



Executive Committee  
of the  
Board of Trustees

*November 15, 2018*

**A G E N D A**

**Executive Committee of the  
BOARD OF TRUSTEES OF NORTHERN ILLINOIS UNIVERSITY  
12:00 p.m. – Thursday – November 15, 2018  
Board of Trustees Room  
315 Altgeld Hall  
DeKalb, Illinois**



1. Call to Order and Roll Call
2. Verification of Quorum and Appropriate Notification of Public Meeting
3. Meeting Agenda Approval ..... *Action*.....i
4. Review and Approval of Minutes of November 16, 2017 ..... *Action*.....1  
February 15, 2018 ..... *Action*..... 11
5. Chair's Comments/Announcements
6. Public Comment\*
7. Other Matters
8. Next Meeting
9. Adjournment

\*Individuals wishing to make an appearance before the Board should consult the [Bylaws of the Board of Trustees of Northern Illinois University, Article II, Section 4 – Appearances before the Board](#). Appearance request forms will be available in the Board Room the day of the meeting. For more information contact Chelsea Duis, Recording Secretary to the Board of Trustees, Altgeld Hall 300, DeKalb, IL 60115, (815) 753-1273, or [cfrost1@niu.edu](mailto:cfrost1@niu.edu).

**Anyone needing special accommodations to participate in the NIU Board of Trustees meetings should contact Chelsea Duis at (815) 753-1273, as soon as possible.**

Minutes of the  
**Executive Committee**  
**NIU Board of Trustees**  
**Of Northern Illinois University**  
November 16, 2017

**1. CALL TO ORDER AND ROLL CALL**

The meeting was called to order at 9:03 a.m. by Chair Coleman in the Board of Trustees Room, 315 Altgeld Hall. Recording Secretary Kathleen Carey conducted a roll call. Members present were Trustees Dennis Barsema, John Butler, and Tim Struthers. Members absent Trustee Herrero. Trustees also present: Trustees Eric Wasowicz, Giuseppe LaGioia. University representatives present were Acting President Lisa Freeman, Chief of Staff and Board Liaison Matt Streb, Acting General Counsel Greg Brady, Acting Executive Vice President and Provost Chris McCord, Acting Chief Financial Officer Larry Pinkelton, Chief Diversity Officer Vernese Edghill-Walden. University Advisory Committee members Linda Saborio, Barb Andree, Alex Gelman, and Cathy Doederlein were also present.

**2. VERIFICATION OF QUORUM AND APPROPRIATE NOTICE OF PUBLIC MEETING**

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 Coleman asked for a motion to approve the meeting agenda. Trustee Butler so moved and Trustee Barsema seconded. The motion was approved.

**4. CHAIR'S COMMENTS/ANNOUNCEMENTS**

Chair Coleman began, good morning everybody. It is good to see so many students here this morning This is our Executive Committee which comprises of five members of the Board of Trustees. However, we have two other trustees that are here at the table today and they are welcome to engage in conversations, but the voting members of the Board of Trustees will comprise of four of us because we're missing one of our trustees. I want to welcome any University Advisory Committee representatives present today.

Cathy Doederlien: With today's review and likely approval of the identified presidential goals, I wanted to note support from Supportive Professional Staff Council for this approach. Having clearly identified goals as a noted aspect of performance evaluation for the president is a welcome step and we appreciate the obvious care taken in crafting these goals. We also appreciate the actions President Freeman has already taking towards achieving some of these goals. I'm afraid that I can't help but briefly take off my SPS Council President hat and put on my career services hat so I can note my excitement for the fact that student engagement and community projects and internships is included as success criteria for one of these presidential goals. Career services obviously has this as a top priority and looks forward to continuing to actively partner with the entire campus community including the senior leadership to help deliver on these criteria. Back to my SPS Council hat, we are pleased with the likely adoption of plans for the presidential search planning committee. We appreciate the inclusion of representatives across all of shared governance in this task and encourage the committee, once assembled, to review details of the feedback already provided to BOT members during their previous outreach to our various councils available via council meeting minutes. One thing noted quite consistently across all shared governance entities was a desire to ensure that finalist for the position are brought to campus to participate in open forums as a part of an open search. Though we agree that benchmarking of current practices and trends related to presidential searches and contracts is an important task for this committee. We hope that the request for openness in the final stages in the search will be confirmed as a part of the process regardless of where that practice

may play out in the benchmarking. We also welcome this committee to engage directly with our councils through our nominated representatives and/or through a visit to an upcoming council meeting to further discuss items for the draft of the job description and a points of pride document. Thank you for the time.

Barbara Andree: President of the Operating Staff Council and I just want to join in with Cathy in being appreciative of the shared governance process that's been shown so clearly in the upcoming presidential search and we welcome the opportunity to continue to give our feedback.

Chair Coleman replied, thank you both and thank you for your presence here today and I want to say Cathy and Barbara we appreciate you and your comments.

## **5. PUBLIC COMMENT**

Chair Coleman added, I'm going to keep my comments brief today. I know the university has a lot of challenges ahead and throughout these challenges we got to find a way to work together, to stay together to move the university forward versus casting blame and fighting one another. With that stated, let's go to our public comment section. We've got quite a few folks that would like to speak to us this morning. We recognize members of the public who have complied with state law and the Board of Trustees bylaws by registering their written requests to address the board with our parliamentarian.

Brittany White, Black Student Union: I'm a director of civil disobedience of the Black Student Union. I'm here today to speak on issues in regards to black community and how they feel. I'm just kind of like a spokesperson for them. We do have some supporters here today, they're all feeling the same way. In the middle of October, students were alarmed to see protesters from a white supremacy group. This group is widely known for the riot that took place at Charlottesville this summer. Afterwards Acting President Freeman released a statement in response to this incident. The response from the student body was overwhelming outraged that this group would and could come on campus and seek to recruit NIU students. Some of the student's feedback to the statement included: preferring that the statement was more depletive in its language something along the lines of NIU does not condone this type of aggressive behavior nor do they condone the hate of any kind on this campus. Students feel as if the school picks and chooses what is important enough to act immediately on. If there was a shooting around Greek Row we all instantly get alerts via e-mail, text, tweet, whatever it may be. When the school discovers there was a hate group posting flyers coming to recruit students to be a part of this on our campus, we didn't get an alert, email, tweet, none of that. We feel that this is important for us to know just for our personal safety as well. Like a lot of us are really, really threatened and we were scared because we saw what they could do and what they were capable of. And they were also releasing things on Facebook saying that they had military grade and things, may that not be true, it was still scary. It was a scary thought. It feels like we're brought back into the 1920's. We don't feel safe on this campus and that was the overall message of the student body. Students felt that the statement itself emphasized that the posters were not approved for posting making it seem that if Identity Europa which is the group's name, had only followed the rules the recruitment for a racist, white supremacy organization is okay. Students also felt that there wasn't enough action after the fact. That the panel and the immediate aftermath wasn't helpful. It didn't address the fact that the campus climate has become more hostile against certain groups post-election. Student's also feel that NIU's reaction to any race incident is a panel, a table talk, a sit and talk, while that might seem helpful, there's no action behind it Nobody readdresses it, nobody says okay well we're going to do this, this, and that to make you feel safe. It's just like a talk. The statement didn't address, nor have students seen any repercussions or findings as to the posted flyers. Students were dismayed that the only faculty that seemed to know were faculty of color and a handful of white faculty. Students feel that all faculty should have been alerted to this separately from an all campus email so that faculty could understand why the topic may come up in class. The statement didn't make students feel empowered or safe. Instead it made students feel as if the burden was on them to potentially target groups such as students of color, undocumented students, the LGBTQ community and women to protect themselves. Overall students felt that the tone was "this is to prevent liability for the campus". Another quote was that "to cover your ass" type of statement. However, this recent incident was not the first of its kind on this campus. As student we recognize we have the power to create institutional change on this campus and we make our voices heard and we plan to do so. Overall

