I'd like somebody to talk to the trustees about how many of those we have and why we have them.

Mr. Pinkelton responded, we have, in fact, taken that as a follow-up to provide you with some additional information. I would also note for the record that even though we commit to a nine-year contract, the annual review process does give us the flexibility to go in a different direction if we so choose, but we will give you additional data going forward.

UNIVERSITY RECOMMENDATIONS FORWARDED BY THE BOARD COMMITTEES

Agenda Item 9.a.(1)– FY18 ARCHITECTUAL & ENGINEERING AND PHYSICAL PLANT OPEN ORDERS CONTRACT RENEWALS

President Baker noted, this deals with fiscal year 2018 architectural and engineering and physical plant master agreement contract renewals and the architectural and engineering services request for permission to issue master agreements for labor and materials required for fiscal year '18 for electrical contractors, a general contractor, an excavation road parking lot contractor. Services will be requested on an as-needed basis throughout the period of July 1, 2017 to June 30, 2018. These renew at various stages of a nine-year total term. The renewal awards will be advertised in the Illinois Procurement Bulletin. We'll use institutional 41 funds. The recommendations coming forward is the university requests the Board of Trustees approval to renew the following agreements with a designated cumulative upper limits for fiscal year '18 at a total of \$6,000,640.00.

Trustee Boey so moved, and Trustee Coleman seconded.

Trustee Wasowicz commented, again questioning the nine-year total term agreement.

Mr. Pinkelton replied, although not common from a business practice, there is a belief that if they locked in for a long period of time that that would enhance the efficiency of the procurement process and allow them to focus on other projects. But as we think about optimizing our resources and getting the best spend for the dollar, it does suggest a more proactive need to focus on getting additional data into the procurement process more frequently than just nine years so your point is well taken.

Trustee Wasowicz asked, if this is something that we're seeing at other universities as well?

Mr. Pinkelton replied, I would not say it's necessarily common place in other universities. It really depends on the leadership of the university and what their perspective is around locking in long term contracts.

Chair Butler asked for a roll call vote:

Trustee Dennis Barsema: Yes
Trustee Veronica Herrero: Absent
Trustee Tim Struthers: Abstain
Vice Chair Wheeler Coleman: Yes

Trustee Robert Boey: Yes
Trustee Matthew Holmes: Yes
Trustee Eric Wasowicz: Yes
Board Chair John Butler: Yes

Motion Approved.

Agenda Item 9.a.(2) – FY18 DOIT – Integrated Media Technologies Printing Paper Open Order Contract Renewal – *Consent Agenda*

Agenda Item 9.a.(3) – FY18 DOIT – Integrated Media Technologies Campus Copier Program Contract Renewal - *Consent Agenda*

Agenda Item 9.a.(4) – FY18 Physical Plant Elevator Services and Maintenance Open Order Contract Renewal - *Consent Agenda*

Agenda Item 9.a.(5) – FY18 International Programs Division Expenditures - *Consent Agenda*

Agenda Item 9.a.(6) – FY18 Student Mass Transit Board Campus Busing System Contract Renewal – *Consent Agenda*

Agenda Item 9.a.(7) – FY18 Transportation Services, Physical Plant & Finance, Facilities & Operations Motor Fuel – *Consent Agenda*

Agenda Item 9.a.(8) – FY18 Multiple Departments – Non-Food, Food Service-Related Commodities Contract Renewal – *Consent Agenda*

Agenda Item 9.a.(9) – FY18 Student Health Insurance – *Consent Agenda*

Agenda Item 9.a.(10) – FY18 Materials Management Commodities Open Orders – *Consent Agenda*

Agenda Item 9.a.(11) – Division of Enrollment Management, Marketing and Communications Media Buying Services – *Consent Agenda*

Agenda Item 9.a.(10) – FY19 Materials Management Commodities Open Order – *Consent Agenda*

Agenda Item 9.a.(11) – Division of Enrollment Management, Marketing and Communications Media Buying Services – *Consent Agenda*

Agenda Item 9.a.(12) – FY18 Transportation Services – *Consent Agenda*

Agenda Item 9.a.(13) – Division of Information Technology Internet Security Services – *Consent Agenda*

Agenda Item 9.a.(14) – FY17 Division of Information Technology Microsoft Licenses Amendment – *Consent Agenda*

