Meeting of the Board of Trustees

December 10, 2015
No item in this report for release prior to 9:00 a.m. December 10, 2015.

AGENDA

BOARD OF TRUSTEES
of
NORTHERN ILLINOIS UNIVERSITY
9:00 a.m. – Thursday – December 10, 2015
Board of Trustees Room
315 Altgeld Hall

1. Call to Order and Roll Call

2. Verification of Quorum and Appropriate Notification of Public Meeting

3. Meeting Agenda Approval

4. Review and Approval of Minutes:
   - September 16, 2015 Special Meeting
   - September 17, 2015 Regular Meeting

5. Chair’s Comments/Announcements

6. Public Comment*

7. Reports of Board Committees and Board Liaisons
   a. Executive Committee
   b. Academic Affairs, Student Affairs and Personnel Committee (AASAP)
   c. Compliance, Audit, Risk Management and Legal Affairs Committee (CARL)
   d. Finance, Facilities and Operations Committee (FFO)
   e. Legislative Affairs, Research and Innovation Committee (LARI)
   f. Ad Hoc Committee on Enrollment
   g. Ad Hoc Committee on Governance
   h. Illinois Board of Higher Education
   i. Universities Civil Service Merit Board
   j. Northern Illinois University Foundation
   k. Northern Illinois University Alumni Association
   l. Northern Illinois Research Foundation

8. President’s Report No. 101
   a. University Recommendations Forwarded by the Board Committees
      1) Request for Deletion of Emphasis

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2) Request for a Constitutional Amendment to Article 4 ........................................... Action........34
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4) Authorization to Retain Executive Search Firms to Support
   Selected Searches For the Division of Athletics ............................................... Action........37
5) Bowl Game Participation Expenses .................................................................. Action........39
6) Graduate School Application Fee Increase ...................................................... Action........40
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9. Chair’s Report No. 72
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b. NIU BOT Resolution Regarding the FY16 Budget Impasse ........................................... Action......100
c. Closed Session Minutes Review and Release ................................................................. Action......101

10. Other Matters
11. Next Meeting Date
12. Closed Session
13. 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 Kathleen Carey, (kjahns@niu.edu) Recording Secretary to the Board of Trustees, Altgeld Hall 300, DeKalb, IL 60115, 815-756-1273.

Anyone needing special accommodations to participate in the NIU Board of Trustees meetings should contact Ellen Andersen, Director of Special Events, at (815)753-1999, as soon as possible, normally at least a week before the scheduled Board meeting.
CALL TO ORDER AND ROLL CALL

The meeting was called to order at 2:03 p.m. by Chair Marc Strauss in the Board of Trustees Room, 315 Altgeld Hall. Recording Secretary Kathleen Carey conducted a roll call. Members present were Trustees Robert Boey, John Butler, Robert Marshall, Raquel Chavez, and Board Chair Marc Strauss. Trustees Cherilyn Murer and Wheeler Coleman were absent. Also present: Mike Mann, Jerry Blakemore, Doug Baker, Abby Dean, Jennice O’Brien, Al Phillips, Eric Weldy, Anne Kaplan, Lisa Freeman, UAC Representatives – Greg Long, Faculty Senate, Deb Haliczer, Supportive Professional Staff.

VERIFICATION OF QUORUM AND APPROPRIATE NOTICE OF PUBLIC MEETING

General Counsel Blakemore indicated the appropriate notification of the meeting has been provided pursuant to the Illinois Open Meetings Act. With a quorum present, the meeting proceeded.

MEETING AGENDA APPROVAL

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

CHAIR’S COMMENTS/ANNOUNCEMENTS

Chair Strauss began, I’ll be very brief in my comments. Today is an opportunity for my colleagues on the Board to be able to be brought up to date on items that were presented to a strategic planning session that I had the privilege of attending earlier this year. You’ve been provided with the background materials and although I don’t expect we’ll get through every slide today, we’ll at least have a summary. I am confident this will provide some background information that will inform our discussions tomorrow and over the coming year. I am thankful that you all were able to make the appropriate commitment to get here for this special meeting as I believe that it’s important that we receive this information.

Greg Long responded, I would just like to say I appreciate the opportunity to be involved as Faculty Senate President and Executive Secretary of University Council and look forward to any opportunities that we can provide support and information for you.

Deborah Haliczer added, same goes for SPS and Operating Staff Council. We always appreciate being involved.

PUBLIC COMMENT

General Counsel Blakemore indicated that there were no request for public comment. Chair Strauss recognized the University Advisor Committee representatives present including Greg Long and Deborah Haliczer.

UNIVERSITY REPORT

President Baker began, two years ago we started a strategic planning process and we’ve begun its implementation over the last year. In these last two years we’ve had a strategic planning retreat in the summer followed up by a leadership retreat in the fall. About 150 people attended from Department
Chairs up and middle level supervisors on up. Abby Dean and Jennice O'Brien from Marketing co-presented and Dani Rollins from Admissions presented. So what I’d like to do today is give you an overview of what we did that day and show you the context of what we’re trying to do with the leadership team, what’s the situation, what were the actions that had been taken, what are we doing now and what effects we’re seeing. It was a good day and we really rallied a lot of spirit and focus. I appreciate Chair Strauss being able to attend. First we gave a lay of the land; where we are from a state budget perspective, an enrollment perspective, and then, the enrollment issues. The PowerPoint slides will show what we covered to give you a context for what we’re doing with the leadership team.

Baker continued, the strategic plan triangle or the triangle offense that we talk about with students, faculty and the outside world hook together in the triangle supported by the services. A prominent and recent example is our work in Rockford announcing three bachelors and one master’s degree jointly taught on the Rock Valley Campus. We did that because we joined up with people in the community, industry including Woodward who is going to provide capital assets to do remodeling in the facilities; Rock Valley that’s going to give us the space to teach it in free, and internships with industry. So the triangle came together to make it possible.

Baker added, interestingly, many in the leadership team didn’t have a complete picture of what the state budget looked like, so we needed to give them at least that macro level view of the budget and the $31.5 billion dollar budget from last year. If you pull education out of that $31 billion budget, which is $1.2 billion out of the $31 plus billion of the state; and we’ve seen that the governor suggested a 31.5% budget reduction. The General Assembly proposed an 8.6% budget cut, but that left the state $4 billion deficit so now we’ve got to figure out where to go, and whether to reduce appropriations or raise revenues. This slide shows Illinois increased appropriations to cover unfunded pension programs. This slide shows the educational appropriations per FTE student in the state and how it's changed over the last five years and it shows Illinois being one of three states that had an increase in appropriations to higher education and in our case the highest in the country. How could that possibly happen when our appropriations are going down? The answer is in kind. It’s the pension payments that are driving it up while our operating budgets are driving down.

Baker continued, the next slide shows enrollment changes by state. It’s an interesting contrast. It shows an 18% plus decrease in enrollment over the last five years in public institutions and that's Illinois. So we’ve had the biggest decrease in higher education enrollments in the country over that same five year period that money went in at a high level, but to pensions. In the green are the in kind payments, the employee fringe benefits and insurance retirement, and the red is the operating budget. So while we’re trying to run universities in the state on the red lines, the green lines are the pensions and they’re trying to catch up to pension programs that are in arrears. In 2002, we had $118 million appropriation at Northern Illinois University and if you adjust for inflation and the cuts, we’re about half of that today. We’ve lost half of our disposable, spendable appropriations. To help offset that we, as most institutions, have increased tuition. Tuition revenue went up and state appropriations went down. If you add those two lines together, we’re actually $21 million lower in spendable operating budgets than we were 12 years ago. Tuition revenue is a function of tuition rate times enrollment, and here’s the enrollment slide over the last ten years, twelve years. It shows that it’s been going down more than 15 almost 18%; so a long slide and that’s something we’ve got to turn around. This correlates to many things, but one of them is tuition increases so the supply and demand curves worked again. You increase price, you reduce the amount of sales, so to speak; it drives students out. It makes it harder for them to come and stay. There are many other things that correlate with this too, like our efforts in recruitment and marketing, etc. which we’re turning around at this point.

This chart is fall to fall reenrollment or our retention rate. Comparing five years ago, 2009, to this year, we have the second highest retention rate we’ve had in the last five years and it’s better than the last four, so we’re seeing progress. Many of the steps we took this spring in terms of calling of students, working on financial aid, etc. helped reshape that curve. I’m very appreciative of the faculty and staff at the university for all the work that they did contacting students, going through orientations, facilitating, advising, etc., it made a difference. We think that might have been responsible for 300 students coming
back to school that wouldn’t have. The fall enrollments the last three years all have the same shape, around 20,000, or 21,230 to be exact, which is about a 2.3% decrease. Better than we expected and better than we predicted. In the middle of the winter when we started taking some very aggressive steps to turn around with recruitment and retention efforts.

Baker continued, this slides shows our operating budget by source. Our auxiliary services are things that we can't spend on other items as it is paying for our housing bonds and auxiliary services. These are non-fungible assets we can't move over into the operating budget. The operating budget has two major components, one is state appropriations and tuition and fee revenue, or income revenue. If you would have looked at this chart a decade ago, amounts would be flipped in their proportions, that the state paid more than tuition and it is now flipped because we've raised tuition and had budget cuts from that state. That figure was $426 million which was last year’s total budget. Here is the preliminary budget showing we will need to balance the budget by reducing our expenditures significantly. We’ve cut $20 million so far and we’ve got more to go. The next chart is how we spend our money with Academic Affairs as a large part; operations, central services, utilities; and then all the other various pieces which are much smaller.

Trustee Butler asked what is included in executive office.

Baker responded, that’s my office, so it would everything inside of my office including internal audit, administrative staff, and support of the trustees. Sometimes people are surprised how small things like athletics and advancement are. They think that they would be much bigger pieces of the pie. We need to build a sustainable budget and there are more expenditures than revenue because of the cuts we’ve had and because of not reducing spending in the last decade. We need to increase our efficiencies, we need to control our spending and we need to build revenue. The procurement map shows 74 potential steps if you are going to buy something which is too long. We are working on mapping and revamping that. There are many other areas in the university that could do that to make all of our lives simpler and more efficient and increase morale, efficiency and effectiveness. With the budget process we anticipate reductions and revenue at this time. Last summer was a $37 million reduction which is about ten percent reduction in the level of operating funds. As a result, each of the divisions applied a ten percent reduction, some divisions above and some divisions below that by a few percentage points depending on the area and how much we could take out of them without doing serious harm. Through the summer we met with all the divisional leaders and we’re getting pretty close to finishing but we’re still waiting on a state budget. We’re budgeting without the state budget piece in place and we’re having to do it with our tuition revenues and other revenues that we can pull together. We need to put a process in play that looks out a number of years and not just try to solve a one year budget problem. We probably can’t take care of everything we need to take care of in one year. We have to look out over multiple years. Vice President Phillips is looking at trying to build multi-year budgets so there’s some predictability in for projects that take more than one year. We are working on program prioritization including procurement and others. We need to build our enrollments and we need to continue to address and resolve the funding issues and challenges that we have going forward. The part that we have the most control over in terms of our revenue is enrollment, whether it be recruitment or retention.

Baker continued, this is a conceptual model that we used. At the top of the model are all the niches that we have going into the enrollment funnel. So those could be freshmen, transfers, non-traditional students, business to business students, meaning we offer classes to businesses not individuals where we might have the same in-house MBA program at a corporation, or in-house law program held in a firm, continuing training, graduate programs, on-line programs, and honors. One of our bright statistics this year was a 31 percent increase in our incoming honors class, an additional 99 students. That correlated with our increases in ACT, GPA, and class ranking that were all up this year, something we’d worked to improve.

We’ve got all the niches coming in and then they go through the funnel from prospect, inquiry, applicant, admit, confirmed, and enrolled. We need to do a variety of things at each step and different places in the organization are going to play bigger or lesser roles in each of those. We wanted this as a conceptual
model for the 150 leaders of the university to come together and figure out where am I and where can I affect the success in this funnel.

Baker continued, next we will look at Admissions. We hired Dani Rollins as the new director and when she arrived she had 30 full time staff and 65 student staff who are giving walking tours across campus, talking to people and doing orientations. Annual averages of applicant per year is about 26,000, with 60,000 supporting documents, and 13,000 perspective student visitors. They get six walk-in appointments a day, 68,000 outbound calls, 350 high school visits and 500 college fair and campus presentations. So a lot of activity and with a pretty thin staff. In fact, one of the things she talked about were the challenges of six admissions directors in six years, and many of them temporary. So it’s pretty hard to build relationships around campus and partnerships on recruitment, if there’s somebody new each year. It’s pretty hard to build a trained staff to do anything when you’ve got that much turn over; and that is what she’s inherited. Ms. Rollins brought a lot of stability to the office by addressing the staff turn-over, morale issues, and decentralization because the central function was not working so everybody out in the decentralized units were doing their own thing. There was no professional development for the staff and some mistrust of admissions. She’s come in and really transformed that picture in a fairly short period of time. Some challenges included, the department was down two associate directors, nine processing staff, five admissions counselors, and people weren’t in the right chairs doing the right stuff. People were frustrated, low morale, decentralization, mistrust, poor communication, and some image issues in the market. This presented an uphill battle but a real opportunity to transform and that’s how she’s taking it on and she’s doing it fairly quickly. In addition, the Lipman Hearne contract helped reshape the retention and recruitment curve that I showed you earlier. At the point of inflection in summer things started going up, that’s when the impact of that work started so we think that had a very positive impact and shifted that curve. That helped Dani think about some important things we need to do ongoing.

Baker noted, the Angel Touch program was one of those things. We found that there were a number of students that did not come back to school because of a fairly small amount of money, under a couple thousand dollars, but they couldn’t return because they had that bill due. The Foundation and others stepped up. The Foundation could identify some money to help at that level. They identified 111 students that were eligible to return but could not come back due to a bill of under $2,000, and of those 111 students, 86 came back to school. We changed 86 lives for a couple thousand dollars. That’s impressive and I really appreciate how fast that came together. One of the stories that Catherine tells is that we sent out a Fed-Ex to these 111 students and one showed up at this house and this mom saw it laying there and she called her son and said what did you do? What did you do now? You got a thing from NIU and it’s a Fed-Ex, and he said, I don’t know, open it. She opened it and started crying and said they’re going to pay your debt. Turn around the car right now and go to DeKalb. So he did. He’s back in class. That’s the kind of impact it had. It was an angel’s touch for a lot of these students, for 86 students. Looking at scholarships, looking at new leads, looking at specific programs that we wanted to focus on and really focused calling campaigns to help us with both recruitment and retention in pools of students we had not been contacting before. We sent out over 600,000 e-mails and 140,000 postcards to do that work. This is laborious work, but it paid dividends. Lipman Hearne’s contract ran out at the end of June. Moving forward, here’s the new Admissions office. They’re focusing on efficiency and accuracy, and recruitment and development of talented staff. This summer Dani ran a multi-day training for the staff for the first time ever. It is critically important for her staff to know what they’re doing from recruitment on through processing and out into the institution, so they got to feel up and down the continuum or the funnel about who is doing what; they learn from each other, they learned where we’re headed, why we’re doing it and how to better present the institution. We saw there a lot of spirit and energy. We will continue the training on authentic communications, teaching people about internal and external constituencies, and customer service. Deb Haliczer has been helping us with customer service around the institution doing training not just in admissions, but everywhere because we’re all about recruitment and retention. So I appreciate her on-going work there and then the access to information.