there's a lack of diversity with this faculty on this campus. There are not enough faculty members that look like us which will make us feel more comfortable in our learning environment. Since 2010 there has been almost a double increase of Hispanic undergraduate students at NIU. Hispanic students make up 16% of undergrad students on this campus. However, where only 2.7% of the faculty are Hispanic. Black undergrad students are also 16% of the student population. However, we only have 3.5% of NIU faculty that are black and the majority of them are staffed at the Center for Black Studies. While that might be great for having our staff be black teaching us about Black history, we would like to see them resemble ourselves how we want to see ourselves in the future. We want to see ourselves in other colleges as well like Sciences, the College of Liberal Arts. Number two, we do not feel safe on this campus which I reiterate. We do not feel safe. We feel that we have to protect ourselves. We don't feel like the school is protecting us. Instead the black students feel criminalized. Recent incidents or examples of this include, there has been a recent report of a black male being jumped by three white males at the train station. How can we feel comfortable using the train? Some of us that's our only way of transportation. How can we feel comfortable using that if we hear things like this? We can get threatened and chances are nothing's going to happen, no repercussions, excuses here and there, well we can't do this and technically this, but is doesn't – how would you feel if you were in our place. The black community has also had reports of white students harassing them around this campus and on this campus. The school wasn't notified I guess because students felt scared and felt that nothing would be done to the students that were harassing them. With the recent incidents on Greek Row on Greenbrier Row, there has been an increase in police presence. Black NIU students has stated that they have been racially profiled by law enforcement. The black community feels attacked and criminalized by the police on our campus. The black community is constantly getting harassed by police for petty things such as traffic stops. In contrast, the police are more caring and ready to protect our white peers, but when it comes to us we are treated like criminals that are doing all the bad violent activities out here in DeKalb. We're looked as if we're gang violence like we brought all of this to DeKalb. In reality we're just students trying to gain our education just like they are. I also have like statistics of this. I got it from the Washington Post. It's from the Justice Department of Statistics based on the police public contact survey show that relatively more black drivers, 12.8% to be more exact, get pulled over than white drivers, 9.8%. So overall a black driver is about 31% more likely to get pulled over than a white driver. So they show that we're not just making this up in our head. This is actually happening in the world, in DeKalb. I also have anonymous statements. We have taken a survey which I'm actually going to pass around to you guys so you can see that. We've taken our own climate survey just to see how students felt on this campus because we don't feel like you know; we also don't feel like you care to be quite honest. These are actually statements from people. "My friend was in Walmart shopping and was called a nigger for no reason by a white worker." Somebody put the exact same statement. Some people say the police department. Somebody said "Called a nigger while outside by a white male just for being outside." "I've been called a racist by strangers on the street, been told countless times I'm too white to be Latina even though I am." "The police constantly pulling people over for no reason and ticketing me. I believe it was because of the color of my skin." "The people in this city of very prejudice." "Somebody was called out their name, told to return to Africa, etc. " It was too much for them they didn't want to continue to write. Someone who was not considered a minority didn't support/understand the purpose of black lives matter movement and they also had a resident who compared DeKalb to the south side of Chicago when they never even seen the south side of Chicago. Random people yelling that they hate my race. I probably have experiences in this in DeKalb before they just didn't want to share it. Black lives matter was trying to raise awareness on violence against black and our chalking that was promoting people. Nothing violent and we would never say anything derogatory towards anybody else. We were just saying that we simply love ourselves and that's it. Those chalking's were erased and replaced with derogatory statements like we love Trump, things like that. Somebody put the exact same statement. Somebody also put ignorant slander or comments through graffiti. Examples would be yik yak when we were doing black live matter. There was a lot, I don't know if you guys are aware, but we did post yik yak post around. That wasn't to negative things, it was to show you, it was more of a cry to help show you this is what our white peers are saying this. They are openly saying yeah I go to NIU and nigger this and nigger that and the black people need to stop this and they need to go home. They were openly saying that and it's like we tell you all and you're just like okay and so we're like how about we make a statement with it. How about we physically show them this is them saying this to us and we didn't even say anything that would deserve that. Other statements, many residents are very harsh towards African Americans. Any time a black student or student

of color goes to Wal-Mart we are followed like criminals as if we are stealing and they pay no attention to our white peers that are shopping even though they could be up to no good. Somebody got kicked out of where they used to live because of a racist roommate and they tried to move somewhere else that they really wanted to go, but could not because of another racist issue. Somebody also stated police department race issues. They didn't want to elaborate. Others have stated I've been denied services from places or have been told to wait because I wasn't important enough to be treated as a regular customer. When it came to transferring my job here and how the boss would give more hours to other workers who transferred after me and did less work than me. Or even when there have been tragedies in family and some professors wouldn't let me make my assignments up, but allowed to for less severe cases. The police constantly pulling me over for no reason and ticketing me. Discrimination on campus dealing with certain professors and certain faculty. Too much to type they said. They didn't want to continue. Discrimination in the classroom with teachers and grading have been profiled, etc. I was returning a bike that I found by New Hall and the officer that came was asking unnecessary questions and asked for their ID. Random students that are very disrespectful give off harsh gestures and even sometimes physical. Somebody says that during their freshman year they were walking to New Hall to get something to eat, a car with five white males inside stopped and the guys began to poke fun at the fact that he was wearing a head wrap to protect their hair and in order to get them to stop harassing him he had to use derogatory insults to get them away, he said that eventually it worked and they drove away. Simple things like being talked to disrespectfully and treated with suspicion and that for me personally that's pretty much everywhere we go it's like that, but I feel like it shouldn't be that way especially on our campus that we pay money to go to. We pay to attend here. We pay for food services and we pay for all of that just like our white peers so why are we being treated this way. I have been driving to a store for groceries and have been eyed as I walked aisles and checked out at stores, racially profiled in traffic. I've been called names. These are students on this campus. And it just really, it really hurts me that we have to go to a place like this that doesn't care or respect us enough to protect us instead of criminalizing us and making us feel like we deserve it and we didn't do anything. All we did was be black. That's it and I don't understand why that's a crime still. And so we have certain demands that we would like to ask. First we want specifically more black and Latino faculty around our campus and not just in our cultural centers. We want them all around campus. We want to see these people that resemble us in our eyes. We want at least 30 faculty members of color to be hired over the next year. For instance, the College of Liberal Arts since they do have multiple departments, majority of departments on this campus. We want at least, at least 8 new faculty black or Latino faculty members within the next year. We want the university to know how students feel. So we would like you to put out your own climate survey. We feel that it shouldn't take all of this to put that out. It shouldn't take us to say all of this for you to know how your students feel on this campus. We also want less talking about the issues on campus and we want to see more action. We don't want like, we don't think it should have to take one of dying, getting brutally beat up or shot or whatever for you to be like okay enough is enough. Enough has already been enough. We shouldn't have to go through this and we feel like it's too much, well let's have a panel or let's talk and that is not proactive. Nothing comes after it. A lot of students came to me and I speak for them. A lot of them came to me and was saying like okay the statement released by the president while that was cool to release it, it didn't have anything that we wanted to see in it. Now we know you have legal issues regarding that why you can't say everything that you want to say, but we need something a little more than that for the next racial issue. We need more than just like well sorry we can't do anything about it because freedom of speech laws but it's evident that they are a hate group. It's evidence that they cause riots. It's evidence that they say we have this and we have that. It should be no issue for them to come on campus. We feel that every time we do something that promotes love for ourselves on this campus, you know police are quick on us, oh let's get administration, let's get police on them. Let's see what they're doing because they might cause some type of disruption even though we haven't done anything to harm anybody on this campus nor will we because I don't promote violence. But things like this it didn't say oh well we will have police on the scene you know making sure that our students are safe and making sure that you feel protected. We feel like more of that needed to be said. And so in regards to that what we would like to do about that is we would like to have a black and a Latino representative, student representative, in those meetings when you are regarding statements of issue, of racial issues. If something comes up tomorrow we want this to be effective immediately so if something happens tomorrow and you have to release a statement, we want a call like can you come sit in this meeting and tell us what you would like to hear from us and work around your legal terms. Because that's