Agenda Item 9.a.(15) – FY18 Division of Information Technology Infrastructure Applications Microsoft Enrollment Contract Renewal – *Consent Agenda*

Agenda Item 9.a.(16) – FY18 University Outreach Education Centers Catering Services Contract Renewals - *Consent Agenda*

Agenda Item 9.a.(17) – FY18 Campus Mail Services and Integrated Media Technologies - Postage - *Consent Agenda*

Agenda Item 9.a.(18) – Stevens Building Project Authorization - *Consent Agenda*

Agenda Item 9.a.(19) – Neptune Residential Complex Upgrade (Capital Project Design Approval) – *Consent Agenda*

Agenda Item 9.a.(20) – Treasury Operations – Signatory Authorization – *Consent Agenda*

Agenda Item 9.a.(21) – Recommendation for Faculty and Supportive Professional Staff Sabbatical Leaves for the 2017-18 Academic Year – *Consent Agenda*

Agenda Item 9.a.(22) – Request to Delete Programs, M.S. in Family and Consumer Sciences and interdisciplinary Major in Early Childhood Studies (B.S.) only within the College of Health and Human Sciences – *Consent Agenda*

UNIVERSITY REPORTS FORWARDED BY THE BOARD COMMITTEES

Agenda Item 9.b.(1) --- Annual Report on the Outcomes of Sabbatical Leaves - *Consent Agenda*

Agenda Item 9.b.(2)– Faculty Presentation on Sabbatical Leave - *Consent Agenda*

Agenda Item 9.b.(3) -- State Legislative Update –

Mr. Mann began, earlier this week in Springfield, I gave testimony in front of the Senate Higher Education Committee who wanted to hear from the universities about the impact that the budget reductions are having and about whether or not there's more opportunity to reduce the funding to higher education. There was essentially unanimous consensus among the presidents that testified that we've been cut to the bone and we can't go farther. I thought it was good testimony, well received. We did talk to a number senators and others outside of the room and there was some optimism on both sides of the aisle that something would happen with the grand bargain in the next week or so. We'll see, but we felt reasonably optimistic coming out of that. The House and the Governor have both been relatively quiet and you can read that any way you want. I prefer to read it as in they're not throwing up opposition and they're letting the Senate do its work and then hopefully take that and if they need to adapt it, adapt it, and we'll get on with it. We do see building pressure in both the Senate and the House to get something done. We do have testimony coming up in the House and Senate Appropriations Committee, Higher Ed Appropriations Committees.

Chair Butler asked, Mike, our dates have been shifted around a little bit, what are the current dates?

Mr. Mann responded, we are scheduled to appear March 30 in front of the Senate Appropriations II Committee and April 13 in front of the House Higher Ed Appropriations Committee. I would just like to point out there are also no fewer than 30 substantive legislative proposals that have surfaced in Springfield that propose various measures that impact students we admit, certain requirements, some of them impact the way we operate. Not only are we advocating strongly for a higher ed budget, we are also working

closely with legislators, legislative staff, and our colleagues at the other public universities, supporting some of these bills, opposing some of these bills and on other bills walking the fine line of expressing concerns and trying to encourage some amendments that make them more workable for us.

President Baker added, let me thank Mike for his hard work on this. The presidents meet on a weekly basis to discuss legislative strategy and tactics. The legislative officers of the universities meet on a continuous basis literally all night and in some cases in the last few weeks, to work on these bills. They're always engaged with each other and so I really want to thank Mike for his leadership in moving us forward on both offense and defense in Springfield.

Trustee Wasowicz asked, in talking with all the other presidents, what do you think? What are they saying? Are there some movements that maybe together we can do to push the state?

President Baker responded, we've been collectively doing things for two years. We've been meeting on a weekly basis for two years. We've all worked with our local legislators, that's one of the charges. We've worked with the students who have been very active in getting the word out with rallies, letter writing campaigns, resolutions, this Board itself passed a resolution in that regard. It seems like that the forces at play here are beyond higher education. This is really, as you know, a battle about longer terms, strategic structural issues in the state budget and its dynamics. I'm open to any suggestion that you have. We're exploring about everything we can, the alumni I think have been helpful in talking with the various people in the legislature. We haven't had a capital budget since 2010, so seven years. That's a lot of capital to not have reinvestment for that long a period of time, so we've had to take that out of operating budgets to do emergency work.

Trustee Wasowicz noted, usually when there's a minority investor and there's a capital call and the capital's not kicked in, the minority investor doesn't have a lot of say in what happens.