Trustee Butler asked whether the specific challenges were addressed. Have we filled the associate director positions, the processing staff positions, and admissions counselors?
Vice President Weldy responded, yes, we merged the two associate director positions to one and we have that person overseeing processing and supervising. There was another associate director position that was filled, to oversee all of the programming, the call center for admissions and the focus as well on the customer service piece. The final associate director position we have not yet filled, but we are in that process now and that person will focus in on our communications piece. In the past we’ve had one person who basically oversaw our CRM system, our connect system, and that’s created by Hobsons, and so we didn’t have someone who had the expertise to oversee our communication system. We are in the position of hiring a CRM analyst who has the expertise that we need. Another thing that we did is that we started cross-training our staff so that there’s not just one person who’s familiar with our CRM system, but we have a number of individuals within admissions. We also brought in Hobsons to help clean up our CRM system and that was very helpful. In fact we did such a great job in cleaning it up that Hobsons invited Dani Rollins and Crystal Garvey to a conference in Texas to present to campuses, colleges and Universities around the country who have Hobsons to get a better understanding of the approach that we used to clean up our system.

President Baker continued, this summer alone, we sent 600,000 emails so if you can, imagine the logistical challenge of keeping track of who all those people are and who you sent what at what time, and then based on how they responded, what you send them next, and based on how they responded to that what you send next. Based on what clicks they’ve come into the computer, the web system and click there what you do next; it’s really a complex thing. That’s what the Constituent Relations Management system does, the CRM. It’s this big, complex computer program that, if not run well, runs amok, and when it runs amok you find parents in DeKalb or Sycamore who say I’ve got a 4.0 student who never heard from the university, what’s going on? You really need a highly sophisticated system with skilled people running it and we haven’t had that in the past. But we are paper thin in that area, thus some of the hiring. I will note that I’ve asked Eric and Dani to go back and look at their structure. Are we at the right staffing level? Could we get a lot more enrollment if we had more staff in critical areas? So they’ve recently come back to me with a list of what we would have in a perfect world and they are now working on the ROI for each one of those. How many students would we get if we actually hired that person to be a recruiter in downtown Chicago or another CRM person or a processing person? In processing, they’re also doing cross-training because we get a wave of applications. If you have to deal with 26,000 applications and they sit there for weeks and weeks and they don’t hear from us but they hear from other schools, we’re getting left behind. So we’ve got all these pieces to figure out how to invest and make efficient and make our systems work.

Trustee Marshall asked what student worker currently do and how it has changed from the past. Also, would it benefit us to expand our student workers?

Vice President Weldy responded yes, Dani and I have had a number of conversations in regards to our student workers. We did increase the number of student ambassadors that we have in Admissions; and student ambassadors from the standpoint of giving tours. They are also responsible for assisting with any kind of activities, admission activities that we have such as open houses and so forth, they help us in the planning and working through and hosting perspective students and families and the call center. Any calls that go out from admissions and any calls we receive, we have student workers that are trained to be able to address any questions that perspective students and parents may have. We are also talking to student leaders of the student organizations who have an interest in assisting Admissions with recruitment, about how they can assist us. We have a number of students that go out to their high schools and meet with other students and their former teachers to talk about their experience here at NIU and so we provide proper training to go and be able to speak about NIU, and it also give us the opportunity to have a staff member accompany them on their visits. These are just a few of the things that we’re doing. We would not be able to recruit students if it were not for students helping in that process.

President Baker added, many of our cultural centers are very active in recruiting too. The Latino Center, for example, does a great job bringing students to campus and touring them through the Latino Center
and interfacing with the Admissions Office so they get the full campus tours. That’s very helpful both for freshmen as well as transfer students.

Trustee Butler asked, when we look at 26,000 applications, 13,000 perspective student visitors, are there metrics that are industry standard that we would be able to put up against the numbers that we’re looking at? Would someone like Ms. Rollins have come in and looked at those numbers and thought well this is how many people you have at the tenth day, here’s how far you have to go before you’re at the industry standard, operational capacity or where you should be for your size, etc.?

Vice President Weldy replied yes, in fact we’ve had a number of conversations in regards to national standards as it relates to admissions. For example, the CRM analyst position over the past several years we’ve had one person overseeing that. An institution our size usually has about three individual CRM analysts working within the system full time. We’re definitely aware of our competition, where they’re at in regards to staffing, and where we are in regards to staffing.

Trustee Butler responded, what about actual applications numbers?

President Baker responded, along the funnel for our size institution do we have enough applicants at the top and do we have the right yield rate down through. The answer is no and no. So at the top we’ve probably not been buying the names of enough students from ACT and other places where you purchase these names and addresses. So we’ve expanded our purchasing and we’re continuing to look at how far we want to purchase, but purchasing more. Then yield rate for all schools, almost all schools in the country, have been going down and some elite schools will brag about how low their yield rates are or their admissions rates but we don’t. We think our mission is to help students come here and have transformational experiences. The yield rate for all schools has been going down. Students are shopping more because it’s so easy to apply.

Students are doing more and more applications on their phones and online and not filling out laborious paperwork. So you’re seeing yield rates go down because they’re applying more. That means we’ve got to get more at the top and then be more effective up and down that funnel. So the CRM has to get them the right information at the right time and in the right format to entice them. We’re gauging all that and have great metrics we will talk about here in a minute. We are measuring the clicks and how they stay and where they hover and where they go and don’t go on the web page; we’re measuring all that kind of stuff to see how effective we are.

Vice President Weldy added, and just to let you know, in order to get those 26,000 applications, we connect with about 250,000 students and we have identified ways in regards to increasing that. For example, we purchased names, PSAT much sooner. So we’re able to connect with students when they’re freshmen and sophomores in high school, and we had not done that before. In the past we’ve focused mainly on identifying or recruiting juniors and seniors, and you need to connect with students much earlier in the pipeline in order to get that added interest in your university.

Trustee Strauss replied, I have another area related to statistics that I’d like to mention. We’re talking about statistics here at a lower level and whether we have the ability to be able to benchmark them. Some of these management functions should be happening within various business units and its data that doesn’t rise to the level of Board oversight, however, we would expect somebody is overseeing it. But we’ve had an interest for some time about being able to construct a dashboard that includes key indicators, some of which would relate to enrollment or to financial matters, or to other things. But we want an outcome related to strategic planning that we move in the direction of being able to find an agreement on what the suitable metrics are, have appropriate benchmarks, and then have appropriate reporting to the Board so that we have an opportunity to be able to find an agreed upon mechanism for accountability.

President Baker responded, we’re on board with that and Al has been looking at some of those trying to figure out what they are. Some of them are obvious about enrollments and expenditures, and head
counts, but we'll come back to you with a proposal on that. We think that it is important for management purposes up and down the organization. We were talking about getting high schools, freshmen and sophomores are one segment of the pipeline, community colleges and transfers are another one. So our recruitment activities are going to be different than high school. Later today we'll be up at Elgin having those conversations, figuring out how to do that kind of work better. Vice President Kaplan helped set up the BS/BA business program at Hoffman Estates. We hope that starts this coming fall with five community colleges. The recruitment there is going to be done largely through the community colleges. They have the students in the pipeline for expressing interests, who are talking to advisors who can suggest the Hoffman Estates program. We've got to figure out how to dovetail with the advisors in those five community colleges and others and get the information out and recruit that way. There are different channels of communication depending on which of the niches we're looking at and that's why we identify all those niches and cover them.

Chair Strauss asked, while those strategies may be different, is the infrastructure the same, are the same people making admissions decisions for different streams that are coming into the funnel?

President Baker responded, the admissions decision is the same, but interesting you ask the question relative to community colleges. We had a task force this summer that met yesterday regarding the outcome of their work to clarify who has what roles relative to community colleges. Who is doing the recruiting, who is doing the program development, who is doing the interface on potential new programs on their campuses. There are different community college tasks that you need to be doing and this task force was to take out a clean sheet of paper and say how we would do this appropriately. Again, we're putting all those pieces into place. Recruitment, which would be how many recruiters, what kind of materials, where are they going, when, and how often, and what's the message? Going around to the right events, tours and customer service. We also revamped our student orientation this summer which helped our yield rate. During the two day orientation we have moms and dads more involved than we had in the past.

President Baker continued communications, we've talked about the CRM and the kind of communication that's going out; phone calls, e-mails, personal visits, etc., and, in the back office, communication systems; processing systems of applications as well as the CRM. Recruitment, all counselors now report to a senior associate director. That allows for more teamwork, cross-training and improved communication. They have regular team meetings, shared calendars, and master recruitment calendars. They may be basic pieces that we should have had in place but didn't and now we do. New staff, we've hired fluent Spanish speakers that will help us with the growing Spanish-speaking market. We've got improved on-boarding for new staff coming in so that they're trained and ready to go. We've got an alumni recruiter contact. We have a huge alumni network and we need somebody to help us with the alumni who are leaning forward trying to help. And then travel, we're reimagining the travel priorities and frequency trying to go to the highest impact areas rather than just the trails we've always followed. We have a master recruitment calendar so we can coordinate all of our activities.

President Baker added, events, tours, customer service, recruitment visits at events, are all on Hobsons Connect of the CRM through an on-line sign in which will result in an e-mail generated while the student is on campus. Now they are in our system and we are watching and communicating with them. Then we're working on high school and community college visits making sure that we're going to the right places at the right times. We reorganized the call center. Outbound callers are averaging about 400 calls per shift and that's a good increase over what we were doing before so it's become much more efficient. The data systems help us with that as well. We did some contracting out this spring with call centers just so we could get all the calls in that we needed for those hundreds of thousands of contact. Now we have daily follow-up protocols for new prospects so if you show up we get back to you in a very short period of time, within the next day.

President Baker continued, communications, centralized marketing communications partnership, they have a great relationship and that's really important to have marketing and admissions working hand in glove. They listen to each other and they adjust relative to what they're both hearing and it's been very
effective in handling admissions, social media, web and then the print publications. We have great expertise in the marketing communications area around print publications and web media and social media, so we don’t need to recreate that in the Admissions Office.

President Baker added, we have a new associate director in the CRM analyst position created. We’ve updated the website with new templates and responsive designs. Which means the web adapts to the size of your device which is a little bit more work, but really important because people are looking at things on different devices. We have more accessible and friendly kinds of communication. Also a market survey is in the works with University Marketing and Communications. We’re looking at our brand and what our brand perceptions are. We have five new hires to the staff. That’s part of what brings me back to the list in the ROI, what do we really need here to be effective question. We’re automating remaining paper and manual processes. We’re scanning the inquired cards and getting them into the system, increasing efficiency and access to information; the outlook system and the on-base system are now interfacing; looking at college review reports and we’re querying viewer access and training for all interested staff so there are significant upgrades in our systems processing and access and we’re optimizing the filters. We had a massive cleanup. We had 12,000 filters built into this thing so we’ve cleaned those up, cataloged the most useful ones, and got it into a much more useful and user-friendly package. All the contacts are now flowing through a stage funnel from prospect down through the funnel to confirmed and doing what it needs to do. Enrolled term will pass through the nightly interface with PeopleSoft so we’ve got the systems inside talking with each other which was not happening in the past. We’re reorganized the territories and organizations, defined and assigned nightly via bulk edits from the various territories, and then those are processed. We’re rebuilding a variety of pages that were out of date. Ms. Rollins and her crew were invited to Hobsons National Conference to present about this massive overhaul in a short period of time to a standing room only crowd. I think that speaks to the reputation they are growing and to a vision to have our Admissions Office be a national model. Continuing the success, we need to model the best practices and pilot with colleges. They’re piloting with the College of Liberal Arts and Sciences and they’re doing an annual CRM tune up and training. So when I mean partnering with the College of Liberal Arts and Sciences, we’ve got this central recruiting function, but then we’ve got colleges, so who is doing what? Who’s responsible for which parts of the funnel and then how do we interface those so that a central recruitment function is dovetailing with the activities of the colleges, their expertise and their interest. We are doing some pilot work with Liberal Arts and Sciences to really work out those bugs with our largest college. We’re working on earlier student-to-student engagement. When our students talk to perspective students that may be the best sales. It’s the most believable, the most honest, and gives you the kind of molar details like what it is really going to be like if I come to school there. We’ve doubled the number of Northern Ambassadors, the students that give tours of campus among other things. These students are so inspired. One of the students had transferred from a community college and is now a Northern Ambassador. She just finished her junior year with us and I asked her what was the difference between your community college and here and it was like I thumped her on the head or something because she was kind of stunned for a minute and then responded, it was like well everything is different. This is a university and I came here to do research and I’m doing research. I’ve published this paper and it would have never happened anywhere else and on and on. It really showed you the power of a research university; and what better person to tell a perspective student about her experiences.

President Baker continued, and we’re continuing to refine the communication procedures, ant versus elephants metaphor, we would communicate in waves, we decide we need to communicate and we would send out 600,000 e-mails but they weren’t targeting and directed and they didn’t communicate with people at the appropriate times or what was of interest to the individual student. So the CRM allows for those predictive analytics and allows us to target and get specific information, the ant level information out to them rather than these big waves of stuff. What do we know about today’s perspective students? Here’s some interesting things, there are secret shoppers meaning they just like to shop our website but they never really apply or talk to us, they just look at us and then they show up. They didn’t go through all the normal funnels, but showed up. So we really have to have those pieces in place and that is why the marketing and web and social communication stuff is so important. They make decisions later in the cycle. Kind of surprising, they’re shopping up to the last minute for the best deal.
Yield rates are on the decline nationally, I noted that. Sometimes they put deposits down in more than one school even though they know they’re going to lose it, they’ll spend the $50.00 or $100.00. Sometimes they go to double orientations, just because they show up at orientation doesn’t mean they’re really coming, which means you’d better do a good job at orientation and knock their socks off, and great strides were made in that regard this summer. They are marketing savvy, they can read through all the stuff because all the schools are doing the same. They have greater financial need. 52% of NIU’s first time, full-time freshmen for the fall of last year were PELL eligible, the federal low income eligible students. What are we doing? We’re insuring that the websites are up to date and all have the right operational links and emails and addresses, etc. We’re really trying to keep up to date on all of our points of pride. We’re meeting with students regularly and giving them our business cards, talking about what they do next. Showing them the easy way into the institution and we’re asking our students to share their own stories with the potential incoming students. We asked this question at the meeting saying you probably are wondering, how can I help? We asked them to feedback about how admissions is doing and what they need to do to better interface with them, focus on customer service and support. Everybody can treat somebody civilly; everybody can help somebody find their way through the institution. Utilize the master recruitment calendars so that the left and right hands know what they’re doing and reconsider electing someone from your area to be part of the recruitment committee. The campus recruitment committee is responsible to get together and coordinate activities and it’s important to have all those pieces from all the units coming together. There’s a parallel in the marketing and communications group where they have the Marketing and Communications Council that does similar kind of conceptual work for marketing communications.

Trustee Boey added, I want to share with all of you and, after all the hard work of enrollment, we need to be sure we provide a good experience on the first day of registration. We do not lose them in the first couple of days because the image of NIU to those parents and students is everything going forward. If we get them to the first day, we don’t want to lose them after two weeks, that particular time frame is so important.

President Baker responded, well there’s the old saying that in a student’s academic career, the first year is the most important, and the first month is the most important in the first year, and the first day is the most important of the first semester. I think our summer orientation did a great job and they do registration work at orientation in the summer so the students don’t have to sign up the first day of classes. Students can register at a computer terminal or on their phone or when you’re here for orientation and have good advising, so I think we’re streamlining that.

Chair Strauss asked, is there a certain number of the initiatives that Admissions is engaged in that just serves as the fundamental framework and needs to be done regardless. There are a number of other things that we tried over the past year, and I’m sure there are yet other things that will make an effort to experiment with in the future, but we had some discussion about how we couldn’t tell whether a particular strategy that Lipman Hearne suggested or somebody else asked us to try really worked. I’m wondering to what extent we’re getting organized so that we can make data driven decisions about which programs that we’re investing in are actually paying a return.

Vice President Weldy responded, I’m actually putting together a group of staff members throughout the campus community to sit down and talk about a more predictive modeling and as it relates to all of these new initiatives that we’re doing, we need to be able to predict where our enrollment will be in the fall. I think that we’re heading in the right direction, that if you have all these initiatives you have to at least know whether or not they’re working. We’ve done a lot of new initiative, not just in regards to recruitment, but also as it relates to retention and we need to be able to identify where that success is coming from for us at the university.