important to us because there's a disconnect between you guys and the students and that's why I'm here. It's a big disconnect. The students don't know what administration is saying. Administration don't really know what students are saying and students feel that we're not important. We feel like you don't care. And that may not be true, but how would we know because you don't tell us and that statement didn't tell us that either. I didn't get it from there and a lot of people were very angry. They were like what is this; you know how come they're not protecting us. It kind of came of like you were protecting them instead of us under freedom of speech and all that. And like I said, while that might not be true, we need to hear that. You know what I'm saying? We need you to say these things. That's it. Thank you.

Chair Coleman responded thank you for courage and thank you for providing us with your feedback. I personally heard some things today that I didn't know about that I'm a little disappointed. I appreciate you sharing your wishes, your demands and I also want to say I appreciate everybody being here today. Being a student on campus and being engaged and expressing your concerns help prepare you for life. We're always going to encounter issues, concerns, disagreements and people that look at us and say I don't like you or I don't think you belong here. What we're going through, people of color, at this point in time in our nation where there is heightened rhetoric of unaccepted individuals that don't want to accept people because of their differences are at a new height and so we have got to find a way to say how do we band together, how do we cope with it and how do we express ourselves to promote change. I don't believe that what we're hearing and what we're seeing is the majority of the people. It's a small subset and we've got to find a way to continue to express ourselves to let them know that this kind of behavior is not tolerated here in DeKalb or at our institution. You belong here. This is your institution just like anybody else. I don't care what color skin you have and I want to encourage you guys to continue to band together to support one another in the classroom and outside the classroom and continue to raise your hands and do it in a civil way, appropriate discourse is acceptable. We can have disagreements and we don't have to see eye-to-eye on every issue, but I want you to know that this board and this administration, we care and we care for you. It's difficult to put a global announcement together and try to communicate what's going on and identify – there's some things that are unacceptable and that's what Dr. Freeman attempted to do. Her message was to let you know, and let all of us know because we talked about it, that we don't accept this behavior on our campus. Now maybe you feel that she should have said something a little stronger and I get it. Right, but I want you to know I personally have been working with Dr. Freeman for several years, we've had a lot of conversations around race, this institution, and how can we take care of our people of color, our students of color. And I know she cares and maybe we need to do a better job of letting everybody know that we care. We care for each and every one of our students. It's not a perfect place. 39 years ago I was a student just like you on this very campus. 39 years ago some of the same comments could have been made. It's not a perfect place and I don't you want to paint a brush that everybody is the same or everybody has the same opinion because that's not the case and I personally know that. I'd like to see if there's anybody from the administration that would like to speak, Dr. Freeman or anybody else.

President Freeman added, I also want to start by thanking you for the courage it took to come here and use your voice today. If we are not achieving sending the message to you and your fellow students, to the DeKalb community, to the larger university, that we support you, that hate has no home here, we need to do a better job and we look forward to working with you on that. I echo Chair Coleman's comments that I appreciate the presence of all the students here supporting each other, but we also need clearly to show you that we support you and to work together on how we can communicate that more effectively and I look forward to that.

Vernese Edghill-Walden added, as Senior Associate Vice President for Academic Diversity Officer since 2015, I echo what President Freeman and Chair Coleman have said. I'm pleased to see the students here this morning. We have been spending a lot of time together over the last 24 hours talking with them and really trying to listen and understand what is going on. There are a lot of things that we are working on, a lot of things that we need to do a better job of communicating to our student body, but I have to say that the things that we have put in place are bias incident reporting process, the ability to be able to communicate out to you perhaps not as timely as you would like, but the fact that we are putting those things in motion continue to speak to the fact that we care and we need to do more and we've talked about that quite often at senior leadership and we will continue to do so. The idea of both students being a part of our discussion

moving forward I think is a great idea and I would love the opportunity to have students work with us and understand the process by which we go through and understanding how we make students feel safe first, but also understand how do we insure that all students have the right to freedom of speech and that include you as well. Thank and I look forward to working with you very, very soon.

Dr. Edghill-Walden continued, I was actually hired because of a diversity and inclusion task force report that had 13 recommendations and of those 13 recommendations we've been able to do I would say 50% of them. The other 50% speak to some of the things that the students have talked about in terms of developing a campus climate survey and also diversifying our faculty which is something that takes time, but we are committed to doing. So it is definitely not a report that we have put on the shelf, we have actively communicated and actively begun working on some of those steps. We've also worked on developing the human diversity requirement so that every student before they leave NIU has the ability to take a course in human diversity because we think it's important for all students to understand from a global and diverse perspective how they can work with people that do not look like them and to understand other community identities and other community challenges. Then more importantly, how do we solve them together. Many of those initiatives we have begun and many of our faculty and our staff have been involved in getting that done as well. I've also worked and had the opportunity to work with some of our trustees on some of these initiatives, and we have much more to do. But I do spend a lot of time working with – let me say I also report to the president and the provost, Provost McCord, and we work daily to figure out ways that we can continue to make NIU a more inclusive community and that is why it's so important to hear from students because we always want what is absolutely best for our community.