President Baker responded, correct. I think this is related to what you heard earlier today, with the Foundation and Alumni Association trying to help us think of alternate revenue sources and alternate support systems. Is there a way for us to continue to take the university to be more self-sustaining, our work on enrollments that we heard about with Harlan Teller's team, which is another example of what is being done. So we're trying to position ourselves to work toward that end, but you can't go from public to private in two years, so you've got to glide that in here.

Mr. Mann added, many presidents have also sat down with the Governor and with Speaker Madigan, to make the case for higher education and to let them know that we are willing to work with them to reach a solution.

Agenda Item 9.b.(4) — Federal Relations Update - *Consent Agenda*

Agenda Item 9.b.(5) — Sponsored Programs Administration - *Consent Agenda*

Agenda Item 9.b.(6) – – Research and Innovation Initiatives - *Consent Agenda*

Agenda Item 9.b.(7) – Quarterly Summary Report for Transactions in Excess of \$100,000 - *Consent Agenda*

Agenda Item 9.b.(8) -- Periodic Report on Investments - *Consent Agenda*

Agenda Item 9.b.(9) -- Quarterly Financial Summary

Chair Butler began, we're going to then move to item 9.b(9). The Chair of the Finance, Facilities and Operations Committee would like to touch on the subject of fiscal sustainability and other matters related to the university's budget.

Trustee Struthers responded, since joining the Board a year and a half ago, I recognized there was a noticeable lack of financial information provided. My desire at that time was to develop good financial reporting at a Board level so that we really had a sense of where we were going, what is our balance sheet, what does our income statement look like, what our quarterly reports look like, what do our forecasts look like, that sort of thing. I did lots of examples of what I was requesting. I talked to you for about a year and half of where the expectations would be. I also recognized that it's an uncomfortable conversation. Everyone has a stake in the game so to speak and it's just something you'd rather not talk about. What I do know is we're all in this together. The reality of it is good information that's presented in a strategic sort of way with good measures and good metrics and relative measures to peers in our past during a healthy period. Good, bad, or indifferent, good information is good to have and it allows for good decisions. So with that preamble I had two comments or two points of discussion. One is we just received our financial audit last month and I thought that would be a good place to start. Something we really haven't talked about much. I'm going to touch on the highlights of what the audit provided, what it means and what it doesn't mean to us and then I'll talk about where we're at eight months and year to date throughout fiscal '17. Starting with the audit, we reported a \$46.2 million loss in 2016. That compares to a one million dollar gain in 2015. The major impact of that variance was a \$65 million reduction in the state appropriation. Outside of the state appropriation, the core operating performance of the university was about \$20 million better, so the accommodation of additional revenue and/or additional cost cutting had an impact of the variance not being \$65 million but \$20 million better than that. The definition of better is a quantitative measure, but there's a qualitative piece also. There's that all revenue and all expense reduction are not the same. The simple analogy that I can make that everyone can understand, if we can be more productive in the School of Nursing to generate more students through the school more efficiently that's good. That's a really healthy expense reduction or revenue gain. But deferment of costs, not putting a roof on a building next year isn't necessarily a good thing, it's simply a deferment and not a reduction. We have a lot of work to do in key measures of the productivity of the expense and revenue generation piece, but we're starting to get there and the good news. We're going in the right direction and the fact that the state appropriation was down \$65 million and we were only \$45 million difference, so we made a dent. With the loss in 2015, obviously that had an impact in eroding working capital and equity of the university. The equity is down to \$230,000,000 and working capital is estimated at around \$100,000,000. When you put that in context of the operating loss, last year the posted loss, it puts some meaning behind those numbers. We also have a high level of debt at \$447,000,000. That's really important that we understand again the context of our working capital and our operating performance in light of the amount of debt that we have. Looking at 8 months year-to-date into fiscal 2017 which is reported on page 45 in your packet; the state appropriation is \$22,000,000 better in fiscal '17 so far than what it was in '16 but the tuition and fees are down \$7 million, some \$7 million year-to-date. Expenses are on track to be about \$20,000,000 less so all in, if we receive the budgeted state appropriation of \$73,000,000 we'll land in the black in 2017. If we receive no more, no additional state appropriation, we'll land say ten to twenty million short for 2017. So this is I think a work in progress. I think it's healthy to again talk about it, put some context around this. We want more students, we want pay raises, we want to attract and retain the best faculty, and the best buildings, clearly and strategies to forge forward, to accomplish those, but the scorecard – this has to go in the other direction and we need to go there together. The idea, as this matures and we get some clean and timely benchmarks and standards and goals established on some of the key metrics, I think we'll be very healthy. I appreciate the good work of the Finance Department. They've come a long, long way. At the same time, we all recognize that there's a lot of work yet to be done and we appreciate their efforts.