Chair Strauss added, I think the experiment is maybe harder to design if you’re changing more than one thing at the same time, but an example would be the Lipman Hearne strategies which had predicted outcomes. Some of those were directed toward identifiable populations so that there should be ability after the fact to go back and determine whether or not you’d actually achieved the desired result and
then you’ll know whether it’s worth either expanding or replicating those programs. My interest is just seeing that we’re doing that sort of work. I don’t have a bias toward one program or another, but it occurs to me there should be some rigor to this process.

Vice President Weldy responded, that’s part of our work too because I’m very interested in knowing from the standpoint of what we were able to know what we yielded from all of those different initiatives. Off the top of my head, I can tell you there are a few initiatives that I felt probably worked better than others, but we have our ten day count numbers so now we can sit down and go back and really come up with more of a clear picture of where those students came from.

President Baker added, actually Eric and I had this conversation Monday and you’re right. Lipman Hearn said okay we need to call this pool of students and we think we’ll get 412 out of that or whatever the number is, well we can go back to that pool of students. Now we may have it with other stuff so it’s going to be imperfect, but we can go back and say well there’s 302 not 412, we can go back and do those metrics. That’s what we’re off to do now, is to go through those steps and see what links we can make.

Trustee Marshall responded, in the not too distant future would it be possible to get somewhat of an idea of some of the other targeted groups among students that constitute those arrows across the top of our funnel?

Vice President Weldy asked in regards to the recruitment of certain groups across?

Trustee Marshall clarified or identification of the different groups?

Vice President Weldy responded, we can definitely narrow those down for you.

Trustee Butler asked, presumably when Ms. Rollins talked to this group she was talking to chairs and department level folks and deans and associate deans and so forth. I’m wondering if you could help me understand what the specific role of a faculty member or a college administration plays in the recruitment of undergraduates.

President Baker responded, it’s farther down the funnel. My sense is in the past our colleges, because there wasn’t a strong central recruitment function, went out and did stuff on their own. They visited 300 high schools a year or whatever because there wasn’t a coordinated effort going on and they had some positive impacts. When you do that though you recruit for your college and not the university, and many high schools will only allow you in once a semester or once a year, and if you go in and represent a college, you’ve now said six or seven other colleges can’t show up, you’ve taken our turn. This is why we need to coordinate that activity. They can help at these 300 and some fairs that we go to. They need to be there to represent their college, and then they need to work a lot on yield rates so that when we get the contact into the CRM down and far enough where we’ve got a hot prospect so to speak, then we can have somebody call and talk to the student about being a major in X. We also need to have a central function of coordination for campus visits and coordinating scholarships because we’ve got central scholarships and college scholarships, most of which have parameters around who gets them, so we need to do that dovetailing and matching and coordinate that with the central function. Retention is a huge piece, not just recruitment. There’s a lot of retention activities that are going on in colleges; curricular, co-curricular, advising. Advising is another piece of recruitment and retention.

Vice President Weldy added, things like a call-a-thon and calling perspective students in which faculty and staff have participated. We’ve had a couple of scholarship events in which we have invited students who are interested in receiving some of our merit scholarships, having an interview day and having faculty and staff participate in the interviews. Another example is during orientation, this is the first time that we actually invited faculty to give short, brief lectures during orientation. So we had perspective students and families sit in and have the experience of knowing what it’s like to sit in on a lecture here at NIU. Those are things that we had not done before but each faculty member has their own talents and some
are more comfortable talking with students on the phone; some are more comfortable speaking with students in larger groups.

President Baker added, it’s not just faculty, it’s all the staff of the university. It’s how you treat the students. Curb appeal makes a difference and I would like to thank the grounds crew for their work this summer keeping the University Grounds looking nice and, in particular, for campus tours it makes a difference. There are those pieces that go into play wherever you are in the institution. IT with the data interfaces students are using such as the CRM and Outlook. It makes our processing much easier. So everybody plays a role, both the academic leaders and the non-academic leaders. Everybody was asked to lean forward and think about how I am going to help with this.

President Baker continued, let’s move to Marketing. I’m going to give a brief version of the situation, externally there are fewer high school graduates. There has been slow decline and a change in the racial profiles for the next decade with more Hispanic and Asian students and fewer African American and white students. Illinois is a hyper competitive market, everybody wants to recruit in Illinois. We have cost pressures from community colleges with the first two years at a lower rate. Internally we’ve had fragmented spending on marketing and communications as opposed to a coordinated central fashion. We have many voices and many looks leading to brand confusion. We have underweighted the resources in Marketing and Communications. There are 65 out of state colleges with admissions offices in Chicago.

Trustee Boey asked how many offices NIU has in other states.

Ms. Dean responded, I don’t believe we have offices in any other state.

President Baker added, we have recruiters around Chicagoland and we visited community college on a regular basis, but we don’t have physical offices in other community colleges or other universities. This shows it is a very competitive market, increasingly competitive.

President Baker continued, we have many graphic designs in publications about NIU but not a lot of brand theme across it. Some key priorities were to build a new narrative, which we have done, and new tag line. Your future, Our focus. We have filled resources gaps and aligned internal resources by restructuring dramatically in this area. We’ve stepped up communications with staff and faculty around all those activities. The Marketing and Communication Council is a great vehicle for that, which consists of 45 people who are doing the marketing and communications work out in units around the university that formerly didn’t talk to each other. Now we’re coming back together into a coordinated fashion. We are making our digital assets work harder and we’re assessing it so we know whether people are actually looking at web pages and what they’re doing with them, so instant metrics. We need to harmonize our voice and graphic look, partner with Student Affairs and Enrollment Management, and make news through our research and faculty achievements. We need to appeal to those outside the university as well as those inside. Target national news as well with big stories such as Reed Scherer’s work on the Antarctic ice sheet last year. Over a billion hits on that story alone. Also, we have gotten a lot of national attention regarding the Games of Thrones class on campus. When you start getting hundreds of millions of hits on your website, you’re appealing to the outside. You’re getting the name out. We’ve got the material, we just need to figure out how to let the rest of the world know about it. The department’s been realigned from the top with campus communications, university marketing, and institutional communications, and it’s a much more effective group. Then underneath we’ve got creative services with design, photo, video, and web.

President Baker continued, Lipman Hearne worked with us this summer and are now starting a brand perception study which will take six weeks from start to initial recommendations.

Ms. Dean added, we wanted to get a great 360 degree of what our brand perception is so we have internal groups such as faculty and staff as well as current students. We have external groups such as potential students, student who inquire about NIU and chose to go elsewhere all the way down to students who actually were admitted to NIU and chose to go somewhere else. We want to know from
them what their choices were and why. We've got parents of potential students that were surveyed as well as alumni so we get that 360 degree view of what the perceptions are out there.

Trustee Butler asked, what are some of the confounding discoveries that you've made in that process?

Ms. Dean responded, the surveys haven’t gone out yet. I fully plan to present all of that information to the entire campus. I think that’s information that could serve all of us very well to know what those perceptions are.

Trustee Butler replied, yes because I think it would be useful if we learned there were all these odd behaviors and perceptions and assumptions that some of the applicants or prospects bring to that engagement that would at least be the beginning of a conversation campus wide about do we really understand the mindset of the higher education prospect today.

Ms. Dean responded, absolutely and I think that’s a really good reason why it’s important to survey our faculty and staff too, to see if what we think we’re projecting is what’s being perceived.

Trustee Butler added, it’s not to say that we need to adjust ourselves to that perception, but we’ve got to understand it and then we need to figure out how do we get our prospects to understand who we really are and then want to become part of that.

Trustee Chavez asked, are you going to try and survey graduate students as well?

Ms. Dean replied, yes.

Trustee Chavez added, that’s probably a really good pool of people to talk to because they have all of their outside undergraduate experiences versus just NIU.

Ms. Dean noted, we do have prospective graduate students as well as current graduate students in that. It will start going out next Monday. I’m not sure if all the surveys will go out at the same time, but I’m hopeful that they’ll go out all next week. We’ll have about 6 weeks from that point until we get our recommendations, but it will take quite a while longer to really dig into that data and pull some useful information. My goal is that we can use this information to help fund yield on the recruitment side this year so that we can still affect fall 2016 numbers.

Ms. Dean continued, in Simple Truth what we’re trying to do is assess how we represent our brand, how we’re out in the market, and then try to bring all of the different communicators on campus into a bit closer themed look and feel and tone.

President Baker added, Simple Truth, also at the prospect stage to assure consistency in our brand expression throughout all communications. The recruitment journey map, what is the journey that a student goes through from the time they have a glimmer of interest in NIU to the time they’re enrolled in class.

Ms. Dean added, that speaks to how we are perceived, who is communicating, and what level do the colleges come in. What we’re doing is we’re asking all of the communicators on campus to let us know from that very first moment a student first comes in contact with the university. It could be checking out the website or from one of either e-mails or postcards. From that very first communication, we want to map out what exactly they’re experiencing from the university on every level. Just to give you an idea of how many different departments communicate, we have 17 at the university level that communicate with perspective students, such as Admissions, Orientation, Housing and Dining, Testing, Health Services, Financial Aid, Scholarships, Honors and CHANCE. Currently there isn’t a centralized location that all of those go through so we want to make sure that the tone is consistent, that the look is consistent. We know that the more consistent those things are the better we will be able to breed trust in those students and hopefully get them to understand that NIU is the place for them. In addition, following those 17
different departments at the university level, we go to the college level and then department level. We’re mapping all of that out so that we can have a better understanding, a full understanding, of what students experience from NIU.

President Baker replied, can you see the CRM system trying to coordinate all these activities. That’s the dovetailing of these groups together and then the coordination out to people to avoid a bunch of random communication that confuses applicants.

Ms. Dean continued, this is the final piece that we’re working on with Simple Truth. We need to communicate with a singular tone, singular voice, but that’s not to say we need to all be communicating the exact same thing. Each college has a personality and what we’re trying to do is to help each college figure out what that exact identity is and what are their proof points such as programs within a college (ranking, their graduation rates, job placement rates, etc.). What are their differentiators and play into those, but within the university umbrella so that we’re supporting not only that college brand, but the university brand as well.

Trustee Butler asked at what point the departments and colleges enter the process.

Ms. Dean responded, currently we don’t know. I can’t say for certain especially throughout the entire university. What that recruitment journey mapping is going to do is let us know exactly where each one comes in.

Trustee Butler asked, do we have any open access or standard industry knowledge about the role of the major or the anticipation of courses of study or directions a student may take in terms of curriculum and their decision to go to a university?

Ms. Dean responded, that is something that we’re pulling right now that we’re going to be comparing in terms of where the colleges come in the recruitment cycle and how important each of those are. We do know that if a student has already decided what they want to study, certainly they’re looking for that program in the college. The university is the surrounding piece, but the centralized piece is the program. There are certainly a lot of students who enter into universities who are still undecided. So there are at least two pieces of the pie there.

Trustee Butler asked, what do we know about that? Do we know how many students are undecided, what percentage are undecided, truly undecided? They came here because they wanted to go to Northern, they like the look and feel, they like the community, but they really don’t know what they want to study versus students who at least think they know what they want to study?

Ms. Dean replied, sure, I’m certain that we can pull that information so that we can see what sort of numbers our incoming class come in as.

Trustee Butler added, if you figure out at the top do they have a sense of what they want to study and then they go in this direction. They don’t have any idea, then it’s a whole different value proposition.

Ms. Dean continued, absolutely and the Director of the Academic Advising Center, who advises all of the undecided students, and I have just been talking about how do we recruit the undecided student because that certainly is a different communications vehicle and flow.

President Baker added, the majority of our students identify a college that they want to go into. We track that on a weekly basis actually. How many applicants, admits, the colleges and then the undecided group which is around 10-15 percent.

Trustee Butler responded, my assumption is that the majority of students know what they want to study, they plan out their futures and their careers. They want to be an accountant, a doctor, a lawyer, a police officer. They would be excited about envisioning the path they’re going to take within this context and
environment to become an expert in that field to reach a point where they can call themselves an accountant, a lawyer, a doctor, etc. etc. That is where the marketing becomes really exciting because how do you develop a program to motivate so many different people without involving, in a very deliberate way, the most passionate people within those college and departments in that process.

Ms. Dean replied, I agree with you. We also have in addition to the University Marketing and Communications Council, a sub-set of that, the Marketing and Social Media Subcommittee. Those are the marketing professionals in each one of the colleges. With that group, we’re reaching out to those passionate people to get them to be spokespeople for each one of the colleges. It’s a goal of mine to be able to do that program specific marketing. That’s an enormous undertaking for a university of this size and we haven’t done that before, especially at the top levels, but that is certainly something that we need to be moving towards.

Trustee Chavez added, just as a preface, I came to Northern undecided and at Orientation the leader asked me what do you want to do when you grow up. I said be a lawyer, and the response was alright, political science for you. You marketers of the people that are passionate about those areas and should be mixed with Admissions.

(Provost Freeman arrived @ 3:30 pm)

Ms. Dean added, we have been working closer together. The Marketing Department is only five or six months old now. All of the things that we’re undertaking are new for us and for the university. We want to make sure that we do everything correctly. We build in metrics so that we can measure where we have been versus where we are and know where we can spend our money in the wisest. The Director of Admissions and Marketing are working towards that.

President Baker continued, so to keep us rolling, digital marketing is a big deal in the contemporary world and we’re doing a pilot study on that.

Ms. Dean continued, we are actually the first foray into program specific marketing. We’ve selected two programs that are ready and by ready I mean we are in a new template, we are responsive design within that template for the website and the program is able to grow. We’ll be out in the digital space for the first time with the program specific marketing for each one of those programs. This will build a template for moving ahead with more programs. With this template, we are looking up at the prospect level at the top of the funnel to create more applications...

Ms. Dean continued, there are a myriad of ways to market via video online. YouTube is one of those places, but as you’re online and you’re watching videos there is usually a ten or fifteen second ad or interstitial and those are some places where we could really start boosting our visibility online. The top social media site used currently, meaning right now by 2015 high school seniors, is YouTube, closely followed by Facebook which is constantly updating and upgrading their video policies. Right now Facebook will automatic play videos when they are posted so as you’re scrolling through your timeline you don’t have to press play, it automatically plays, which a huge benefit for us. Seventy four percent of our peer institutions post videos once or twice a month or less. So if we can beat that, which we are, we’ll have more visibility in those social media spaced than our peer institutions. We also need to make sure the videos that we’re posting are of information that our potential students want to know about; campus life, student life, scholarship, financial aid information, program specific are up there in the top. In addition, the length of the video must be considered because by the end of a 30 second video, you only have 80 percent of the people watching, that’s 30 seconds. So we need to also make sure that we are capturing imaginations and interest within those 30 seconds to try to pull them in a little bit further, but producing nothing more than two minutes.

President Baker added, so online videos really focused up and down the pipeline here, up and down the funnel?
Ms. Dean responded, we can use them in different ways. Basic campus life and student life videos could certainly be used in the final push, the melt communications meant to increase yield, but you know at the top level, prospect level, we could be using video in terms of program specific videos. What they can expect from that program, what the professors look like, how do they interact with their students, that sort of thing.

Ms. Dean continued, we are aligning all of our recruitment communications working closely with Admissions. We need to increase our major specific digital marketing campaigns as much as our budget allows. We need to increase tailored communications in terms of segmenting. Not only giving them what they need when they need it, but segmenting populations because we know what speaks to one population does not speak to another. What will interest a freshman will not interest an adult learner. We also are partnering with community colleges to create a cohesive campaign where we’re recruiting for both institutions so that it’s a partnership and we’re highlighting the partnership between the institutions and demonstrating to those students that we’re both here for them and we’ll make it a smooth transition. Then we need to make all of our further decisions based on analytics, so building in those metrics, having the numbers and deciding how best to spend our money based on those analytics. This was sort of a reminder that not everything’s purpose is marketing but everything has the potential to be a marketing piece and can contribute to our marketing efforts; meaning that maybe something that we’ve produced for an internal audience, maybe it’s a video that we intended to be internal, but if it’s online students are going to see it and that’s the final point that anything we have online has the potential to bring in an interested student. Our internet site, our website which is 60,000 pages large should be a window into our institution and not a file cabinet. I think that’s a really important piece to mention.