Laura Vivaldo Cholula: I am co-president of DREAM Action NUI which is the student organization on campus that advocated for undocumented students. I am co-president along with Yeon Woo Kim and I'm undocumented, unafraid, and unapologetic. I stand before the administration and the Board of Trustees today to speak about how undocumented students responded to the flyers and the posters on campus from a white supremacist group. The executive board of DREAM Action did not have to look very hard to learn that the groups, like the ones that put up the posters are ace phobic and anti-immigrant. As undocumented students our primary concern is the risk of deportation. As most know, the DACA program has ended with no solution as of now to protect undocumented students across the country. Since the 2016 election we have started to see unfriendly people comment make comments with threats of deportation on our social media. In the middle of February this year actually, a DACA student from the University of Illinois Urbana Champaign was threatened by another fellow student that they would report him to immigration and customs enforcement also known as ICE. Earlier in this semester a student ally wrote on the residence floor on a white board that they could come to them for support and resources if they were a DACA student. Another student, an anonymous student wrote on the comment "I love Trump" next to the ally statement. Undocumented students live under this threat of deportation while also continuously deemed criminal in a similar but different way to black students on our campus. We can and should do better by these students who are marginalized because of their immigration status, national origin, race, gender, or sexuality. This is why DREAM Action chooses to stand in solidarity with the black students of NIU.

Brittney White and Laura Vivaldo Cholula continued: We would like to end with a quote from Dr. Martin Luther King, Jr. "First I must confess that over the last few years I've been gravely disappointed with the white moderate. I've also most reached the regrettable conclusion that the Negro's great stumbling block in the stride toward freedom is not the White Citizen's Counsel or the KKK, but the white moderate who is more devoted to order than to justice, who prefers a negative peace which is that absence of tension to a positive peace which is the presence of justice; who constantly says "I agree with you and the goal you seek, but I can't agree with your methods of direct action;" who paternalistically feels he can set the timetable for another man's freedom; who lives by the myth of time and who constantly advises the Negro to wait until a "more convenient season." Thank you.

Chair Coleman responded, I want to thank you both for coming out today and spending some time with us and sharing with us. My message to you is that we hear you loud and clear. Change doesn't happen overnight but this is an item that as a board we've got to figure out how to readdress. So we are concerned

when students tell us that they don't feel safe. It's ironic that we've been dealing with this I don't feel safe issue for a long time on this campus. This is probably the first time that as a trustee that I've been in this room where people of color have come in here and say I don't feel safe and it puts a different lens on this message of I don't feel safe. So thank you and I appreciate you coming today.

Sharon May: I would like address comments made previously by the board regarding the cost of FOIA requests made to the university. A suggestion was made to post an arbitrary amount as a cost to each request. If the university did decide to go forward with this effort in the sake of the oft repeated claim of transparency, there are other numbers that need to be compiled as well. First, I suggest that NIU calculate costs resulting from the reluctance of staff to comply fully with the FOIA request. This reluctance may mean that a requestor must return sometimes numerous times and challenge a negative response or ask about a request status or point out sometimes repeatedly that the response was not complete. These additional costs are not the result of the original request. I will give two examples. An old example, previously presented, was my request for any audit or documentation supporting the finding on Walter's commuting. NIU Accounting Department tried to claim the auditors do not share any documentation. It's not something you say to and ex-auditor especially one with a stubborn streak wider than herself. It took four contacts to NIU plus to the OAG, the Auditor General, and the PAC, Personnel Access Counselor. Again the cost of these last three contacts were not due to the original request, but due to the failure of the Accounting Office to appropriately answer the request. Further the cost to the PAC and the OAG should also be computed and posted as a cost incurred by the university, but not as a cost of the FOIA request. Second was my revisit to Fifer's case, the HR consultant. Early this last May, I requested Fifer's invoices that had been presented under his consulting contract. I received none despite repeated requests. On May 31st the OEIG was finally released. Contacted NIU twice and was told again that these invoices did not exist. Off to the PAC. Mr. O'Grady's response to the PAC was to ask for proof through it OEIG report. After I supplied that, I finally received a copy of the invoices. How much cost should be assigned to that when NIU tried to withhold these documents? Additionally, I would suggest benefits resulting from the use of FOIA should also be calculated and deducted from any costs assigned to the FOIA request. First example of a benefit is the OEIG report itself. It took an official state agency report and the resulting public outcry for the board to act on Baker's mismanagement. The future cost savings that results from eliminating mismanagement in NIU's leadership should be deducted from the cost of the requests which were obviously used to point the OEIG to these problems. Two different benefits resulted from the audit example used previously. First, after a citizen used a FOIA request to file a complaint with the OEIG, they did find that Walter's was improperly reimbursed and instructed NIU to have those monies returned to the university. Further, the OEIG then looked at why I had to contact them for documentation and found that NIU had failed in record retention. Although record retention was an issue previously mentioned to NIU, nothing had been done on it. Again, it took a state agency using a FOIA request as a guide to bring this to NIU's attention. Now that NIU's aware of the need to enforce the record retention policy, this could preclude any future penalties being charged for violating the state record retention act. A third benefit is to tax payers overall. FOIA requests had indicated FOIA supplied housing was not being taxed. When FOIA documents were obtained and made public, NIU restated the W2 income to include the housing value. This resulted in additional tax dollars received by the government. So overall if the university does want to calculate the cost of the FOIA requests, they should also have enough integrity to include any adjustments due to 1) those cost caused directly by NIU and 2) the benefits resulting from FOIA requests. I think the board would find that the FOIA requests have been overall a winning proposition for NIU albeit embarrassing.

General Counsel Brady responded, Mr. Chair just one brief comment to Ms. May's comments. As I said two years ago to this board in a report on FOIA, the university does have an obligation to comply with FOIA and so to her points of different departments and the accuracy of records, I want to reinforce that message and indicate that. Now that does not solve all the problems with the volume of requests we get, the nature of the request we get, and other issues that we have to deal with for FOIA, but I did want to acknowledge Ms. May's point that yes the university does have an obligation to comply with FOIA.

Michael Haji-Sheik: I wasn't going to mention anything about the record retention, but as Mr. Brady remembers that we once made a comment or a discussion that Vice President Nicholas violated the records retention by removing his entire in-box. It is a problem. I think we're starting to do a better job of it because

everybody now is kind of keeping their e-mail, you know making sure that they are complying to the records act, but it is something we can always do better as state employees to make sure that we follow state regulations. But that's not what I came here to talk about. I'm still a little bit confused by the \$20 million that were allocated to the Student Center. Because I look at the bond document and only \$12 million was allocated to the Student Center. Then I asked Mr. Heckmann in a Faculty Senate meeting where did the other \$8 million come from? He said well we're going to restructure the parking lots. Well then I find out that we need \$5 million for parking lot repair money so we raised parking lot fees and then we charge the staff and faculty that money. Now I get confused by stuff like that. I may not be the best mathematician in the world, but I'm okay. When I see numbers that don't add up it tweaks my interest. I start saying hey something funny is going on. There's some interesting accounting going on here. I would like the university to you know be a little bit forthright with that type of – where did the money come from, what projects are not going to be done, and I would love to see it publically. And the only reason I'm doing it here instead of the University Council and Faculty Senate is because I keep getting these we can do it kind of answers, okay, not what it is but we can do it. We can do it is an awful way to answer University Council rep. I asked can we spend bond money on instructional building like the Library and I was told in the University Council, it's okay. I represent College of Engineering and I'm talking to you not as necessarily as a general member of the public, but I figure it's the only way I can get this information to more of the board members at one time. There have been two previous controllers who have said that the library is an instructional building. Now what's changed in 8 years or 10 years? I mean if we need money to redo the food place in the library I'm sure there's probably somewhere that you could find money that isn't off the Build America bond because that's in the contract. I'm just confused by these. Mathematics is kind of – you know when you're an engineering professor sometimes math is hard .