Trustee Barsema commented, I didn't know all of this before becoming a trustee, but I was shocked at the lack of data that we've been playing with over the course of the last X number of decades from a finance standpoint. You know I've got a saying "make decisions off of data not emotion" and we didn't have a lot of data. So thank you to the finance group for getting us to this point. Thank you Tim for your leadership and the other trustees who have been a part of this for getting this data, because this is a great start. This

allows us to make good, conscience decisions as we go forward, to make decisions off of data and not make decision off of emotion.

Chair Butler added, thank you and I echo the gratitude to Trustee Struthers. This quarterly financial summary is entirely a product of his vision and his collaboration with the finance leadership. So thank you for your work here and it's hard to see where something's going when it first emerges as a general concern and Trustee Struthers took it beyond that and sat down, rolled up sleeves with the CFO, and said what can we produce on a regular basis, and this is the result. It's not perfect and it's not complete, but it is getting us much closer to operate with data, so thank you for that work.

Agenda Item 9.b.(10) — Housing Mater Planning - *Consent Agenda*

Agenda Item 9.b.(11) – Facilities Update - *Consent Agenda*

Items Directly from the President

Agenda Item 9.c.1. – Honorary Doctorate Recommendations

President Baker noted, the first item is 9.c.1 and that's the honorary doctorate recommendations. Brad Bond chairs the honorary doctorate selection committee and he says each year this may be his favorite thing to do, to call the recipients of the nominees for the honorary doctorate. I'm going to ask Executive Vice President and Provost Freeman to report on the two candidates being brought forward to you today for consideration for an honorary doctorate.

Provost Freeman continued, because we do have some trustees who are new to Board, with just a little background on what an honorary degree from NIU means, and then I'm actually going to take just a couple sentences and the privilege of the microphone to segue by thanking the Alumni Association and the Foundation for their focus on scholarship support. We've talked about how wonderful our students are as individuals and we've talked about how scholarships benefit NIU, the institution, but I just want to remind everybody that when we invest in our students we're really investing in the collective future of our planet. Public higher education is a public good and we hope that the students we invest in go on and do great things that transform our world and in that context we recognize honorary degree recipients. Honorary degrees are awarded by the university in recognition of persons who have achieved a record of major distinction at the state, national or international level in education, public service, literature, business, or the professions. There are a number of degrees that may be awarded depending on the expertise of the person being honored. An NIU connection is considered but is not a condition of the award. When you want to see who has gotten honorary degrees between 1983 and the present, because NIU has been awarding them for that long, you can go to our website and you can see that we have recognized giants in arts, in humanities, in science, in government, in industry, in the not-for-profit sector. We've recognized poets and physicists and politicians, and just to give you a breadth in that last category we've recognized people like former Illinois Senator Paul Simon and Princess Maha Chakri Sirindhorn, her Royal Highness of Thailand. We've had some pretty impressive people walk across the stage and be recognized with honorary degrees from NIU. The nominees this year are indeed of that stature. The honorary degree committee considered the candidacy of four nominees and unanimously recommended two of them and those appears in the board book. Clifford Alexis was nominated by Dean Paul Kassel and Professor Emeritus Paul Bauer. He's had an impressive career and much of it at NIU. A native of Trinidad and Tobago, he's noted for his work as a player, tuner, builder and teacher of steelpan and a composer for steel bands. He joined the NIU School of Music in 1985 and is actually the co-creator of our internationally recognized steelpan program. He's a high demand guest speaker, clinician, tuner; he's received numerous awards and accolades including Emmy nominations and he retired from NIU after more than 30 years of service this year, but his legacy will live on through many graduates that he mentored over the years who have become leading teachers of steelpan and through the fact that NIU is considered the institution in this hemisphere for steelpan. Pretty impressive. And Mr. Alexis will be recognized at the May commencement ceremony of the graduate school. The second nominee who will be recognized at the December commencement