Chair Strauss asked, it would probably be appropriate for us to have some general conversation and maybe I can lead it off. I had a couple observations that I wanted to pass along to my colleagues based on my attendance. The first thing that I would remark on based not just on this meeting but on the others that I have attended previously as well is how impressed I was at the intelligence as well as the commitment of all of those who attended the session. There was interested participation, there was good range of questioning that was present in the meeting, and it evidenced a level of engagement of all of those who were involved down to the department chair level or the director level which I think should give all of us a lot of hope for our ability to be able to successfully communicate ideas to people throughout the organization. I made two other personal observations and others in attendance may have viewed them differently or may have other observations too. The first is that there’s sort of a theme. Trustee Butlers questions hinted at this, but there’s tension between some of these functions that we talked about today that can be performed in a centralized and a decentralized manner. And there’s an issue as to who has control of those resources, are they effectively deployed and how effective are they being utilized? This manifests itself in a number of different ways and is a challenging, higher level, management problem, but there were questions that really focused on this and it’s something that warrants general attention. The last observation that I had was that today, as at the strategic planning session and the ones that preceded it, the process started by taking a look back at the triangle model. The triangle model has certainly been a way to be able to induce people to think creatively about projects that they’re using and giving them a framework to be able to validate whether or not things that are happening are generally consistent with the direction that we think the university ought to be headed in. But I think that there is a challenge from those who attend the meetings and there certainly has been in my thinking about how the triangle model, and it doesn’t exist by itself, it is part of a framework that includes institutional goals and objectives, but there’s difficulty in figuring out how this manifests itself tangibly. How many students are we going to have? What size is the institution going to be? What is the institution going to look like physically? So from my personal perspective, this is something that we should probably be reflecting on some, that the Board maybe has some views on these issues that we’d like to pass along. This would have been the type of conversation that we would have had if we had our more traditional strategic planning workshop that we’ve done over the last several summers but did not have the opportunity to do this year. I think it’s also something that the senior administration might reflect on, because I hear the question that I posed being asked by others on campus as well. I don’t know whether this represents just a communication challenge or whether there really are some things that would require our attention in being able to try to be able to provide an answer.
President Baker responded the last two I think are excellent observations and I agree with the first one, there is a lot of energy in the room with people leaning forward wanting to help the institution fulfill its mission so I was buoyed by that. Just one other comment just on that, you communicate about budget and enrollments and political environments and structural issues, but everybody is really working hard and they don’t always pick those pieces up so I think it was good to get everybody together and talk through those things so we’re all with a similar framework and can talk about the issues and then move forward. I think people appreciated that. Centralization versus decentralization, a few weeks ago I gave an assignment to all the vice presidents to write an essay in their area about centralization versus decentralization. What are their thoughts, what are the parameters, are there ways to be more efficient and effective by either decentralizing more or centralizing more? What are the heuristics you would use to decide on that? We plan to collate those essays and then talk about that as a Cabinet and kind of discover the emergent themes coming out of it. I think that can also fit potentially with program prioritization as we go through that and we get all the programs in the institution. Specific metrics, I think you’re right that we’ve got a compass but now we need some mile markers as the compass guides us down the road. We are looking about benchmarks and some specific goals in specific areas. We are developing this infrastructure now and have to come back with our metrics and build into them. That’s the next logical step as we use the compass to guide us to a distant point, but are we getting there fast enough? Are we going too slow or too fast in some places? I think that’s exactly right and you can do it by college or program or interdisciplinary or location or wherever it might be.

Provost Freeman added, I would just say that we used the dean’s council this morning to address centralization and decentralization as well as some opportunities to increase excellence while increasing costs. Carry over from our previous review and there was as much energy in that room and surprising willingness to look for more centralization to keep mission in the college and efficiency at the forefront and the deans are completely on board with all the things that Trustee Strauss has mentioned.

President Baker added, there has been a lot of progress and Marketing in six months. Pretty amazing amount of progress in a short period of time. It feels good to see these pieces coming together and, as they come together, we can put the short and longer term goals in place so that we can track progress.

Trustee Butler replied, I concur with Trustee Strauss that my experience at the sessions that I have attended, the one in July of last year and then October, there is an enormous amount of energy and there’s a real earnest desire to contribute positively to the goal of reversing the enrollment decline for the university and then improving those numbers so that we have the resources to continue to do creative things and address issues of compensation, etc. I think more so than ever before during those sessions, I made the connections that were necessary to see the issues that were challenging the university. It would be impossible to be in those rooms and not walk out of there with a sense that we are together in this effort, that we must work together and continue to work together to address these challenges. This is more to Chair Strauss third point, I really appreciate and I tend to be more toward the philosophy that culture trumps strategy as we’ve talked about before. I do think if you develop a culture that is constantly innovating and appreciating and embracing creativity and innovation and programming, strategy just develops and people become accountable for their goals and they begin to achieve them. But at the same time, I think there’s a need for a unifying vision for the future of the university. How big are we going to be, what are we going to emphasize? Beyond the language we use to attract students in terms or marketing, who are we? Do we have a sense that we can call ourselves anything in particular or are we really just a composite of multiple different identities based on the various disciplines that we’re involved in? Part of me wants to get at the role of curriculum in setting the expectations for students because to me the curriculum is the product. That’s really what we have to offer. I go back to this notion that students come to the university with an idea of what they want to become experts in; what they want to become knowledgeable in; and what career they want to have. They are very career focused, but I think we can take that energy and turn it into a focus on what they’re going to learn and study and become experts in. Then I think if we did that we could generate more enthusiasm within the communities of faculty and staff who are directly involved in the teaching of the students and providing the co-curricular activities with the students. They would become more energized in this process if they felt as though the university was selling what they did everyday as opposed to a general view across
colleges and universities throughout the nation. If colleges become more savvy in marketing, there is a sense of an alienation between the language the university uses to sell itself and what’s actually happening at the university. Are those matching up? Now I think we’re doing that better than I’ve seen it done elsewhere, but I do think that there’s a sense still here within the people who are in the classrooms that there’s a disconnect or there’s not an effort to connect between what’s happening in the classrooms and what’s being sold publically. The other point which I think is somewhat unrelated, but also related is graduate recruitment. I want to see this be part of our overall institutional strategy. Because to me this is easy. I don’t mean to trivialize it, but I don’t think I’ve met many juniors and seniors in college who didn’t want to go to graduate school. They’re hungry for it. For one they’re afraid of going out into the world where they have to be held accountable and they’ve got to balance their checkbook and be responsible, but for the other, they really crave that expertise and they want to take it to the next level and I feel like we may be making it too complicated or missing the really simple opportunity to reach out to that student base and say you can continue here at Northern and get an advanced degree within your chosen field. Not everybody can and not everybody should, but I think if we made it a really effort as part of our mission to make sure that we don’t let anybody leave Northern before realizing that goal here if that’s their goal.

Trustee Boey asked, how far behind or far ahead are we compared to other state universities in Illinois?

Ms. Dean responded, part of what we’re doing is benchmarking against our top competitors so ISU, U of I, UIC; I’m not certain how old their departments are or how much they’ve done. They’re certainly out in the digital space a lot more than we are currently, and that’s a place we can really make quick gains. That’s why I’d like to see us focus on digital. Digital is also a space where we can really hyper-target based on all of the information that you can gain through that, we can really hyper-target there. Part of what we’re doing is benchmarking so we can see how we compare and how we match up. It’s in progress right now and I can certainly come back and report to you on that.

Trustee Boey continued, and the other thing that we had talked sometime back, was online programs. How do you see that online program associated with this entire marketing? Is that something that we should keep in mind?

Ms. Dean replied the adult learners who are can’t make it out to one of the regional campuses or our main campus or it’s somebody who has a schedule that doesn’t allow that it could be a vitally important market for us and something that I would include in all of these segments certainly.

Chair Strauss added, on a non-marketing aspect of that you may have a comment or Provost Freeman may have a comment, but I think there’s a component to it that isn’t just marketing it’s about the integrity of those programs and the science behind what sort of result you can achieve.

President Baker replied the pedagogy of online education has advanced a lot in the last 15 or 20 years and must go through a sequence of steps to insure the quality of education in the pedagogy. I think we’ve got a good team, a talented team that has the right steps to follow through as you develop a program, not just a course, but a program to meet those needs. We’re in a good space there now, we need to do the market research to figure out, when almost everything in the world is online, where do we fit in a particular competitive space and how do we succeed in it.

Provost Freeman added I would just echo that. We’ve moved forward as a university in the following way. We’re no longer allowing an artificial sense to be the primary driver of how we develop online programs. We’ve moved completely to a model where we have the quality training and infrastructure that can be scaled up in-house to create online programs that are high quality and that our faculty are proud to call NIU programs.

We are definitely removed from an emphasis of an online course here to having online programs and we’ve been using general market data to base what we can do through some of the data bases that are
available or general national market research, we think this has the best opportunity and so we're going to put our resources there first.

President Baker is entirely right and the deans were right up there this morning when we talked about centralized versus decentralized. Something that we’d like to see centralized is the ability to do the market research to help inform how we go forward with the online programs. I look forward downstream to being able to talk to the Board not just about what we've done with online programs, but to think about summer differently and to really transform summer and to fit into all of our academic mission online piece, so I think there will be more to come on that topic.

Chair Strauss replied, I think those would both be good programs to have and when we talk more seriously at greater length about online programs, I think we should also hear about the infrastructure required to support it. So you have people taking those programs at odd hours and remotely from different time zones, not only is there a marketing challenge, but you have to have an admissions office open at different times, financial aid open at different times, a help desk open at different times; and I think it would be interesting to hear about what those challenges are and how we're moving toward being able to address them.

Trustee Butler responded, absolutely and the only reason I brought up the subject is because with all the marketing effort they’re going through now it seems like it’s a good time to start thinking about that subject again because we have lost it for about a couple years now.

President Baker responded, we can do it and update you on it to show you where we are. We've made a lot of progress. As you can see, online is one of those segments. What we did with those segments is after we did all this and created the ground work, we then had five or six what we called lightening round examples of people implementing the triangle to effect recruitment and retention in round table discussions. We also included diversity, customer service and a few other things in discussions. We've collated that data and now we’re going to come back and look at a matrix on each one of these in terms of impact and feasibility. The cabinet will sit down and look at those and then start making assignments out of priorities coming out of that conversation. That’s how we finished the day to get to talking about next steps.

Chair Strauss asked if there was a follow-up meeting like last year.

President Baker responded we will have one late this fall.

Chair Strauss continued, I think at the appropriate time after that material could be synthesized it would be good to have a shorter update maybe for the Board as to what happens in that session as well.

President Baker added, we have a number of diversity offices and diversity student groups on campus and a number of years ago there were open houses in an uncoordinated fashion around campus. The last few years we’ve been doing something called the Neighborhood Block Party and last year and this year it was held in the Chick Evans field house. It’s essentially an open house for all these units and that starts at 5:30 this afternoon. I just wanted to offer it if anybody wanted to attend.

OTHER MATTERS

No other matters were discussed.

ADJOURNMENT

Chair Strauss asked for a motion to adjourn? Trustee Marshall so moved and Trustee Butler seconded. The motion was approved. Meeting adjourned at 4:04 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.
1. CALL TO ORDER AND ROLL CALL

The meeting was called to order at 9:04 a.m. by Chair Marc Strauss in the Board of Trustees Room, 315 Altgeld Hall. Recording Secretary Kathleen Carey conducted a roll call. Members present were Trustees Robert Boey, Robert Marshall, Cherilyn Murer, Raquel Chavez (arrived at 10:02 a.m.), Vice Chair John Butler, and Chair Marc Strauss. Trustee Wheeler Coleman was absent. Also present were President Douglas Baker, Board Liaison Mike Mann, Executive Vice President & Provost Lisa Freeman, General Counsel Jerry Blakemore, Greg Brady, Anne Kaplan, Al Phillips, Gerald Blazey, Eric Weldy, Catherine Squires, Vernese Edghill-Walden, UAC Representatives: Deborah Haliczer (SPS Council), Holly Nicholson (Operating Staff Council), and Greg Long (Faculty Senate).

2. VERIFICATION OF QUORUM AND APPROPRIATE NOTICE OF PUBLIC MEETING

General Counsel Blakemore indicated that appropriate notification of the meeting had been provided pursuant to the Illinois Open Meetings Act. With a quorum present, the meeting preceded.

3. MEETING AGENDA APPROVAL

Chair Strauss asked for a motion to approve the meeting agenda. Trustee Butler moved to create a consent agenda including Items 9.a.1-3 and 6-9 and 9.b. 1-8 and 10-12 under President’s Report #99. Trustee Murer seconded the amendment to the agenda. The motion was approved.

4. RESOLUTION HONORING JOHN R. BUTLER, DISTINGUISHED SERVICE TO THE BOT

Chair Strauss began, it’s now my pleasure to offer a resolution for John R. Butler to recognize his distinguished service to the Board of Trustees of Northern Illinois University. Trustee Marshall made a motion to approve and Trustee Murer seconded. With no further discussion Chair Strauss and Trustee Butler moved to the podium.

RESOLUTION

JOHN R. BUTLER
DISTINGUISHED SERVICE TO THE BOARD OF TRUSTEES
OF NORTHERN ILLINOIS UNIVERSITY

WHEREAS, John R. Butler has faithfully served as a member of the Northern Illinois University Board of Trustees since 2007; and

WHEREAS, on June 30, 2015, John R. Butler completed his second consecutive term as Chair of the Board of Trustees; and

WHEREAS, John R. Butler has also served the Board in the position of Vice Chair of the Board and Chair of the Academic Affairs, Student Affairs and Personnel Committee from 2009-2011; and currently serves as Vice Chair of the Board; Chair of the Finance, Facilities and Operations Committee; Chair of the Ad Hoc Committee on Governance; and Vice Chair of the Ad Hoc Committee on Enrollment and the Academic Affairs, Student Affairs and Personnel Committee; and

WHEREAS, John R. Butler has invested a significant amount of time and energy in service to the Board of Trustees and the students, faculty, staff and administration at Northern Illinois University for more than eight years,
particularly, upon assuming the duties as Chair, presiding over the installation of the 12th President of NIU, Douglas D. Baker, during a period of rapid transformation of the demands, responsibilities, and expectations of public higher education; and

WHEREAS, as Chair, John R. Butler led the Board of Trustees and the university through efforts to facilitate and align the work of the Board with that of the university; bring transparency to the budget development process; encourage discussion and innovation to address the evolution of NIU’s sophisticated and dynamic approach to programming geared toward diversity; enhance the Board’s understanding of and appreciation for the research activities of the students and faculty, and the impact of NIU research on disciplinary knowledge and related industries; and respond to the important expectations and responsibilities that occasion higher education governance today; and

WHEREAS, in furtherance of these objectives, John R. Butler created the Ad Hoc Committee on Sponsored Research and Technology Transfer; oversaw a revision of committee composition resulting in the formation of the Legislative Affairs, Research, and Innovation Committee and the Compliance, Audit, Risk Management, and Legal Affairs Committee; created the Ad Hoc Committee on Governance; and created the Ad Hoc Committee on Enrollment; and

WHEREAS, we as his colleagues on the Board of Trustees want to express our appreciation for his years of service to the NIU community and especially his leadership of the Board from 2013-2015, and look forward to John R. Butler’s continued service to the Board, faculty, staff, students and administration through at least January 2019;

NOW, THEREFORE BE IT RESOLVED that the Board of Trustees of Northern Illinois University in formal meeting herein assembled extends its grateful appreciation to John R. Butler for his distinguished service to Northern Illinois University as Chair of the Board of Trustees from July 1, 2013 through June 30, 2015.