## **6. EXECUTIVE COMMITTEE REPORT**

### **Agenda Item 6.a. Presidential Goal Metrics**

Chair Coleman began by presenting agenda item 6.a. Presidential Goal Metrics and asked President Freeman to ask any comments regarding this item.

President Freeman responded, I think setting clear goals, making them available to university community is a healthy step for us in terms of understanding the board's priorities and the expectations of the president. When these are posted they're be an appendix posted that has a little more information about some of the data that will be used and I just want to make the point publically that wherever possible we've tried to link the goals to data that are reported publically to allow benchmarking against other institutions and to make sure everybody understands that we're using data and metrics that have well established consistent definitions.

Chair Coleman asked for a motion to approve the presidential goal metrics. Trustee Struthers so moved and Trustee Wasowicz seconded the motion. A vote was taken and the motion passed.

### **Agenda Item 6.b. Presidential Search Planning Committee**

Chair Coleman presented agenda item 6.b. Presidential Search Planning Committee. May I have a motion to approve the Presidential Search Committee? Trustee Butler so moved and Trustee Struthers seconded.

Trustee Barsema commented, thank you for all of those of you that participated in the creation of the idea, the concept and then the document that we have here. I think that we arrived at a very good conclusion that gets everybody participating in the planning piece. The effort here that came forward from the Board of Trustees when we made the decision to delay the search process until fall of next year was to A) get as many people on campus involved in the search process itself be it the planning committee or the search committee and those are two separate committees. The planning committee that you see here will be organized soon beginning right after the first of the year with the representation as you see on this action item. The purpose of the planning committee is to really do several things. One, is to come up with the job description and the characteristics, the qualifications that we'll be looking for in the next leader of NIU. As

was stated before, a lot of that work has been done through the individual sessions of meeting with different constituency groups on campus, but it'd be good to collate that and to refresh that and make sure that that's the job description and the qualities and qualifications that we all want to go forward with. Second, is to come up with the marketing piece of why NIU. I know when I participated on the last search committee, it took us several months of working with the search firm to come up with those two pieces, the job description and qualifications and then the why NIU and the marketing piece that we will send out. So this will get us a big head start on that. There are other things beyond that that the planning committee will be a part of including helping to identify the characteristics of this search firm that we will want and such. So very necessary committee and again you to all of those who participated in the creation of this document. I want to be very clear that this is not the search committee, this the planning committee and those are two separate committees. Just because somebody serves on this committee, that does not preclude them from being on the search committee come the fall of next year, but there are two separate committees that will be assigned separately.

Trustee Butler added, I think this is an outstanding step that we're taking. The time that we have available to us will be well used by this committee to perform the functions that are laid out in the action item. I want to draw particular attention to the concept of benchmarking current practices and trends. I think it's very important that we spend some time in this committee to look at what's happening nationally with respect to the university presidency and that we not be shy about researching that question and gathering the appropriate expertise to advise the committee so that we are positioning ourselves in the most advantageous way to attract the type of leader that will lead us into our future. I think that means really being bold and courageous about what does the presidency involve and what types of leaders should we expose ourselves to as we engage in this process and not necessarily just apply the traditional assumptions about the presidency. And I don't mean to imply by that that I've got any particular bias or idea about what that might bring, but I can tell you that I've been to enough conferences for the association of governing boards, I've been exposed to enough presidents of other universities to say with confidence that there's a wide diversity of leaders including some cross over leaders who have some exceptional academic credentials and we need to be thinking about all of those possibilities if we determine ultimately that we want to go in a particular direction, we should do so confident that we've looked at all of the national trends and all of the opportunities that are available to us.

Chair Coleman called for a vote and explained we are voting on agenda item 6.b. Presidential Search Planning Committee, it's a 13-member committee comprised of members from the shared governance group. The timeline the committee will meet during the January 2018 through May 2018 timeline. The committee will report on the benchmark research and present a draft job description at the June 2018 Board of Trustee Meeting. So the recommendation, the university request the Executive Committee approve the proposed planning committee for the upcoming presidential search and forward to the Board for full approval at the special meeting of the Board of Trustees on November 16, 2017.

The motion was approved.

## **7. OTHER MATTERS**

No other matters were discussed.

## **NEXT MEETING**

The next meeting of the Executive Committee for 2018 will be determined and approved by the Board of Trustees on our meeting on December 7th.

## **8. ADJOURNMENT**

Chair Coleman asked for a motion to adjourn. Trustee Butler so moved and Trustee Barsema seconded. The motion was approved. Meeting adjourned at 10:02 a.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.*

Minutes of the  
**Executive Committee**  
**NIU Board of Trustees**  
**Of Northern Illinois University**  
February 15, 2018

**9. CALL TO ORDER AND ROLL CALL**

The meeting was called to order at 8:17 a.m. by Chair Coleman in the Board of Trustees Room, 315 Altgeld Hall. Recording Secretary Kathleen Carey conducted a roll call. Members present were Trustees Wheeler Coleman, Dennis Barsema, John Butler, and Tim Struthers. Members absent Trustee Veronica Herrero Also present: Trustees Eric Wasowicz and Giuseppe LaGioia. University representatives present were Acting President Lisa Freeman, Chief of Staff and Board Liaison Matt Streb, Acting General Counsel Greg Brady, Acting Executive Vice President and Provost Chris McCord, Vice President of Administration and Finance Sarah McGill, UAC Representatives Cathy Doederlein, Kendall Thu, and Barbara Andree.

**10. VERIFICATION OF QUORUM AND APPROPRIATE NOTICE OF PUBLIC MEETING**

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.

**11. MEETING AGENDA APPROVAL**

Chair Coleman asked for a motion to approve the meeting agenda. Trustee Butler so moved and Trustee Barsema seconded. The motion was approved.

**12. CHAIR'S COMMENTS/ANNOUNCEMENTS**

Chair Coleman began the meeting with brief comments. In the past, the Executive Committee would very seldom meet and what you're seeing today is a structural change where the Executive Committee intends to have a meeting every committee meeting quarter. Before we begin, let me go ahead and mention that this has been a tough week for the university, for our students, as well as for the university family overall. I want to thank all of the administration and the people that came out to support the students and the ceremony that we had yesterday. I know it was pretty emotional. I was talking to Trustee Butler earlier today about yesterday and the event. Trustee Butler reminded me that ten years ago today actually, he and several of the trustees had an opportunity or they were part of a group that actually saw the crime scene at Cole Hall. I will tell you Trustee Butler shared with me how emotional it was then, and still emotional ten years later recalling what happened. We know that we've got to continue to move forward as an institution. We've got to look forward. We've got to plan for the future, but we should never, ever forget what happened and how it impacted people close and afar. So it reminded me, Trustee Butler, how we all need to pause and say we went through some tough times, but we believe that there's better times ahead of us and let's continue to move forward. I also want to thank Trustee Butler, as well as the other trustees that were at the event this past week, for your time and effort in supporting the families and the institution. So thank you. One item that's not on the agenda that I want to speak to before we hear from our University Advisory Committee representatives is I've reached out to Trustee Butler to take on a new task and that is a task of looking at our bylaws. We know there are inconsistencies with the bylaws that we're operating within. I've asked him to work with our attorney, Mr. Brady, to look for opportunities to clean up our bylaws and get rid of some of the inconsistencies and make some recommendations for change. We should anticipate that whether it's at this committee or one of our other committees that Trustee Butler will come before us with some recommendations to the larger board in terms of some changes that we should consider. So thank you for taking on that responsibility. At this point in time, I want to welcome any of our University Advisory Committee Representatives present today.