ceremony is Rector Ameti of the University of Tetova, Macedonia. He was nominated by Anthony Preston or Director of Global Programs. Rector Ameti is a human rights advocate, a humanitarian, and a promoter of peace across the Balkans and the world. He was instrumental in forming the University of Tetova, currently the only Albanian language university in Macedonia. It was recognized in 2004, has over 2,700 students, offers undergraduate, masters and doctoral degree programs and in fact we have a number of joint degree programs in place or under development with them. As an advocate for peace, human rights, and higher education, Dr. Ameti was elected President of the University Balkan Association in 2015 to promote unity and equal rights among all ethnicities in his region and he has been a partner with us to establish a center for peace and transcultural communication. The university recommends that the Board of Trustees approve the recommendations for honorary degrees in Human Letters for Mr. Clifford Alexis and Rector Vullnet Ameti.

Trustee Barsema made a motion to approve and Trustee Boey seconded.

Dean Kassel commented, thank you for this opportunity to address the trustees about the wonderful Cliff Alexis. You've all seen the statements regarding Cliff's qualifications for this honor, so let me just briefly say that he is also one of the humblest and kindest gentleman you will ever meet who just happens to be one of the top makers of the steelpan in the world. He's well deserving of this honor and I thank the trustees on his behalf. We look forward to seeing him honored at the commencement. However, on April 30th at 3:00 p.m. Cliff will be doubly honored along with the steel band lead by Dr. Liam Teague at their annual concert. In attendance we hope will be the ambassador from Trinidad and Tobago, Les Trilla, a longtime supporter and champion of the steel band, retired professor Al O'Connor who founded the band who also found Cliff and also found Dr. Liam Teague on the streets of Trinidad and Tobago. It's a remarkable story that we'll be telling and I'm actually meeting with the band members tomorrow to do some videotaping. It's going to be a tremendous concert. The concert will be followed by a reception at the Barsema Alumni Center and I invite all the trustees to attend both the concert and the reception honoring this remarkable man.

Trustee Barsema added, I would just like to make a comment in support. This is just an example of all the hidden jewels we have in this university and there's so many great parts of the university that we have. Some are more known than others, but it's our job to make sure that every jewel and every piece of the university becomes known for what it's great for and we have so, so many of them. I'm really pleased to see Cliff being recognized in this way and the steel drum band being recognized in this way. Great job.

Motion Approved.

Agenda Item 9.c.2. – Presidential Legal Services

President Baker began, next is presidential legal services related to internal controls investigation. The President is requesting approval from the Board of Trustees for indemnification against reasonable expenses incurred in connection with the provision of separate legal services by the firm of Mintz, Levin, Cohn, Ferris, Glovsky and Popeo P.C. for the President and matters related to the investigation into internal controls. On November 8, 2016 the Executive Committee of the Board of Trustees approved a total expenditure of \$20,000. The requested action is to approve the expenditure of funds or the indemnification of separate legal services to the president for the investigation related to the internal controls. The request relates to matters associated with presidential duties and responsibilities. The Board approval of such shall be limited to an additional \$5,000 for a total expenditure of \$25,000 regarding this matter. If there is a need to extend this approval in the future, staff will bring the matter back to the Executive Committee or the full Board for review and consideration.

Trustee Boey so moved and Trustee Coleman seconded. The motion was approved.