BE IT FURTHER RESOLVED that this RESOLUTION be presented to John R. Butler 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 John R. Butler.

Adopted in a regular meeting assembled this 17th day of September, 2015.

BOARD OF TRUSTEES OF
NORTHERN ILLINOIS UNIVERSITY
Marc J. Strauss
Chair

Secretary

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

Trustee Butler added, thank you very much. It’s a very well appreciated honor. Thank you very much for taking the time to put this in writing so that we can remember not just the things that I was able to do as Chair but the things that we were able to do as a Board and a University together. I feel very proud of that record, but I also feel very proud of the record that preceded it. This is a very hard working Board. These are very conscientious trustees. We’ve had a strong relationship with the university administration and the faculty and staff and the students and various other stakeholders. I’ve been on the Board since late 2007, so it’s been quite a journey for me and as I said in my remarks when I spoke in my last Chair’s report, it’s been what I would call an exhilarating experience. For me a learning experience and an opportunity to give back to a university that meant a great deal to me and still does. So thank you very much.

5. REVIEW AND APPROVAL OF MINUTES

Chair Strauss indicated there were three sets of minutes to consider. The Special Meeting on the Board held on May 28, 2015, the June 18, 2015 regular meeting and the August 6, 2015 Executive Committee Meeting. Trustee Murer made a motion to approve and Trustee Boey seconded. The motion passed.
6. **CHAIR’S COMMENTS/ANNOUNCEMENTS**

Chair Strauss recognized the University Advisory Committee representatives present including Deborah Haliczer, Greg Long, and Holly Nicholson and asked for any comments.

Greg Long responded, thank you and good morning, I am President of the Faculty Senate and Executive Secretary of University Council. I’m speaking today primarily in my role as Faculty Senate President right now. I’ve been in this position for two and a half months and one of my primary tasks so far has been going out and talking to a variety of different faculty groups and individuals about shared governance and concerns. The overriding sentiment I get in talking to people around campus is a desire to help, a desire to be part of the solution. My point of making comments today is to say that we as faculty really want to be a resource for the Board and if there are ways in which we can offer perspectives, advice, opinions, we’re more than happy to do so. In addition to these opening statements, if there are other ways that we can provide meaningful feedback we’d be happy to do so. I also want to thank Chair Marc Strauss, who has agreed to meet with me next Thursday morning so we can talk about this a little further.

Chair Strauss replied, thank you for your comments. Your invitation to collaborate is gratefully accepted and I look forward to speaking with you.

7. **PUBLIC COMMENT**

Chair Strauss indicated we had received a timely request to address the meeting. Derek Van Buer was asked to the podium to address the Board and was requested he keep his remarks under five minutes.

**Speaker Derek Van Buer:** Good morning Mr. Chairman and other members of the Board of Trustees. I wanted to share a few items today relating to the indemnification of President Baker and Nancy Sutterfield. In the handout I provided you, the first item is a letter from Representative Kay requesting information on the indemnification of Nancy Sutterfield. On page three, the e-mail from the General Counsel’s Office to Nancy Sutterfield’s attorney relating to the establishment of an indemnification agreement. The e-mail is dated February 10, 2015. On page ten is an engagement letter from Mintz, Levin to President Baker, that’s dated February 20, 2015. The same date of Nancy Sutterfield’s indemnification agreement. The amount for Mintz Levin is $19,999 as entered in the purchase order page. Notice the description consultant services, consulting services for legal services. On page 15 it states in the minutes from the May 28, 2015 Special Executive Committee meeting approval for Mintz, Levin to provide indemnification costs for President Baker. It goes on to approval up to $50,000. Who is the $50,000 for? On page 18 is an engagement letter to President Baker about outside legal services for President Baker. The letter is dated April 15, 2015 and is copied to Trustees Butler and Strauss. The amount is for $50,000. $50,000 plus $20,000 exceeds $50,000 by $20,000. So who is the $50,000 for? Drinker or Mintz Levin? What about this extra engagement? Where is the approval? In addition, the request for action at the August 6, 2015 Executive Committee was for approval up to $100,000 for President Baker’s legal services. Who is this money for? Edgar County Watchdogs published on their website a story about Nancy Sutterfield’s indemnification agreement. In their story they noted all the references to the controller and assistant controller in the indemnification agreement. Representative Kay raised the issue about reserves for Nancy Sutterfield. Has the budget included a reserve for President Baker’s legal cost? Thank you.

Chari Strauss thanked Mr. Van Buer for his comments.

8. **REPORTS OF BOARD COMMITTEES AND BOARD LIAISONS**

a. **Executive Committee**

Committee Chair Marc Strauss reported there was nothing at this time.
b. Academic Affairs, Student Affairs and Personnel Committee

Committee Chair Robert Marshall reported the Academic Affairs, Student Affairs and Personnel Committee has forwarded for approval by the full Board recommendations to delete emphasis one of the physical education 6-12 within the physical education K-12 and 6-12 educator licensure which is in the bachelor’s program. In addition, recommends for approval, an off-cycle tenure request for the new Chair of the Department of Literacy and Elementary Education. There were also four very relevant information items presented to the committee including recognition of faculty emeritus professors, the recognition of the Professional Excellence Awards, a presentation on the Affordable Care Act and an update on the program prioritization process.

c. Compliance, Audit, Risk Management and Legal Affairs Committee

Committee Chair Cherilyn Murer reported the Compliance, Audit, Risk Management and Legal Affairs Committee met on Thursday, August 27, 2015. The agenda had several items on it, however, we made a determination to focus on one area in particular and that is enterprise risk management update and options by Vice President for Administration and Finance, Dr. Alan Phillips. The discussion on enterprise risk management systems by Dr. Phillips included several options on how to approach these issues. There was significant discussion in this regard. Four options were presented including in-house, in-house with limited consultation, outside resource utilization, or no involvement whatsoever in terms of moving forward with a new course of action. Obviously, number one was not entertained and we looked to the other three options in great detail. The Board consensus was option number four which was to assess risks and match with current risk management controls through an in-house process. We asked Dr. Phillips to also act in the manner of a consultant which is to provide timelines, work plans, and most importantly to report back to this committee on a regular basis.

d. Finance, Facilities and Operations Committee

Committee Chair John Butler reported the Finance, Facilities and Operation Committee since our last meeting has met twice. Once in a special meeting on August 6 to review plans related to the renovation of the Holmes Student Center and Neptune Hall. Following that, the Board met at its regular committee time at 12:30 p.m. on Thursday, August 27, 2015 in which it considered six action items and six information items. The action items included the fiscal year 2016 internal budget, the fiscal year 2017 budget request guidelines, fiscal year 2017 appropriated capital budget requests, fiscal year 2017 non-appropriated capital budget, investment and cash management policy and the Department of Psychology sub-contract, a sub-contract amendment for the Department of Psychology. The information items were 2015 fiscal year report on tuition and fee waivers, a 2015 fiscal year report on capital activities, an FY15 annual report of transactions involving real property, an FY15 annual report of cash and investments, a quarterly summary report of transactions in excess of $100,000, and an annual summary report of obligations of financial resources.

e. Legislative Affairs, Research and Innovation Committee

Committee Chair Cherilyn Murer reported there are three major areas of consideration under the Legislative Affairs, Research and Innovation. We began by looking at legislation both federal and state. Mike Mann began by giving us an update in terms of legislative progress in Springfield and the continued report of budget deficits. In Washington, Dr. Anna Quider will be on leave, however, Dr. Blazey will serve in this capacity until she returns. We had highlights by Ms. Dara Little in regards to the faculty funding accomplishments this past year including the most prestigious National Science Foundation Career Award that was secured by Dr. Marc. Shuler in Anthropology. We had an overview of research activities in the Department of Physics. Dr. Larry Lurio summarized the three main disciplines in the Physics Department, condensed matter, beams and high energy physics. Dr. Lurio discussed NIUs collaboration with Fermi and Argon Laboratories in all three disciplines and the relationship with the Fermi Lab and NIU collaboration. There are two new hires of world-class scholars, Dr. Chattopadhyay formerly director of the Cockcroft Institution in the UK and Dr. Michael Syphers formerly a member of Michigan State Accelerator group. These are wonderful hires and additions to NIUs quality faculty. Dr. Chattopadhyay has already helped to attract $560,000 in NSF funding and over a million dollars in internal Fermi Lab funds for the Fermi Lab
and NIU collaboration. Dr. Syphers, a leader in accelerator education as well as research, brings his own $200,000 a year NSF grant with him. And Presidential Research Professor Dr. Philippe Piot, a long term member of the accelerator team recently received a $1.9 million award from the Department of Homeland Security. So a total in the last year the accelerator science program has increased research by $3.5 million dollars. This is a wonderful accomplishment as a research institute. We continue to make sure that it is well known that Northern Illinois does focus its intentions on research.

f. **Ad Hoc Committee on Enrollment**

Committee Chair Marc Strauss reported the next meeting is scheduled for October 14th.

g. **Ad Hoc Committee on Governance**

Committee Chair John Butler reported the next meeting is scheduled for October 14th.

h. **Illinois Board of Higher Education**

President Baker provided the report concerning the Illinois Board of Higher Education. The IBHE Board and the Board of Higher Education met on August 11, 2015 at Kishwaukee College hosted by Tom Choice, President, who will be retiring this fall. There were three actions items; advocacy for quality higher education, increasing adult completions aligned with economic needs, reducing attainment gap and improving affordability. In regard to the latter, there was a round table discussion on the Illinois Public Agenda for College and Career Success. Mike Mann helped write part of the report about affordability issues and a panel was held including Dr. Lisa Freeman, Executive Vice President and Provost. She commented on the report noting the need to order the priority of suggestions for understanding the holistic student success ecosystem so that we can focus on important things from advising to financial aid; the need for reduction in regulatory and compliance issues to decrease costs for things like inventory tagging of things at $500 level and below. Also, should we reconsider the truth in tuition law, and there’s some evidence around the country that such laws drive up tuition rather than hold it down, so potentially looking at that from a state policy perspective. I thought it was notable that both Mike had been asked to help craft the document and Dr. Freeman had been asked to comment on it. I think it shows well for how well they, and the university, are respected for their thought leadership.

i. **Universities Civil Service Merit Board**

Committee Chair Marshall reported at the August 19, 2015 meeting, the University Civil Service Board heard reports from the Human Resource Directors Advisory Committee, the State University Civil Service Advisory Committee, the Interim Executive Director and the Legal Counsel. Under action items, the Board approved the 2017 line item budget for presentation to the Illinois Board of Higher Education and also went into executive session to discuss personnel matters. As I speak, in fact 25 minutes from now, that same unit will be meeting to declare a winner from the three finalists for the Executive Director’s position for the Merit Board.

j. **NIU Foundation**

Vice President of University Advancement Catherine reported for both the foundation and the Alumni Association. Vice President Squires continued, thank you for the opportunity to be here in my capacity finally as the President and CEO of the Foundation. I am pleased to be able to articulate a few things about the transition just because I think its good closure and confidence building to know that over the past five months there really has been quite a remarkable transition. There are a lot of things going on as we all know, but as the new person coming in to lead the foundation and working in close concert with the Alumni Association, having the opportunity to cross over with a retiring leader has been a remarkable and unusual opportunity. So as Mike was leaving you he told you he thought he was leaving the thing in good hands and I believe he has done so. There has been a great legacy here and I think as the new leader coming in, the first principle I would adhere to is to build on the great work that has been before. I’m also interested in looking at ways to leverage our unique relationship with the Alumni Association and
the fact that I'm reporting to you this morning on behalf of both organization is a manifestation of that interaction. We really have a unique situation here in terms of the relationship between the Alumni Association and the Foundation. Very strong. Not always the case in some universities. We really think this is a competitive advantage in the philanthropic marketplace to leverage the opportunity to gage not just donors but our alumni at a very high and sophisticated level is going to come from this unique synergy. I really look forward to taking that to the next level in concert with the Board and with Joe Matty who is continuing on in that role as well as taking on some additional responsibilities with the Foundation.

Vice President Squires continued, you know the times are tough and we really need fundraising to get to the next level here at NIU and as a proud Huskie I take that very seriously. We’re calling it Advancement 3.0. It’s about building an infrastructure here at NIU that really will get us to the next level. We have wild, audacious aspirations for what the size of our endowment needs to be in order to meet the expectations for NIU going into the future; and as Mike left NIU we hit our goals out of the park for this past fiscal year at $15.9 million in total activity which was 113 percent of our goal. So of course when you continue to have success at that level the goal needs to go up. So we’re very aspirational, looking at a $20 million goal for fiscal next and working very hard to work with the Deans and the Provost’s Office and all of the colleagues here, our Board members in particular, around a very aggressive program to raise $20 million this year and then continue up the ladder as we prepare NIU for our next campaign. So it’s been a few months of getting oriented towards that plan and there have been some changes on the staff, some structure changes which you’ll hear about soon, but all positive, all good, finding exciting new roles for people who have long tenure here who really want to help take NIU to the next level has been another joy. Not always the transition that a new leader walks into, but a very positive one for us here at NIU.

k. Northern Illinois Alumni Association

Vice President Squires continued, so on behalf of the Alumni Association, I’ll also tell you they’ve been quite busy. Mike and others in the advocacy world have tapped us on the shoulder and said how much more can the Alumni Association and the alumni base be helpful not only with grass roots advocacy but with some strategic grass tops advocacy. So we’re working in close concert with Mike, the President’s Office, others to really bring the Alumni Association into more of a prominent role around political advocacy. Again, another untapped resource we have in our almost 200,000 alumni in the Chicagoland area alone and great enthusiasm interest in being engaged in the tough times that NIU faces. Along the way, we’re also planning the next Red and Black which will be happening on November 7th. Look for a save the date for the Red and Black for November of 2016. If you’re free on November the 7th please join us at Rich Harvest Farms to support our friends in athletics.

I. Northern Illinois Research Foundation

Interim Vice President for Research and Innovation, Gerald Blazey reported the next meeting is scheduled for Tuesday, September 22.

9. PRESIDENT’S REPORT NO. 99

UNIVERSITY RECOMMENDATIONS FORWARDED BY THE BOARD COMMITTEES

Chair Strauss called for a motion to approve the consent agenda including printed items 9.a.1-3 and 6-9 and 9.b. 1-8 and 10-12. Trustee Murer so moved and Trustee Boey seconded the motion. The motion was approved.

President Baker began by introducing Vernese Edghill-Walden, Senior Associate Vice President and Chief Diversity Officer and provided background to the Board. A year ago I formed a task force for diversity and inclusion and their work resulted in creating a 180 page report that’s comprehensive and insightful about where we are on all dimensions of diversity, culture, climate, inclusion, our relationships on
campus, off campus, etc. curricular issues. We needed someone to coordinate all those activities across the university and move us forward faster. One of the top things that the task force suggested was the creation of this position. That was done through Provost Freeman’s work to reduce her staff significantly over the last couple years and creating an opportunity to fund this position. Vernese has come in and hit the road running. She was a former Provost and Chief Academic Officer at City Colleges and knows higher education. She also knows the landscape of Illinois. She’s a visionary, a great leader, has great interpersonal skills and I would like her to have the opportunity today to come and talk to you about what she’s done so far and where she’s taking us.