Cathy Doederlein: Good morning and thank you. I know that the presidential goals are going to be discussed in further detail this morning, as I know one of those goals ties directly into student engagement including internships. I wanted to just briefly note that the Office of Career Services stands ready to continue to support these efforts. With well over 350 employers scheduled to be on campus the next two weeks for our internship and job fair and for education and health profession fair, we look forward to the opportunity to welcome students to the Convocation Center to engage in meaningful connections with employers for potential internships and full time jobs. At one of the most recent Board of Trustees meetings we had the opportunity to hear from some of our students who spoke eloquently about experiences they have faced on our campus relative to recent ethnicity and concerns about ensuring that the university understands the impacts of these experiences. I know that the Board, the Cabinet, and many offices on campus have taken these words to heart and continue our efforts to support our students in all facets of their lives. In January, I was asked to participate in a hip-hop peace circle facilitated by Circles & Ciphers, a group that was brought to campus for events in honor of Dr. Martin Luther King. This event was arranged through the support of the Office of Diversity, Equity, and Inclusion, and the campus resource centers. To say that this experience had a profound impact on me and others that were there for it is an understatement. I know it's only a small example of a larger effort to work to continue to hear our student's voices, the most important voices we have on our campus. I am thankful I had the opportunity to participate in that and I thank those offices for arranging it. As we all know, as a community, yesterday we marked the tenth anniversary of the tragic and senseless shooting of 2-14. I want to take a moment to publically thank all the faculty, operating staff, and supportive professional staff who I know spent a tremendous amount of time in planning these events. From contacting first responders to honor them in an event last week, to arranging the material for the 2-14 gallery at the student center, to making plans for the reflection yesterday afternoon, and so much more, I thank them for their efforts. For the last ten years and learning more about the survivors of that of that horrific day and the family and friends of the victims, I know that so many of them spend much of their time now advocating to insure these events don't keep happening and reaching out to other victims of other shootings to express their condolences and support. I am so very sorry that our Huskie family has a new set of people to reach out to in their time of need. I thoughts are with the people of Parkland, Florida at this terrible time. Thank you.

Barbara Andree: I'm the President of the Operating Staff Council. At this time, I know that the operating staff are concerned about budget talks and Springfield and the word consolidation being thrown around and we continue to support this university at every level. We're in so many parts of the university from building service workers, to food service workers and office staff. We hear so many things and we continue to support NIU and whatever we can do to provide information or feedback, we welcome that opportunity. Because many of us were here ten years ago including myself and we've seen NIU go through so many changes. Some are alums, like myself, from many years ago and NIU is going through some changes. We support the university, we support the students, and we appreciate the opportunity to continue in our shared governance role.

### **13. PUBLIC COMMENT**

Acting General Counsel Brady indicated that there were no requests for public comment.

### **14. EXECUTIVE COMMITTEE REPORT**

#### **Agenda Item 6.a. Presidential Search Planning Committee Membership Change**

Chair Coleman stated the first item on the agenda is the Presidential Search Planning Committee membership changes and we've got two changes to the membership group. The request for the replacements of the previously appointed undergrad student and an instructor, Nathan Hayes and Isti Sanga as replacements for two individuals that were previously appointed. The university recommends approval to these changes to the Presidential Search Planning Committee membership and request it be forwarded to the Executive Committee of the Board of Trustees for full board approval at its special meeting on February 15, 2018. May I have a motion for these changes?

Trustee Butler so moved and Trustee Struthers seconded the motion.

Trustee Barsema added, let me just maybe fill in a few gaps as to why we're doing this. In the case of our student Brandon, his class schedule just did not coincide with the needs of the planning committee. Because of his class schedule was not able to attend the meetings that we have planned. So he asked to be replaced. Nathan was brought forward by the Student Association as the representative so we're happy to have him on. In the case of Stephanie, she had a personal issue that took her away during the afternoons which is when the committee meets, so again she just did not have the time to be on the committee and asked to be replaced. Isti Sanga's name was brought forward and we are happy to welcome him also.

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

### **Agenda Item 6.b. Presidential Goals Update (Information)**

Chair Coleman asked Acting President Freeman to present an update on the presidential goals.

President Freeman began, first I just want to echo the comments of my colleagues on the board about the wonderful job our faculty and staff did planning the 2014 commemoration and also my support for Parkland and the parents and the community that's experiencing unfortunately what we experienced a decade ago. I think everyone here is well aware of NIU's mission. I just want to remind folks that imbedded in that mission is really our value proposition. Our value proposition occurs at the intersection of teaching and learning and research and scholarship and artistry and engagement and outreach and the experience that we're able to provide our students by engaging them in those practices and the benefit that we bring to our community through public engagement is really what defines NIU and allows us to prepare students for their lives and their careers. From that mission we have the elements of the mission and the value proposition cascading to inform the Board of Trustees priorities which were approved earlier this academic year and the Board of Trustees priorities then cascade to inform the NIU presidential goals. The goals set for the president then inform the behavior and the agendas of the divisions across the university and this is the way that we move forward together. Today I'm going to focus on two presidential goals. I'm will speak very briefly about the one related to Research and Innovation and Vice President Blazey will speak much more extensively to that goal in our next committee meeting. I will talk about program prioritization. I apologize to almost everyone in the room except the trustees because the slide deck that I'll be using was derived from the one that Executive Vice President and Provost McCord used to speak about program prioritization to the Faculty Senate and to the leadership meeting that we have every month and I think pretty much everyone in the room was at one of those two meetings so you many see some familiarity in the presentation. So the board priority number three talks at the highest level about distinguishing NIU among Illinois public universities by advancing excellence in all aspects of the university mission. In particular, increasing understanding across internal and external stakeholder communities about our strengths and our value proposition. A lot of this is done outside of the presidential goals just as part of being president. I have the opportunity to speak to our internal shared governance groups. I have the opportunity to speak to our alumni in a variety of formal and informal settings, and I have the opportunity to testify in Springfield. Recently, we spoke to the higher ed working group in Springfield and made the same point I made on the first slide about NIU's value proposition and how we contribute to the state's economy through the students that we prepare and through our work in the communities at the intersection of the elements of our mission. What Dr. Blazey is going to be speaking about in the next committee meeting related to Board priority three is specifically about presidential goal five which has elements of increasing capacity for research, innovation and regional engagement. Dr. Blazey will be speaking about the research cluster strategy and our sub-goal of initiating at least one cluster in fiscal year '19 and fiscal year '20. I will be speaking briefly in this presentation about the second sub-goal of two new doctoral programs moving through the NIU curricular process in this academic year. But what I'm really going to be focusing on is Board priority 3B which is about leveraging program prioritization to align the university's resources and budget and to direct future investments in ways that support our values and our aspirations. I'm going to be speaking most specifically about presidential goal three, specifically the goals that have outcomes expected in 2018 - expectations for implementing 80% of the recommendations regarding administrative programs, 75% of the recommendations related to transformation or elimination of academic