Agenda Item 9.c.3. – Student Internship Partnership/Lease Proposal

President Baker continued, the next item deals with a student internship and partnership lease or license proposal. As you know, the university is committed to integrating student education with professional development and we're looking for innovative partnerships to do that. We have a very promising on-campus internship initiative with Discover Financial Services, Discover Card, and it's under discussion and it's got a lot of momentum right now. A student internship program for the lease, or license of, the DeKalb space is what we're looking for. Student interns and their Discover mentors will collaborate on Discover initiated programming tasks in a conveniently located creatively innovative collaborative environment. There's a potential here to provide 30 or more annual internship opportunities for Computer Science students. So the leasing or licensing agreement is anticipated to include authorization for Discover to renovate a designated space to meet their specific needs and that would be at their cost. To insure Discover can recover their anticipated renovation and investment, a multi-year leasing or licensing agreement in excess of three years may be requested. Additionally, to ensure the university receives a fair and reasonable compensation for the state property, a leasing or licensing rate will be negotiated based on market rates for similar property. All involved want to move quickly on this and they would like to start the program in the fall academic semester of August of 2017. Therefore, the agreement must be negotiated in a timely manner to ensure sufficient time for the student recruitment as well as the renovation, design, and construction to be completed. So you can see we've got a short window and a very active potential partner here to move forward. The total funding for the leasing or licensing revenues is anticipated to be over \$250,000. Again this is money coming into us, not us spending. Discover will fund all the renovation and improvement costs. The formal recommendation reads: The university requests the Board of Trustees authorization to enter into the proposed agreement with Discover consistent with the program goals outlined above, once final details and terms are negotiated. Such authorization shall be delegated to the president for final signature on the agreement provided the agreement conforms to the programming concept and framework described above. The agreement can be executed prior to the meeting of the Board scheduled for June 15, 2017 and the agreement includes no financial obligations in the aggregate of \$250,000 or more for the university. If a final agreement is not executed within the above contemplated parameters by the meeting of the Board scheduled for June 15, 2017 the Board shall reassess the matter and if appropriate extend the authority authorization granted and delegated pursuant to this Board item. If the terms and conditions of the proposed agreement deviate substantially from the program goals and framework outlines above, the President will return the matter to the Board for consideration of substantial modifications to the proposal.

Trustee Barsema so moved and Trustee Wasowicz seconded the motion.

Trustee Wasowicz questioned the location for the lease.

Mr. Heckmann responded, just to be clear, the \$250,000 is an indication of the Board Regulation level that we're expecting to exceed in the lease revenue. The terms and how much Discover might spend on the renovation is going to be part of the negotiation, part of our still discussions. We think it might be in the magnitude of one million dollars, but we're not sure yet because we're still in discussions.

Trustee Wasowicz responded, I just wanted to make sure we weren't selling ourselves short here at all. I applaud us looking at this. These are things that we should be looking at and thinking outside the box.

Trustee Barsema asked, in the recommendation it says that no financial obligations in the aggregate of \$250,000 or more will be incurred by the university. Am I correct in assuming that there may be some costs associated with this, incurred by us, but they won't exceed \$250,000? If so, what would you anticipate that money would be spent on?

Mr. Heckmann responded, I'll say at this point in our discussion and the project that we're envisioning, we're not anticipating the university putting in any money into it. As things evolve there is an aspect to this project where there may be an opportunity for Discover to renovate some space that they will not occupy and that may be a gift in kind and sort of a donation to the university. As we look at that opportunity and then feel like we want to leverage that and maybe add some of our own investment we will come back and explain that further.

Chair Butler clarified, this is an indication of what the Board is not delegating. These are parameters. This authority delegation does not include expenditure by the university \$250,000 or more.

Trustee Struthers noted, I recognize the timeframe is tight and I can applaud the concept. The thing that comes to mind is the space, I see something very innovative and kind of a big deal and I'm afraid that it's going to get stuck in a corner, no one is going to see it. If there's any possibility to get physical exposure so people, perspective students, perspective parents, fellow students, townspeople, see some vigor and vibrancy going on in a good project like this. If it can be physically visible I would just simply really, really encourage that effort.

Mr. Heckmann responded, I will add that it is going to be in a very central part of the campus and very prime location primarily for access to the students so I think it will get that visibility.

Trustee Coleman asked the internships are they paid or non-paid interns?

Dean McCord responded, they are paid.

Trustee Coleman asked, do we have any other type of arrangements like this with private organizations?

President Baker responded, the most notable one is Ideal Industries, it's not on campus but it's at their facility. Our students did intrapreneurship there and had two projects they stated on last May that brought forward business plans and now the company has hired them to bring those plans to actually businesses.

Provost Freeman added, it is actually an on campus component of a long standing internship program within the Department of Computer Science called the Research and Development Internship Program and I know Chair Karonis would probably be happy to comment on that if you want more detail either now or afterwards.

Trustee Coleman added, I'm familiar with innovation labs that have a joint private institution arrangement and that's assuming that's what we're talking about here. Is there some kind of joint agreement about what's created and the intellectual property that's created?

Provost Freeman replied, the university has clear guidelines for how we manage intellectual property of students under various circumstances and those are being honored in the specific agreement that will be developed. Part of this project, Karinne Bredberg from our Innovation Office is here and can speak on how far along the final negotiations are today.

Ms. Bredberg responded, to date Discover has said that there's not going to be intellectual property created, that they're going to be using existing technology for their applications. However, based on how the agreement flushes out, we are fully capable of including any type of agreement within the master agreement.