Senior Associate Vice President Edghill-Walden continued, it’s great to be a part of such a caring and welcoming community and it’s really good to be a Huskie. I started on August 3rd and I’ve learned a lot about NIU and see great opportunities for growth. I’ve met with probably over 60 individuals as well as groups, faculty, community leaders, student groups, chairs of several committees, the commissions, and all of the academic and resource centers, as well as alumni and still meeting some of the college deans. As Chief Diversity Officer, I see that we have many points of pride and talented faculty and staff who are really committed to diversity and inclusion. We have accomplished a lot but we also have several opportunities for better engagement. I’ve had the opportunity to listen to several people regarding curriculum, the need for better multi-cultural curriculum, transformation, and potential ways for students to be involved in transformational learning experiences in and as outside of the classroom, and also their perceptions of campus culture and climate and how we can improve it together. The need for the centers, the commissions, the committees, and the student organizations to work more collaboratively has been loud and clear; and opportunities to partner with the City of DeKalb. Also how we can improve accommodations for persons with disabilities and how to improve the retention and completion of diverse student populations. One of my immediate goals is to align our Diversity Task Force recommendations with the NIU overall strategic plan and to begin to implement some of those recommendations. I see opportunities for how we as a community can become more inclusive and operate more efficiently and better utilize our resources more effectively. There are lots of opportunities for partnering and fine tuning programs and services to better serve our community which we can also be very proud of. I thank you for this opportunity to be a part of this community and I look forward to working together to expand the great work that has already begun.

Trustee Butler added, it’s a pleasure to welcome you and have you here. We’ve met and I enjoyed that meeting and I look forward to the work that you’re going to do.

Trustee Marshall added he would like to see the presidential commissions, be more active.

Senior Associate Vice President Edghill-Walden responded, I look forward to doing a collaborative team effort with those commissions as well.

**Action Items 9.a.1. Request for Deletion of Emphasis – Consent Agenda**

**Action Item 9.a.2. Recommendation for Tenure – Consent Agenda**

**Action Item 9.a.3. Enterprise Risk Management System (ERM) – Consent Agenda**

**Action Item 9.a.4. FY16 Internal Budget**

President Baker indicated the first action item is 9.a.4. Internal Budget. In most years we would have a budget by July 1st and we don’t, we don’t have a state budget by July 1st. So when we put this together we’re having to put it together with our best estimates on what our revenues are going to be and what our expenses are going to be. As you probably all know, the governor has suggested a 31.5 percent budget reduction. That takes us down almost $30 million, that’s a significant reduction. We’re hopeful that that’s not going to actually happen, but that is on the table from the Governor’s Office. The legislature passed a budget of a little over 8 percent reduction, so we think we’re going to be somewhere
in between those two numbers. We are taking a very conservative estimate on our revenues and we are working to reduce our spending. I’m going to ask Vice President Al Phillips to talk to us in a little more detail about our revenue situation and then we will have the motion for the budget knowing that things are in flux and we will have to come back to you once we do have a state budget.

Vice President Phillips began, our budget recommendation is assuming a 31.5 percent reduction in funding which equates to a $29.4 million reduction in appropriation from what we received last year. This is the Governor's recommendation. The General Assembly passed a budget that reduced funding to higher education by 8.6 percent. Unfortunately, it was out of balance by about four billion dollars. When you subtract pension payments, mandatory payments, and debt service payments from the state budget which are all required spending, a $4 billion in reduction in appropriations, is a 20 percent reduction across the board in state spending. So even if they pass the 8.6 percent reduction, it would be possible that if there is nothing on the revenue side that we would receive an additional 20 percent cut which adds up to 28.6 percent reduction or $27 million cut if nothing else is done. Once again, there's nobody in the entire State of Illinois including the Governor or the Speaker, who actually know what the final number is going to be or when we are going to receive it. That makes this all somewhat challenging. What we took was the Governors original number which was the 31.5 percent reduction and the 29.4 percent reduction in state appropriation and that's what we included in our model. In coming up with our budget number, we assumed a full year of state funding. Once again we are making quite a few assumptions that we would not normally make. The assumption is that at some point in time they will reach an agreement and we will have some level of funding. It assumes an enrollment decline of 481 students. The original estimates were actually greater than that. We thought the enrollment would be down a little more than that so that was helpful. It assumes a consistent level of enrollment for spring semester and assumes tuition is approved by the Board at the December 2014 Board meeting. One of the things that is helpful is that even though we are holding tuition level, as a senior class moves on, they're actually paying lower tuition and fees than the incoming freshman class. The net increase of revenue from tuition and fees from students actually does go up a little bit even though our enrollment is down. Once again we are assuming a very worst case scenario for state appropriation. Our hope is that if we do receive reductions that it will be somewhat less than that. It assumes a very conservative revenue projection. We’re being very conservative with all of our estimates and it also assumes that we will continue to reduce expenses which we are doing on a daily basis and that we would have funds available to cover any shortfall. The request is that we approve a budget going forward temporarily until we do get a final state budget number. The understanding is that when we do get an appropriation from the state, we will be coming back to the Board for approval of our final budget number.

Trustee Murer commented, we have several very positive things that are happening that we’ve reported on this morning. I was relieved that our enrollment stayed over 20,000 and Dr. Weldy knows I was most relieved by that because I really think that the 20,000 is a watershed mark for the university. We reported this morning on research grants and collaborations. My observation is that, and I’ve spoken with the Provost and the President about this, we’re doing a good job in the world that we know and the pathway that we are accustomed to. I give the analogy of we’re in a two-story house and we know what the house looks like and we repair it and we paint it. The point is we may have to think outside of the box and find a new kind of house. It may be an igloo, it may be a tent, it may be something that we don’t know because I think the sense of urgency is even greater than all of the good works that we are doing. Certainly we are on the right path. The prioritization is very important and I know how difficult that must be for everyone here and everyone who is not here. And so the deans and the leadership and the cabinet have been doing an extremely good job at trying to be objective through a methodology of identification of programs that should be enhanced and those that perhaps should be eliminated. I think that’s the picture of the new society. We have to really relook at what we’re doing. We cannot be anticipating that we’re going to move in the parameters that we have known. Those parameters have to be very different. The revenue sources have to be different. The dependency on state funding for public universities has been an issue that has been going on for many years. California has seen its state funding drop below 10 percent. So we know that those are some of the challenges, but what we have is a strong team. The Foundation has great leadership and it certainly has great heart, but we cannot only be dependent on philanthropy. We've done a great job on personal philanthropy at the university, but
corporate philanthropy and corporate relationship building is going to be another area for us to focus upon and that goes hand in hand with research. So the greater successes that we have in research, the greater collaborations we can have with corporations, the greater collaborations we can have in terms of corporate giving, the greatest successes we have in the area of research in terms of funding for grants, whether it’s agency grants or government grants, or private grants, I think those are all the challenges.

Trustee Murer added, the last comment I would like to make is we need to reevaluate our timeframe and our clock. I think that we have a clock that is moving on an hourly basis and it’s the clock that we know, but I think we need to go to our physics department and check out the atomic clock and determine whether or not we can be on the pace that I think is demanded of us because the pace in terms of what’s ordinary and customary, won’t be fast enough. So those are our challenges, but I think it is important for the university to continue to remember the positive things that are happening because I think only with optimism do you have growth. I think that if we get too retrospective and if we’re looking at things in too dismal a fashion we will become paralyzed and that will be the downfall of the university. So knowing where the path is, knowing where the path may be, knowing where the time might change, I think those are things that are the challenges for us now and in the future.

Trustee Butler responded, I concur with all of the remarks that Trustee Murer has made. For me, the question would be how do we as a Board receive assurance that those objectives are priorities for the administration and the institution. As we move forward through the months of the fall and learn more about the revenue picture and the cost cutting activities of the administration, I hope that we will begin to see evidence that the steps that Trustee Murer is mention are being taken because I don’t think they’re optional. These are unprecedented cuts in the state allocation. The item that we have in front of us today demonstrates a stark fact which is that we are, as a Board, authorizing the expenditure of $389,449,900 when we are conscientious of, and that we’ve not reached the target cuts necessary to operate within that framework. We see in front of us the actual dollar amount that the institution is planning to spend and that’s not the same amount. So what we have is a mandate coming from the Board that at this time you are to move forward within the structure and framework of this authorized dollar amount because that’s all we can do. So this creates an urgency on the campus to operate within that dollar amount. Now if when you come back to us next, you’ve identified cost savings to get us closer to this number in terms of the dollar amount that you’ll need to operate. That will be good news. But at some point we’re going to have to have a very serious discussion up here as to whether or not we can operate a budget that has a deficient because I don’t think that we’ve decided as a Board that we can. These are very serious times and I wanted to accent what Trustee Murer said, there is a mandate that we think differently. We have to. We have no choice.

Chair Strauss added, I’d like to see whether we can clarify what that request is for us today before I make some comments and ask whether there are others. What I believe I heard is that the request is going to be for continued temporary authority until our next meeting. Do I understand that part correct? And I’d also like to make sure that I understand the correct number because in the printed material that was distributed in advance, the budget number was 338,013,100. Is that the number that’s being requested?

Vice President Phillips confirmed the actual number is $389,449,900. Since the FFOC meeting we received the ten day enrollment numbers which, based on that information, we adjusted the revenue figures.

Chair Strauss asked for a motion pursuant to the Board of Trustees Bylaws, the Board of Trustees would approve an interim FY2016 internal budget in effect until the next Board meeting in the total amount of $389,449,900, in accordance with the table that is attached to that document that was circulated to us. Trustee Butler so moved and Trustee Boey seconded.

Chair Strauss asked for any other discussion and continued, he would like to be clear about the magnitude of the challenge that we face. Last year’s budget was approximately $426,000,000. So the magnitude of the expense reduction required to balance a budget at $389,000,000 is obviously a challenge and part of the reason that we’re taking a look at continuing to do this on an interim basis.
We’ve been unable to find voluntary reductions that will allow us to meet the temporary budget target that we’re being asked to produce today. So the message that I want to leave everybody with is not one of panic, there is work that is being done on both the revenue and the expense side, but that we’re all going to have to find a way to cooperate to find a way to do the best we can to be able to balance our budget. I think that the remarks from Trustee Murer and Trustee Butler are asking whether the challenge that we face, and the obvious task that is before us, is one that is going to be embraced by the administration. Can you give us some assurance that that’s the intent?

President Baker responded, absolutely and thank you for those comments. It is not time to panic, but it is time to buckle down and work hard and that hard work has been going on for a significant amount of time. I want to thank Vice President Phillips and Vice President Freeman for that hard work they’ve been doing. I will say all the vice presidents in the administration have looked hard at their divisions and made some very difficult decisions and significantly reduced budgets. They’re doing that with an eye toward not harming the function of the institution and allowing us to fulfill our mission, but they have made some very hard decisions. I’d also like to thank the Deans for their hard work. They are leaning forward trying to do as best they can here to support the teaching research artistry outreach activities of the institution, but doing it with smaller budget. That’s hard work. This has led to a collaboration that is very positive. You know when you get in these kind of hard times you can fracture and kind of have in-fighting or you can come together and try and work as a team and I’ve seen the latter happen. People know this is a serious situation and they’re working hard. It’s pretty hard to miss these issues and we’re moving forward as best we can given the uncertain times. We are laying the contingency plans that are important and we’re also trying to communicate as best we can through all the media that we’ve got to our stakeholder internal and external about where we’re going and what’s happening.

Chair Strauss responded thank you for that answer and the commitment to find a way to see whether we can achieve balance here. I think it’s commendable that rather than set a revenue budget that we don’t think we can meet, we’re at least being open about the challenge that’s being faced. I appreciate the efforts that are being made by all within the university community to participate in this process which is challenging for everybody.

Trustee Murer added, just a last comment to reiterate what you said. I think it’s really important that we maintain in a balanced budget format which means that we do look at the revenue to know what it is that we can spend. We cannot spend outside of the capacities of what the revenue is and I wanted to really re-emphasis that. That’s not an option for us or this institution. So we either need to get the revenues up, which is a better way of addressing things, than it is to continue to cut expenses. We have to figure out ways in which to enhance the revenue with less dependence on the state.

With no future discussion the vote was called and the motion passed.

President Baker commented, thank you for those comments. In the somewhat surreal budget world that we face, even though we don’t have a fiscal year ‘16 budget from the state, we’ve now been asked for fiscal year ‘17 budget from the state. All the universities and agencies in the state are asked to forward their budgets and that’s part of the annual process, and in the normal budget year this would be the logical time to start planning for the ‘17 budget. In response we are planning for the ‘17 budget and we are fulfilling that requirement. Vice President Phillips will talk to us about the budget request guidelines and where we’re headed with that.

**Action Item 9.a.5. FY17 Budget Request Guidelines**

Vice President Phillips began this is an annual requirement. We have to provide these reports to the Illinois Board of Higher Education. The question was what would you go forward with, the 2016 budget. Our recommendation to IBHE was approximately $105 million request in state funding of which we received roughly $93 million. Going forward without an FY16 budget to base our recommendation on was viewed as the best option would be to go with our last firm number, so what we did was we recommend a funding level request of $91 million, which is essentially what our state appropriation ended up being for
2015. Normally, we went to the Board of Higher Ed for guidance, there was not much they could tell us. Our submissions have been somewhat more limited this year because of the fact that there’s a lot of information we don’t know and they don’t know. So as we get more information about the FY16 budget, we anticipate that our final recommendations may change, and I think most of the other universities all are going into the FY17 using the last good number which was their FY15 appropriation number and that’s what we’re recommending we go forward with at this time.

Chair Strauss responded, for clarity, the recommendation is to develop the FY17 budget request in the amount of $91,092,700. Due to the uncertainty surrounding the final state budget for FY16 which may result in extension of deadlines for the FY 2017 budget, the Board authorizes the President to make appropriate adjustments to the those FY 2017 request guidelines.

Vice President Phillips responded, that is correct.

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

**Action Item 9.a.6. FY17 Appropriated Capital Budget Request – Consent Agenda**

**Action Item 9.a.7. FY17 Nonappropriated Capital Budget – Consent Agenda**

**Action Item 9.a.8. Investment and Cash Management Policy – Consent Agenda**

**Action Item 9.a.9. Department of Psychology Subcontract Amendment – Consent Agenda**

**UNIVERSITY REPORTS FORWARD BY THE BOARD COMMITTEES**

**Information Item 9.b.1. 2014-15 Faculty Emeritus Recognition – Consent Agenda**

**Information Item 9.b.2. Professional Excellence Awards for Faculty and Staff – Consent Agenda**

**Information Item 9.b.3. FY15 Report on Tuition and Fee Waivers – Consent Agenda**

**Information Item 9.b.4. FY15 Report on Capital Activities – Consent Agenda**

**Information Item 9.b.5. Annual Report of Transactions Involving Real Property – Consent Agenda**

**Information Item 9.b.6. FY15 Annual Report of Cash and Investments- Consent Agenda**

**Information Item 9.b.7. Quarterly Summary Report of Transactions in Excess of $100,000 – Consent Agenda**


**Information Item 9.b.9. State Legislative Update**

President Baker continued, in the last two weeks I’ve been in Springfield, and reported at the Illinois Board of Higher Education Future of the Workforce group. This group is looking at those issues and we reported
on the P20 network that we have here at Northern Illinois. That’s a network that’s been working for about one year. We had our first year anniversary meeting more than a week ago and reported on our progress on the White House commitments toward education. It’s a great group of K12 system superintendents and leaders, community college leaders, the university employers and state agencies in this region. We’ve really made a lot of progress in that regard and I think we’re becoming a state model and we were invited to come down and present that material. We also had the opportunity to talk to a number of state agency officials at that meeting and they will report that we’re kind of stuck right now and that they need to hear from higher education. So to follow up on that, last week Mike and I joined three other universities and went to Springfield and met with some officials there. They told us the same thing but they also said we need to hear from higher education. We need a higher education voice from faculty, staff, student, alumni and stakeholders that work is under way. The faculty, staff and student leaders have met with me and we’ve discussed the current legislative situation and they are all working. I thank them for their hard work on that. Other schools are doing the same thing. I’ve spoken to some local community groups about it and you may have seen it in an editorial in the newspaper this week about the need for the state to move forward and that editorial is in our local newspaper so I thank them for that. This uncertainty is not good for anyone. It’s not good for students who don’t know what the MAP funding situation longer term is, and it’s not good for our faculty and staff who are considering their work here and their careers here. We just need to get this settled and move on so that we have a planning framework.