programs and 25% of the expectations for new academic programs. I want to point out here when we're talking about the recommendations in the presidential goals; we're talking about recommendations that were issues in the president's report, not the recommendations that were the raw material issued by the task forces although in the majority of cases they're one in the same. This is the program prioritization timeline and I put it up to remind the audience of two things. First, that this was a fairly inclusive process that we built over time by educating ourselves, by seeking feedback from the campus and then moving forward. We started with the planning actually late in 2014. We really started the process narrative development in the fall of 2015 and, at this point in time, we are about a year into the implementation phase. I also want to point out that as we look at this, we can see that the task forces issued their recommendations in the spring of 2016, but we didn't, as a university, just say we accept all of those. We had additional opportunities for response from the public, from members of our community, the division leaders worked with their staff and faculty to create actions plans and those action plans were then subject to a presidential decision and presidential recommendations. So as I go through my presentation today, I'll try to point out specifically on each slide whether the data that are referenced come from task force recommendations, action plans, or the ultimate presidential recommendations. Just as a quick reminder, we did not do program prioritization as a budget reduction exercise. We did it to align our budget and missions so that we could better serve our communities to increase the overall quality and efficiency of our programs and to advance a culture of data informed decision-making assessment and continuous improvement. When we say data informed we deliberately choose not to say data driven. We understand that there are qualitative elements to our decision-making process and when we say data we include both quantitative data metrics as well as qualitative data in what is considered. We also engaged in program prioritization to meet the expectations of our accreditor, the Higher Learning Commission, this Board of Trustees, and the Illinois Board of Higher Educations, all of whom suggested that we needed along with other Illinois public universities more alignment of mission and budget and more attention to and more focus on the quality and the efficiency of our programs over time. The assessment that was done of program prioritization to date is described here and these are what I'll be talking about today. At least the data that I'll be showing today came from these assessment elements, the accounting of the direct cost of executing program prioritization and the data that was garnered by focus groups with the process participants and anonymous surveys of program narrative authors and unit leaders and division leaders. So the direct costs of program prioritization execution to the university are detailed on this slide. Engaging in program prioritization resulted in the university expending \$287,000 and if you look at the summary, most of that was invested in our employees in training them, in compensating the members of the two task force for their efforts, in training materials support in bringing people who had engaged in this process on other campuses to inform out campus. When we start to look at what the impacts were that resulted from that investment and from our engagement in the process, when we think about resources and how they align with mission, resources are not just dollars although funding is certainly a large part of it, it's also personnel time and effort and behavior. I go through the impacts of program prioritization, I'll be speaking about financial impacts, structural impacts, curricular impacts, and cultural impacts. When we look at the financial impact of program prioritization and we look at whether programs received enhanced resources, whether we chose to reallocate resources internally to create more quality or operational efficiency and effectiveness, whether we chose to reduce resources because this was a reallocation exercise. When we spoke to our division leaders and we asked them to provide this information, they came back and said we can trace things to program prioritization in a number of ways. There are some things that were just a direct result of program prioritization, the task force recommendations, the action plans and the presidential recommendations. There are other things that were strongly influenced by program prioritization. Even as we wrote the narratives we started to see opportunities that we moved forward with and there are other things that align with program prioritization they are minimally influenced by program prioritization because in our estimation they are things we might have done anyway. And then there are things that we do that have nothing to do with program prioritization. So the first three categories are summarized on this slide and you can see that the total financial impact on the institution was on the order of \$16.1 million with 8 percent being in reductions. So when you think about that in the context of the university's budget, our total budget will estimate around \$400 million, but our operating budget is about \$200 million; we have about eight percent impact in terms of what we did to move resources within the institution. One of the things that we all feel badly about is the intersection of program prioritization and the 700-day budget impasse and the fact that that prevented us from really enhancing resources to the

extent that we would have liked to. I do want to point out that despite the fact that we couldn't do the things that were recommended to the full extent and we couldn't do everything that we wanted to do, we did have 26 percent of the academic programs and 32 percent of the administrative programs who were recommended for enhancement receive some additional resources. Just to provide an example of that, we tried to do that in ways that would allow the university to increase the quality of the programs and also to increase not only our efficiency, but also to invest in things that would generate further revenue through enrollment or other mechanisms. An example of an academic program that was enhanced we had degree programs and a number of colleges that were enhanced. The honors program was enhanced. That is actually considered an administrative program but in the academic units. The marketing budget, the advertising budget for Enrollment Management Marketing and Communication was also increased. The structural impact of program prioritization on the university was significant. We looked at how we were organized and we thought that our organization reflected a landscape that no longer existed. We were organized in ways that made sense when the state provided 40 to 50 percent or more of our operating budget, but not today. The other thing that we recognized about our structure and the opportunity to reorganize or restructure in certain ways is that we could really decrease transactional costs and try to make our processes nimble if we thought about how we were aligned internally. As a result of program prioritization, the Division of Enrollment Management Marketing and Communications was created with Enrollment Management transferred from Student Affairs to be aligned with Marketing and Communications. This is a structure that's generally more common, at least in the past, that private universities than public universities, but one that you're seeing more and more at all universities. We combined within that division the offices responsible for student financial aid and scholarships because that would allow us to serve students better to help target the money more easily to where it's needed. There were realignments within Marketing and Communications to help people get the word out about our university and its value proposition to help them be more effective in that mission and to use resources more effectively to accomplish that. When I was testifying along with the Provost and our Vice President for Enrollment Management and Marketing and Communications earlier this week to the higher ed working group, they said "what do you think is a big obstacle to increasing enrollment, to enhancing recruitment" and I said part of it is just getting the word out. We were content for a long time to be a best-kept secret and that's just not acceptable. But that's a much better problem to have than having a problem with the quality of your programs. Our programs are excellent. We just need to get that word out. This is an effort structurally to help us accomplish that. The Office of Institutional Effectiveness was formed by the merger of accreditation assessment and offices that were responsible for decision support and research functions. Academic Affairs received responsibility for on and off campus programs and community college partnerships so that we could actually move things more effectively towards creating seamless pathways for students who may not start on our campus or may be working adults. We also had reorganizations or restructuring within the units that are shown on this slide. I'll say a little bit about them individually, but I want to talk about the biggest impact of these individual organizations and that is we now have in one reporting line meeting regularly the leaders on our campus who are responsible who are curators for the student experience; the academic aspects of the student experience, the student life aspect of the students experience, the support of multi-cultural students, and students who come from diverse backgrounds, and that has been very helpful to the university in terms of addressing the needs of our students and helping both academically, socially, and professionally. In Student Affairs, we were able to eliminate a vice presidential position by moving the reporting line under the Office of the Executive Vice President and Provost. Career Services which Cathy Doederlein spoke about so eloquently was transfer to undergraduate studies. Again this is more current thinking. In the old days, internships were something you did after you completed most of your coursework on your way into the workforce. Today we understand that it's very important to think about how what you're learning in the classroom translates into the real world to see the value of the critical thinking skills you're learning as well as to explore the opportunities that are available to you upon graduation. Having a tighter linkage of career services and undergraduate studies is something that benefits our students tremendously, informs our NIU plus undergraduate curriculum and makes us a better university. The Chief Diversity Officer was able to assume responsibility for the NIU cultural centers in the Office of Academic Diversity Equity Inclusion and what we're seeing there is a more efficient and effective use of the resources that we devote to diversity and inclusion programming on this campus, but also just a better opportunity to encourage thinking about the intersections and how we can work better at the intersections of our communities. When we talk about curricular impact what we're