Trustee Barsema noted, this opportunity was actually brought to Chair Karonis by an NIU alumnus who works for Discover. This is a really cool project and this is one that we can replicate with other companies. This is the power of knowing where our alumni base is and getting them involved on projects like this.

Chair Butler called for a roll call vote.

Roll Call Vote:

Trustee Dennis Barsema: Yes
Trustee Veronica Herrero: Absent
Trustee Tim Struthers: Abstain
Vice Chair Wheeler Coleman: Yes

Trustee Robert Boey: Yes
Trustee Matthew Holmes: Yes
Trustee Eric Wasowicz: Yes
Board Chair John Butler: Yes

Motion Approved.

10. CHAIR'S REPORT NO. 77

Agenda Item 10.a. – Board of Trustees 2017 Meeting Dates Revised

Chair Butler noted, these are revised meeting dates for FY18 and asked for a motion to approve. Trustee Coleman so moved, and Trustee Barsema seconded.

Trustee Coleman asked if the mishap in electronic posting had been remedied and General Counsel Brady assured him that it was fixed and that the problem was not a legally insufficient hiccup and so I don't anticipate the process changing for the future. It will be our normal process and it's sufficient going forward.

Chair Butler stated the item does not reflect any special meeting or an ad hoc committee meetings, and asked if those meeting could be added to the schedule at a later time period.

General Counsel Brady responded, correct, special meetings of the Board or its committees can be called appropriately and then we'll do appropriate notices as well; and, they can be added to the calendar.

Motion Approved.

11. NEXT MEETING DATE

Board of Trustees Committee meetings will be held May 18, 2017, beginning at 9 a.m. The next meeting of the full board will be held on June 15.

Trustee Barsema noted that Dr. Ameti will also be receiving an honorary degree from NIU. I applaud NIU and the Provost's Office for recognizing Dr. Ameti, whose home country is the Balkans, and is a representative of somebody who is practicing inclusion of all peoples. I'm proud that we're recognizing somebody like this.

Chair Butler responded, yes and I hope that we'll learn more about this individual and the work that he's done as he comes to NIU and accepts his honorary degree. I would also like to mention, on March 30th, the Senate Appropriations II Committee is meeting with university representatives in Springfield and these sessions are streamed on the internet and available to watch and to listen. It is actually quite fascinating and useful in understanding NIU in the context of other universities pressing very similar issues. On April 13th, the House Appropriations Higher Education Hearing occurs. That's also streamed on the internet. On April 30th at 3:00 p.m. the steel band concert that was previously mentioned is being held.

12. CLOSED SESSION

Chair Butler asked for a motion to close the public meeting to conduct an executive session to discuss the following subjects authorized by the Illinois Open Meetings Act, as amended: personnel matters as generally described under Sections 2c.1, 2, 3, and 21. Trustee Boey so moved, seconded by Trustee Wasowicz. A roll call vote of the Trustees to recess to Closed Session was as follows:

Trustee Dennis Barsema: Yes
Trustee Veronica Herrero: Absent
Trustee Tim Struthers: Yes
Vice Chair Wheeler Coleman: Yes

Trustee Robert Boey: Yes
Trustee Matthew Holmes: Yes
Trustee Eric Wasowicz: Yes
Board Chair John Butler: Yes

Chair Butler noted that the meeting is now closed and will re-open at the conclusion of the closed session in approximately two hours. No additional business will be conducted after the closed session. The Board adjourned for closed session at 11:45 a.m.

Trustee Herrero joined the closed session via phone per Chair Butler.

Reconvene Meeting:

The Board of Trustees of Northern Illinois University reconvened on March 9, 2017, at 2:49 p.m. Chair Butler announced they were reconvening after the closed session and noted for the record that Trustee Herrero was present during the closed session by phone. Chair Butler asked for a roll call.

Members present were Trustees Robert Boey, Wheeler Coleman, Tim Struthers, Matthew Holmes, Eric Wasowicz, and Board Chair John Butler.

Members Absent: Trustees Dennis Barsema, Veronica Herrero

13. ADJOURNMENT

Chair Butler asked for a motion to adjourn. Trustee Wasowicz so moved and Trustee Struthers seconded. The motion was approved. Meeting adjourned at 2:51 p.m.

Respectfully submitted,

Kathleen 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.