Associate Vice President Mike Mann continued, there is not a lot of positive news coming out of Springfield, but I would like to follow up and let you know that President Baker is working closely with the public university presidents and chancellors. Tomorrow I am meeting with the legislative group from the public universities, but even more importantly than that, we are pulling together as an administrative team. Vice President Phillips is working with CFO counterparts in the budgeting for results commission. Executive Vice President and Provost Freeman is working with the chief academic officers and Board of Higher Education on issues. Vice Presidents Blakemore and Weldy and Kaplan and Blazey are all working on respective areas on issues that all tie to state issues, state relations. I just want to let you know that there’s not a lot of positive things to report out of Springfield, but that are we pulling together as a team to work our way through this.

Chair Strauss added, before I ask whether there are questions or comments from my colleagues, I would like to note for the record that before President Baker started his presentation on this, we were joined by Trustee Chavez. Are there any questions or comments regarding this agenda item?

Trustee Butler added that the Board is prepared and willing to participate in the effort to articulate the value proposition of higher education in Springfield and with law makers which whom we are associated and so it’s important to keep us in mind in that regard as well.

President Baker indicated that it would be a very effective thing for them to hear from the Board.

Trustee Butler responded, I think we’ll need some guidance in terms of timing and to understand where the other stakeholders are who they have talked to and particularly who you believe we should be talking to. Leadership obviously, but if there are particular messages that we can provide at a particular time that would be advantageous, it would be good for us to know that.

President Baker responded, Mike and I will work with the Board on that and we really appreciate your support.

**Information Item 9.b.10 Federal Relations Update – Consent Agenda**

**Information Item 9.b.11. Broadband and Healthcare Initiatives – Consent Agenda**

**Information Item 9.b.12 Annual Sponsored Programs Report- Consent Agenda**

**10. OTHER MATTERS**

No other matters were discussed.
11. NEXT MEETING DATE

The next meeting of the Board of Trustees in December 10th.

12. CLOSED SESSION

Chair Strauss announced the Board will go into closed session and will reconvene in approximately 4 hours. There will be no additional business following the closed session, but anyone interested in returning at that time we will provide notice. May I have a motion to close the public meeting to conduct a closed session to discuss the following subjects authorized by the Illinois Open Meetings Act; personnel matters as generally described under sections 2.C.1, 2, 3 & 21 of the Open Meetings Act; litigation and risk management matters and generally described under sections 2.C.11 and 12 of the Open Meetings Act; executive session minutes matters as generally described under section 2.C.21 of the Open Meetings Act. Trustee Murer so moved and Trustee Butler seconded. Ms. Carey conducted a roll call.

Roll Call Vote:
Trustee Robert Boey: Yes
Trustee Raquel Chavez: Yes
Trustee Wheeler Coleman (Absent)
Trustee Robert Marshall: Yes
Trustee Cherilyn Murer: Yes
Vice Chair John Butler: Yes
Board Chair Mark Strauss: Yes

The meeting is now closed and will re-open at the conclusion of the closed session in approximately 4 hours.

The Board adjourned for closed session at 10:10 a.m.

The Board of Trustees of Northern Illinois University reconvened on September 17, 2015, at 3:55 p.m. Chair Strauss announced they were reconvening after the closed session and asked for a roll call.

Present: Trustees Boey, Chavez, Marshall, Murer, Butler, and Strauss; Absent: Coleman

13. ADJOURNMENT

Chair Strauss asked for a motion to adjourn? Trustee Murer so moved and Trustee Butler seconded. The motion was approved. Meeting adjourned at 3:56 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.
REQUEST FOR DELETION OF EMPHASIS

Public university governing boards have the final authority to delete subdivisions of major programs including emphases. These requests are brought to the Academic Affairs, Students Affairs and Personnel Committee of the Board of Trustees after receiving approval from curriculum committees at the department, college and university levels and the concurrence of the provost.

Nutrition, Dietetics, and Wellness (B.S.)
Emphasis 1: Hospitality Management

Description: The university proposes to delete Emphasis 1: Hospitality Management within the Nutrition, Dietetics, and Wellness (B.S.) program.

Rationale: The B.S. program in Nutrition, Dietetics, and Hospitality has recently been renamed the B.S. program in Nutrition, Dietetics, and Wellness. This change followed the Illinois Board of Higher Education (IBHE) approval allowing NIU to offer a new program, the B.S. in Hospitality and Tourism Management. The new degree offering replaces the need to offer the emphasis under the existing degree in Nutrition, Dietetics, and Wellness (B.S.).

Recommendation: The University recommends that the Academic Affairs, Student Affairs, and Personnel Committee endorse this request and asks that the president forward it by means of the President’s Report to the Board of Trustees for approval at its December 10, 2015 meeting.
REQUEST FOR A CONSTITUTIONAL AMENDMENT TO ARTICLE 4

This proposed amendment to NIU Constitution Article 4 was approved by University Council on April 29, 2015, and subsequently by faculty referendum on May 15, 2015. It now must be approved by the NIU Board of Trustees.

Explanation of Proposed Amendment: As the University Council has reviewed its standing committee structure, the process necessary to update the specific list of committee names in Article 4 of the Constitution each time a change is proposed, can be cumbersome. The proposed amendment to NIU Constitution Article 4 creates a less cumbersome process. Committee structure changes will still require the process necessary for NIU Bylaw amendments, including two-thirds vote of the University Council membership, but will not require faculty referendum, nor BOT approval.

Below is the current language, followed by the proposed amended language:

NIU CONSTITUTION ARTICLE 4: STANDING COMMITTEES OF THE UNIVERSITY COUNCIL

CURRENT LANGUAGE: The standing committees of the University Council shall be: Elections, Minutes, Personnel, Rules, and Steering. The composition and duties of these committees shall be prescribed in the university bylaws.

PROPOSED LANGUAGE: The standing committees of the University Council shall be as defined in the NIU Bylaws.

Recommendation: The University recommends that the Academic Affairs, Student Affairs and Personnel Committee endorse this request and ask that the president forward it by means of the President’s Report to the Board of Trustees for approval at its December 10, 2015, meeting.
REQUEST FOR A CONSTITUTIONAL AMENDMENT TO ARTICLE 7

This proposed amendment to NIU Constitution Article 7 was approved by University Council on September 9, 2015, and subsequently by faculty referendum on October 2, 2015. It now must be approved by the NIU Board of Trustees.

Explanation of Proposed Amendment: Article 7 of the NIU Constitution only identifies students as being "an integral part of the university's system of governance." In order to make NIU's constitution more expressive of our commitment to shared governance, it is proposed to add similar language to every recognized council listed under Article 7. This revision will grant the formal recognition of the importance of all members of the NIU university community and help foster further collaboration and leadership at the governing level.

Below is the proposal using **bold/cross-out** to show language that is proposed to be deleted in Article 7.1, and _shaded highlight_ to show language that is proposed to be added throughout Article 7. Once you've reviewed the proposal, please use this survey to vote YES, NO, or ABSTAIN on this faculty referendum no later than October 2, 2015.

NIU CONSTITUTION ARTICLE 7: RELATED COUNCILS

7.1 Students
The right of students to organize an association to provide a means for participation in the governance of the university is recognized. Upon acceptance of the constitution by student referendum and by the president of the university, it will be accepted by the faculty-university community (i.e., faculty, staff, students, and administrators) as an integral part of the university’s system of governance. The students, through their association, may communicate their concerns to the University Council or to the vice president for student affairs and, through that vice president, to the provost and president of the university and have ultimate appeal to the Board of Trustees.

7.2 Operating Staff
The right of the operating staff to organize a council to represent that constituency of the university community is recognized. It will be accepted by the university community as an integral part of the university’s system of governance. The operating staff, through its council, may communicate its concerns to the University Council, to the appropriate vice president(s), to the president of the university and shall then have ultimate appeal to the Board of Trustees.

7.3 University Faculty
The right of the faculty of the university—which shall be defined for this purpose as those regular, full-time university faculty (as defined in Section 6.1.1 of the Constitution) in the academic division of the university, excluding the president, the president’s staff, the executive vice president and provost, the executive vice president and provost’s staff, the deans and the deans’ staffs-to organize a Faculty Senate to represent that constituency of the university community is recognized. It will be accepted by the university community as an integral part of the university’s system of governance. The faculty, through the Faculty Senate, may communicate its concerns, recommendations, and positions to the University Council, to the executive vice president and provost, and to the president of the university, and have ultimate appeal to the Board of Trustees. The Faculty Senate is empowered to act as the authoritative and official voice of the faculty of Northern Illinois University. The university bylaws shall specify the membership of the Faculty Senate, its method of selection, and its duties and responsibilities.
7.4 Supportive Professional Staff

The right of the full-time supportive professional staff to organize a council to represent that constituency of the university community is recognized. **It will be accepted by the university community as an integral part of the university’s system of governance.** The supportive professional staff, through its council, may communicate its concerns to the University Council or through the appropriate vice president(s) to the president of the university and have ultimate appeal to the Board of Trustees.

**Recommendation:** The university recommends that the Academic Affairs, Student Affairs and Personnel Committee endorse this request and ask that the president forward it by means of the President’s Report to the Board of Trustees for approval at its December 10, 2015, meeting.
AUTHORIZED TO RETAIN EXECUTIVE SEARCH FIRMS TO SUPPORT SELECTED SEARCHES FOR THE DIVISION OF ATHLETICS

Summary: Pursuant to the provisions of Public Act 97-0814 and the Northern Illinois University policy on the use of external search firms approved by the Board of Trustees on May 23, 2013, it is recommended that the Board authorize the President to retain such executive search firms to assist in the search for head coaches in the Division of Athletics, as may be necessary. Due to the critical roles and functions that head coaches fulfill at the university, there is a justifiable need to use search firms for such positions, per the NIU Policy On The Use of External Hiring Search Firms wherein criteria related to special expertise and candidate screening are cited. The Illinois Procurement Higher Education Consortium annually establishes a list of search firms prequalified through a competitive bidding process. It is recommended that the firm either be selected from this list, or procured through the approved RFP (Request for Proposal) process.

Recommendation: It is recommended that the President be authorized to select executive search firms to support selected searches for head coaches in the Division of Athletics. It is further recommended that the President report plans to retain such search firms to the Board as soon as practicable, and periodically report back to the Board regarding the selection and status of such searches.

The university recommends that the Academic Affairs, Student Affairs and Personnel Committee endorse this request and ask that the president forward it by means of the President’s Report to the Board of Trustees for approval at its December 10, 2015, meeting.
NORTHERN ILLINOIS UNIVERSITY POLICY
ON THE USE OF EXTERNAL HIRING SEARCH FIRMS

Pursuant to the Northern Illinois University Law, as amended by Illinois Public Act 97-814, it is the policy of Northern Illinois University that charges for the services of an external hiring search firm may not be paid from any source of University funds, except:

(1) In the hiring of the President of the University, or
(2) In the case of when the Board of Trustees and the President demonstrate a justifiable need for guidance from an individual or firm with specific expertise in the field of hiring.

In furtherance of this authority, the President may implement this policy through the development of further guidelines and procedures for determining when the use of an external hiring search firm is justified. The Board and/or the President may delegate their respective responsibilities under this policy to appropriate University officials as deemed necessary.

Any NIU hiring department or entity that wishes to utilize the services of an external hiring search firm must make a request to the Office of the President for appropriate review under this policy before engaging the services of such search firm. In determining whether a request qualifies for the justified use of an external hiring search firm, the President will consider the following applicable criteria:

- The nature and scope of the position being filled (e.g., senior level versus non-senior level);
- The nature and scope of the search (e.g., nationwide versus local or regional);
- The University’s goals and priorities surrounding the search;
- The availability of personnel, monetary resources and other University resources to dedicate to the search;
- An external search firm’s ability to help recruit and screen candidates;
- An external search firm’s ability to enhance the quality of a candidate pool;
- An external search firm’s ability to help conduct and coordinate the logistics of a search;
- The expertise/specialization of an external search firm in conducting searches
- An external search firm’s ability to bring fresh and new perspectives from outside of the University.

Northern Illinois University understands that the determination of whether a search is justified in using the services of an external hiring search firm depends upon the unique circumstances of the search being conducted. The President is not prohibited from considering other factors that may be deemed relevant and important for a search.

Upon completing a review, the President will determine whether justifiable need exists for the selection of an external hiring search firm and shall make a recommendation to the Board of Trustees for final action on the matter at any regular or special meeting of the full Board of Trustees. In its consideration of the matter, the Board will consider the above-referenced applicable criteria, as well as any other factors that may be deemed relevant and important. The Board’s decision will be final.

Approved by the Board of Trustees of Northern Illinois University on May 23, 2013.
Agenda Item 8.a.(5)
December 10, 2015

BOWL GAME PARTICIPATION EXPENSES

Summary: The University has requested that the Board of Trustees delegate to the President, or his designee, approval for all necessary and proper expenses related to NIU’s participation in a post-season Bowl Game competition, including (but not limited to) the following: the Bowl agreement(s), expenses relating to ticketing, tickets, travel/transportation, lodging, rentals, insurance, dining, beverages (non-alcoholic), fees, services, broadcast, apparel, commodities, equipment, and supplies. Further, such approval is requested to also authorize the President, or designee, to undertake all business transactions necessary in relation to an anticipated upcoming Bowl event.

Recommendation: Board of Trustees approval is requested for expenditure authority for a post-season Bowl Game competition and delegation of approval authority to the President, or designee, to undertake all transactions necessary in relation to the Bowl, reporting all Bowl-related expenditures at a subsequent meeting of the Board.
GRADUATE SCHOOL APPLICATION FEE INCREASE

Summary: With the unanimous consent of the Graduate Council in Spring 2015, the university seeks permission from the Board of Trustees to increase from $40 to $60 the fee charged U.S. citizens applying to graduate school; it also seeks permission to begin charging non-degree applicants a $10 application fee. (The fee charged international applicants was raised to $60 two years ago.)

The request for the fee increase owes to the impending implementation of new application software, which will be provided by a third-party vendor (CollegeNet). Because of the costs associated with implementation of the software, which is largely calculated on a per applicant basis, the increase is necessary. The university believes that the improved service and convenience offered to prospective students by the software justifies the expense. The software permits applicants to self-manage their applications without interfacing with the Student Information System, and it shortens the time that it takes applicants to complete their application dossier. A more transparent and self-managed application process, particularly when coupled with a more rapid admission process, will positively affect applicant yield.

The requested fee increase will not alter the fact that NIU’s application fee is comparable to peer institutions. The median application fee among peers is $64. At institutions using CollegNet or comparable application software, application fees range between $75 and $85.

Over recent decades, the graduate application fee has increased incrementally. The application fee is used exclusively for recruitment purposes. Despite the increased cost of the application software, the revenue generated by a higher fee will maintain at a steady state the budget for recruitment purposes.

Recommendation: The University requests authorization from the Board of Trustees to raise the application fee charged U.S. citizens to $60 and to raise the application fee charged to non-degree applicants to $10.
OFFICE OF GENERAL COUNSEL
OUTSIDE LEGAL SERVICES AMENDMENT

Summary: The Office of the General Counsel requests permission to increase a contract to Seyfarth Shaw for outside legal services related to preparation for litigation. Original President's approval was received on August 7, 2015. This engagement is exempt from the Procurement Code under Section 30 ILCS 500/1-10(7) - anticipated litigation.