seeing here is actually the task force recommendations and the academic task force recommended that there were 45 academic programs to be transformed, 41 academic programs who were candidates for elimination, and 4 new programs that should be moved forward. To date, 10 programs have been transformed and 28 are in the process of transformation; 9 programs have been eliminated, 16 are in the process of being eliminated, and 13 came out of the action planning process and the president's recommendation more as candidates as transformation rather than elimination. Of the four programs the task force recommended to move forward as new programs for approval, one has been implemented and three are in progress. This slide lists the programs that have been eliminated and I don't want to go through them in detail, but I do want share a story again from our testimony to the higher ed working group. Provost McCord presented this list to the working group in a handout and he spoke about the efforts we were making on campus to be good stewards of the public funds and Senator McGuire, who was the chair of the committee, said I very much appreciate getting a list of programs, hearing that you're not afraid to stop doing things as you start doing new things, but I want to ask a question about the Institute for Nanoscience and Engineering and Technology because that sounds like something kind of current and an area that's worthy of investment and so I want to hear the university's rationale for eliminating that program. The Provost did an excellent job of saying we thought that that would be a great area for us to be in given our proximity to Argonne National Lab and the expertise of some of our faculty and that's why we invested in it. But as we assessed our progress in that area and compared our contributions to those of the larger universities of Illinois, the University of Chicago and Northwestern, we realize that our impact in that area was not really just not worthy of the resources that were being invested, the efforts we put in that area and we thought we could create a better niche, a better value for our students, for our faculty, for the state of Illinois by moving out of that area and in to others. That was an answer that was met with so much positivity from the working group and I think it captures the spirit of program prioritization and having a culture that's data informed and committed to ongoing assessment and continuous improvement. When we talk about the new programs, the top portion of this slide lists the four new programs that were recommended to move forward by the academic task force. The Doctor of Nursing Practice is in place and in fact it was moving forward as the program prioritization process progressed. We have a Bachelor's in Statistics and Health Information Management that are moving forward in either the planning or the preproposal stage. The Ph.D. in Data Science which was recommended is moving forward in the planning stage and it is in bold because it is one of the two Ph.D. programs that we will suggest as part of fulfilling the goal of two new Ph.D. programs under the presidential goals. Two additional programs that were proposed and looked at by the academic task force as candidates not to move forward because of resource investment came out of the action planning process and the presidential recommendations with encouragement to move forward. These are the Ph.D. in Computer Science, another one of the programs that will be relevant to the presidential goals and satisfying them; and a Bachelor's in Sports Management and I call your attention to the fact that those will actually be considered today by our committee on Academic Affairs, Student Affairs and Personnel because the Board of Trustees has to approve not only program deletions but also program additions. When we talk about the cultural impacts of program prioritization, we speak about being data informed and committed to continuous improvement and part of that is being willing to look at our processes and say we're not going to do things the way we've always done them. We're going to think about doing things a different way, a more efficient way, a more effective way, and we did have a number of formal process reengineering efforts and this slide details ones that I think have been successfully completed and positive for the university. Within Enrollment Management Marketing and Communications, a lot of the creative services and marketing efforts underwent process reengineering and this has allowed us to start improving our webpages, our external presence, much more quickly than we would have been otherwise. Again, Institutional Aid, the new office formed by Scholarships and Financial Aid, has also undergone process reengineering to see how they could work together more effectively. We had process reengineering effort that we called advancing culturally competent admissions process. This was a joint effort involving Admissions, CHANCE, Financial Aid and Orientation, and this effort was a way to look at some of the technology and practices that had been used by our admissions office but now some of the special programs such as CHANCE to say let's make sure we take advantage of technology to help us communicate with all of the students who we're trying to recruit and also looking at the holistic processes and the cultural competency that resided in CHANCE and say why don't we have this competency when we talk to all of our students not just our students in the special admissions program, CHANCE. That's been an extremely successful effort where really incorporating technology more effectively, looking at our

communications processes and merging our orientations so that we really have more of an equity mindset at NIU.

Acting President Freeman continued, presidential goals whereby you can see that we've actually achieved 76 percent of the academic program recommendations and 92 percent of the administrative program ones, but it has impact on our campus to say we weren't afraid to take a hard look. We weren't afraid to use the data that we had available. We weren't afraid to say we have to stop doing things and we may need to start doing things differently or smarter and we actually did it. We didn't have a planning document that sat on the shelf and eventually became a doorstop. We actually linked our strategic priorities to our budget and we have more to do in this area. But I can remember from the time we started program prioritization, getting the eye roll of this is going to wind up just like other efforts of the university, we're going to spend a lot of time and we will not be able to point to a single accomplishment. We can point to a lot of accomplishments and I think that's a source of Huskie pride and it has really given our campus the ability to look at the fiscal challenges in Illinois which continue to be significant and say we're going to try to work through this together in a way that puts our students at the top of the list and allows us to continue to be a great university. Additional cultural impacts are the influences that we've seen on our organizational behavior. When we surveyed the academic program leaders, 60 percent of them said program prioritization really helped them think about remodeling the curricula. That our faculty are now playing a greater role in student recruitment and retention, increasingly engaged with alumni, and again using data in a different way to inform decision-making. The behavior of the leaders of our administrative programs was also influenced in a similar way. Collaboration across units has increased. Data informed decision-making has increased. Resource sharing has increased and there's more thinking about paying attention to how we train folks and how we automate processes to make our lives easier. We still have a long way to go, but we're on that journey in a different way than we were before. The criteria that our campus developed through a very inclusive process now are used in a rubric that's become standard to inform budget decisions, hiring decisions, and program review. Again this shows that the program prioritization process has had an effect, a lasting effect, on the way we do business exhibited in a commitment to continuous improvement. Highlights, program prioritization although not a budget cutting exercise, did help us craft a response to the 700 days we went without an appropriation. It's influenced allocation of \$25 million within the institution not just the \$16.1 million that I showed on the earlier slide, but also our faculty investments and faculty hiring and associated startup costs. We have increased data use in decision making on this campus, and we've inspired confidence by showing that we're committed to our mission and also committed to accountability and to continuous improvement. At this point I'd be happy to take questions from the Board of Trustees and I appreciate the opportunity to speak about my goals.

Chair Coleman added, I know there's probably a few questions on the table. I would encourage each trustee to reach out to Dr. Freeman for specific questions related to her presentation today. I'm excited about program prioritization and providing us with ongoing feedback about your goals specifically. This is new and it's exciting to see that you provide a formal way of providing us with information.

## **15. OTHER MATTERS**

No other matters were discussed.

## **NEXT MEETING**

The next meeting of the Executive Committee for 2018 will be held on May 10, 2018.

## **16. ADJOURNMENT**

Chair Coleman asked for a motion to adjourn. Trustee Struthers so moved and Trustee Barsema seconded. The motion was approved. Meeting adjourned at 9:03 a.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.*