Funding: Appropriated/Income Funds, 02 SD34112

Recommendation: The University requests Board of Trustees approval of expenditure authority for FY 2016 as follows:

Seyfarth Shaw, Chicago, IL

- Original Approval ........................................ $125,000
- Amendment...................................................... $225,000

New Order Total................................................. $350,000
PROPOSED AMENDMENT TO BOARD REGULATIONS RELATED TO FREEDOM OF INFORMATION ACT

Context: This item is ministerial in nature and intended to help the University streamline its processes for compliance with the Illinois Freedom of Information Act by providing the President with a delegation of authority to take administrative action. The University believes that such delegation will expedite respond to requests for information that are made pursuant to applicable State law, as amended and allow for further decentralization of the Universities compliance effort. A copy of a draft proposed policy for the President’s use is attached.

Northern Illinois University is a public body that is subject to the Illinois Freedom of Information Act (FOIA or Act). FOIA was originally passed into law in the State of Illinois in the early 1980s. In 2009, though, a substantive overhaul of the law was done by the Illinois General Assembly and passed into law by the Governor. At about that same time, the NIU Board of Trustees similarly made substantial substantive changes to the Regulations of the Board of Trustees to accommodate for the new version of FOIA and how the University would operationalize compliance with the “new FOIA.” Since then, there has been a continuing evolution in FOIA law, with the introduction of the Public Access Bureau in the Illinois Attorney General’s Office and some additional substantive changes to FOIA through the legislature.

The current version of the Board Regulations on FOIA do little more than reiterate the provisions of the 2009 version of FOIA as the University understood them at the time. With the ever-evolving legal landscape surrounding FOIA, the University believes that it would be better served if the Board would abolish its Regulations regarding FOIA and, instead, delegate authority to the President to designate one or more FOIA Officers, as provided for in the law, to be responsible for carrying out the terms and conditions of the Illinois Freedom of Information Act, as amended, or further interpreted through the Public Access Bureau of the Office of the Illinois Attorney General or courts of competent jurisdiction.

Recommendation: The University recommends that the Compliance, Audit, Risk Management and Legal Affairs (CARL) Committee approve of (1) these proposed amendments to the Board Regulations to remove Section VII, Subsection C. Freedom of Information Act (with appropriate renumbering of the Regulations by the Board’s Recording Secretary after the removal) (2) a delegation of authority to the President to designate one or more FOIA officers, to be responsible for complying with the mandates of the Illinois Freedom of Information Act, as amended or interpreted and (3) provide appropriate reporting to the CARL Committee. If approved, this item will be forwarded to the full Board for consideration at its next meeting on December 10, 2015.
PROPOSED POLICY DRAFT: FREEDOM OF INFORMATION ACT

The public policy of the State of Illinois as articulated in the Illinois Freedom of Information Act states "that all persons are entitled to full and complete information regarding the affairs of government and the official acts and policies of those who represent them as public officials and public employees". [Illinois' Freedom of Information Act (hereinafter "Act"). 5 ILCS 140/1 et.seq.]

Pursuant to Section 3(h) of the Act (5 ILCS 140/3), Northern Illinois University has promulgated policies governing access to public records of the University in conformity with the Act. The purpose of the policies are to provide timely access to public records in the possession of the University while, at the same time, protecting legitimate privacy interests and maintaining administrative efficiency within the requirements of the State Records Act. 5 ILCS 160/1 et. seq.


To the extent there is a conflict between the Act and these policies, the Act shall govern.

1. FORM OF REQUESTS

Requests to inspect or copy "public records," as defined by the Illinois Freedom of Information Act shall be in writing and shall identify the requester by name, address and organization, if any. The request shall identify the records requested as specifically as possible. The request shall specify whether the request is for the inspection and copying of the records or for the copies of the records only. If certified copies are required, the request shall so state.

2. DESIGNATION OF FOIA OFFICE

Pursuant to the Authority of the Board of Trustees, the President hereby designates the Vice President for the Division of Marketing and Communications as the FOIA Officer. The President or his FOIA designate may appoint other FOIA Officers as deemed necessary to other University Departments including, but not limited to the Division of Academic Affairs, the Office of Budget and Planning, the Division of Research and Innovation Partnerships, the Division of Administration and Finance, the Division of Information Technology, Division of University Advancement, Department of Police and Public Safety, Intercollegiate Athletics, Division of Student Affairs & Enrollment Management, and Outreach, Engagement and Regional Development. The FOIA policies may be amended by the President or his designee in order to keep the policy congruent with the Act.

3. SUBMISSION OF REQUESTS

Requesters are encouraged to utilize the University's request form available on the University's website, but use of this form is not required. The request may be submitted via personal delivery, mail, fax, or electronic mail. Requests for information concerning records of Northern Illinois University or the Board of Trustees may be submitted to the following address:

Freedom of Information Act Request
Northern Illinois University
Division of Marketing and Communications
Altgeld Hall 312
DeKalb, IL  60115

Failure to submit the request to the above address or other designated FOIA officers may cause a delay in receipt of the request. All formal requests for inspection and copying of records received by NIU employees shall be immediately forwarded to the Division of Marketing and Communications. The University shall publish contact information of other FOIA officers as these appointments are made.
4. RESPONSE TO REQUESTS

The President shall appoint a FOIA officer(s) who shall have the authority to receive and respond to all FOIA requests for the University. The contact information for each FOIA officer shall be posted on the University website. The FOIA officer(s) is/are responsible for ensuring an appropriate response to requests for access to records under the Act. As outlined in the Act, the FOIA officer(s) shall:

a. Implement these rules governing access to public records.
b. Coordinate the efforts of other University employees and campuses under the Freedom of Information Act and this policy.
c. Maintain and make available for public inspection pursuant to Section 4(a) and (b) of the Act, a brief description of the University and a brief description as to how the public may request public records. This information shall also be posted on the University's website.
d. Maintain and make available for public inspection pursuant to Section 5 of the Act a reasonably current list of the types or categories of records under the University's control.
e. Assist the public in identifying requested records.
f. Extend the time for acting on a request, if necessary, for any of the reasons specified in Section 3 of the Act.
g. After records are located and reviewed, make the records available for inspection or deny access to the records in whole or in part.
h. When applicable, explain in writing the reasons for denial of access, the names and titles of persons responsible for denial and inform the requester of his or her right to submit a request for review to the Public Access Counselor of the Illinois Attorney General's Office.
i. Upon request for a copy of a record which is subject to public inspection, make a copy available upon compliance with fee and copyright requirements.
j. Upon request, certify that a copy is a true copy.
k. Upon failure to locate records, declare in writing to the requester that the University is not the custodian for such records or that the records cannot be found after diligent search.
l. Upon request, provide information about what records are electronically available and how to access the records pursuant to Section 5 of the Act.
m. Determine, pursuant to Section 6(b), whether a request for a reduction or waiver of any charge is appropriate because the specific purpose for the request is in the public's interest (i.e., health, safety and welfare) and not primarily for personal or commercial benefit.
n. Maintain an electronic or paper copy of a written request, including all documents submitted with the request until the request has been complied with or denied.
o. Create a file for the retention of the original request, a copy of the response, a record of written communications with the requester, and a copy of other communications.
p. Maintain a public file of denials indexed according to type of record requested and type of exemption asserted by the University as required by Section 9(b) of the Act.
q. Complete an annual training program provided by the Public Access Counselor. In the event a new FOIA officer is designated, the new officer shall complete the electronic training curriculum provided by the Public Access Counselor within 30 days after assuming the position.

So long as it is not a request for a commercial purpose, a voluminous request, or unduly burdensome as provided for in the Act, the requester shall be notified in writing that the request has been approved, denied, approved in part denied in part, the University is not in possession of the requested documents or extended within 5 university business days after its receipt by the FOIA officer, or designee, pursuant to the Freedom of Information Act. A failure to comply with a written request, deny the request, approve in part deny in part, inform the requester the University is not in possession of the requested documents.
or extend the time for response within five (5) university business days after its receipt will be considered a denial of the request, so long as the request is not for a commercial purpose, a voluminous request or unduly burdensome.

a. Approval of Request

The approval of a request for inspection shall identify the documents determined to be in response to the request and the approximate number of pages involved. The approval of a request for copies shall identify the documents, the exact number of pages and the fee for copying, postage and certification, if certified copies are requested. When a person requests a copy of a record maintained in an electronic format, NIU will furnish it in the electronic format specified by the requester, if feasible. If not feasible, NIU will furnish the record in the format which it is maintained at NIU, or in paper format, at the option of the requester.

b. Denials of Requests

When NIU denies a request for public records, it will notify the requester in writing of the decision to deny the request, the reasons for the denial, including a reasonably detailed factual basis for the application of any exemption claimed, and the names and titles or positions of each person responsible for the denial. Each notice of denial will also inform such person of the right to request a decision review by the Public Access Counselor and provide the address and phone number for the Public Access Counselor. Each notice of denial shall inform such person of his/her right to seek judicial review under the Freedom of Information Act. Copies of all notices of denial will be retained in a single central office file maintained by the FOIA officer that is open to the public and indexed according to the type of exemption asserted and, to the extent feasible, according to the types of records requested.

In the event that a request would be denied as being “unduly burdensome,” NIU will extend to the requester an opportunity to confer with the FOIA officer, or designee, in an attempt to clarify or reduce the request to manageable proportions. Repeated requests from the same person for the same records that are unchanged or identical to records previously provided or properly denied shall be deemed unduly burdensome, pursuant to the Act.

c. Approved in Part Denied in Part

The approval in part and denial in part of a request for inspection shall be in part, in writing, and notify the requestor of (i) the specific reason why part of the request has been denied, (ii) the University personnel responsible for the decision, and (iii) the availability of the right to review by the Public Access Counselor consistent with Section 9 of the Act.

d. University not in Possession of Documents

When the University is not in possession of the documents requested, the University shall notify the requester that either the University does not maintain or possess the documents requested or that the requested documents could not be found after a diligent search. The University is not obligated to create or maintain a public record solely to respond to a request.

e. Extension of Time

Response to a request may be extended for not more than 5 university business days from the original due date for any of the reasons outlined within the Act. In the event of an extension, the requester will normally receive written notice within 5 university business days from the date of the request indicating the reason for the extension and the date by which the response to the
request will be forthcoming. The person making the request and the FOIA officer, or designee, may agree in writing to extend the time for compliance for a period to be determined by the parties.

f. Requests for Commercial Purposes

NIU shall respond to a request for records to be used for a commercial purpose within 21 university working days after receipt. The response will: (1) provide to the requester an estimate of the time required by the public body to provide the records requested and an estimate of the fees to be charged, which NIU may require the requester to pay in full before copying the requested documents; (2) deny the request pursuant to one or more of the exemptions set out in the Act; (3) notify the requester that the request is unduly burdensome and extend an opportunity to the requester to attempt to clarify or reduce the request to manageable portions, or (4) provide the records requested.

Unless the records requested for a commercial purpose are exempt from disclosure, NIU will comply with the request within a reasonable period considering the size and complexity of the request, and giving priority to records requests for non-commercial purposes. It is a violation of the Freedom of Information Act for a person to knowingly obtain a public record for a commercial purpose without disclosing that it is for a commercial purpose, if requested to do so by NIU officials.

g. Voluminous Requests

NIU shall respond to a voluminous request within 5 business days after receipt. The response shall notify the requester: (i) that NIU is treating the request as a voluminous request; (ii) the reasons why the NIU is treating the request as a voluminous request; (iii) that the requester must respond to NIU within 10 business days after the response was sent and specify whether the requester would like to amend the request in such a way that NIU will no longer treat the request as a voluminous request; (iv) that if the requester does not respond within 10 business days or if the request continues to be a voluminous request following the requester's response, NIU will respond to the request and assess any fees allowed by the Act; (v) that NIU has 5 business days after receipt of the requester's response or 5 business days from the last day for the requester to amend his or her request, whichever is sooner, to respond to the request; (vi) that NIU may request an additional 10 business days to comply with the request; (vii) of the requester's right to review of the NIU's determination by the Public Access Counselor and provide the address and phone number for the Public Access Counselor; and (viii) that if the requester fails to accept or collect the responsive records, NIU may still charge the requester as allowed under the Act and the requester's failure to pay will be considered a debt due and owing to NIU and may be collected in accordance with applicable law.

If a request continues to be a voluminous request following the requester's response or the requester fails to respond, NIU will respond within the earlier of 5 business days after it receives the response from the requester or 5 business days after the final day for the requester to respond to NIU's notification. The response shall: (i) provide an estimate of the fees to be charged, which NIU may require the person to pay in full before copying the requested documents; (ii) deny the request pursuant to one or more of the exemptions set out in this Act; (iii) notify the requester that the request is unduly burdensome and extend an opportunity to the requester to attempt to reduce the request to manageable proportions; or (iv) provide the records requested.

The time for response by NIU to a voluminous request may be extended for not more than 10 business days from the final day for the requester to respond to NIU's notification, as allowed
pursuant to FOIA. The person making a request and NIU may also agree in writing to extend the
time for compliance for a period to be determined by the parties. If the requester and NIU agree
to extend the period for compliance, a failure by the public body to comply with any previous
deadlines shall not be treated as a denial of the request for the records.

5. TIME AND PLACE OF ACCESS

The approval of a request for inspection shall inform the requester where the information will be available
for inspection. The approval of a request for copies or records stored in an electronic format will inform
the requester that upon receipt of the appropriate fee, if applicable, the material will be mailed or
available for pick-up at a specific place. Information will be made available for 14 university business
days after the mailing of the approval.

6. STATUTORY FEES AND COSTS

No fees will be charged for the first 50 pages of black and white, letter or legal sized copies sought by a
requester. After this threshold, the cost for copies of black and white, letter or legal sized records which
can be readily made on available equipment shall not exceed 15 cents per page. If NIU provides copies
in color or in a size other than letter or legal, NIU will charge the actual cost for reproducing the records;
excluding the costs of any search for and review of the records or other personnel costs associated with
reproducing the records. Copies which cannot be made on available equipment will be photocopied
through a commercial photocopy service at the cost charged by the service. The cost for the mailing of
photocopies will be the actual postage. The fee for certification is one dollar per document or set of
documents. If NIU furnishes a record in an electronic format, NIU will charge the requester for the actual
cost of purchasing the recording medium, whether disc, diskette, tape or other medium upon which the
record is delivered. NIU will not charge the requester for the costs of any search for and review of the
records or other personnel costs associated with reproducing the electronic records.
Documents shall be furnished without charge or at a reduced charge, as determined by NIU, if the person
requesting the documents states the specific purpose for the request and indicates that a waiver or
reduction of the fee is in the public interest. Waiver or reduction of the fee is in the public interest if the
principal purpose of the request is to access and disseminate information regarding the health, safety,
and welfare or the legal rights of the general public and is not for the principal purpose of personal or
commercial benefit, as defined by the Act.

In the event that NIU fails to respond to a request within the requisite periods in the Act but thereafter
provides the requester with copies of the requested records, NIU is prohibited at that point from
imposing any fees for such copies.

Fees associated with a voluminous request, as defined under the Illinois Freedom of Information Act, will
be assessed as allowed by that Act.

7. REQUEST FOR REVIEW OF A DENIAL

A person whose request to inspect or copy a public record is denied may file a request for review with
the Public Access Counselor established in the Office of the Attorney General not later than 60 days after
the date of the final denial. Upon receipt of a request for review, the Public Access Counselor shall
determine whether further action is warranted. The Public Access Counselor may determine that any
alleged violation of the Act is unfounded, upon which no further action will be taken. In all other cases,
the procedures for such review as outlined in the Freedom of Information Act, as amended, will be
followed. Pursuant to those procedures, the Attorney General is required to issue to the requester and
NIU a binding opinion in response to the request for review as to whether a violation of the Freedom of
Information Act has occurred. The Attorney General is also afforded the discretion to choose to resolve
the request for review by mediation or by a means other than the issuance of a binding opinion.
Director of Internal Audit Danielle Schultz will provide the committee members with internal audit program information including:

- The organizational placement of the internal audit program
- Guidance for the internal audit function
- An overview of roles, responsibilities, and obligations of Internal Audit, the President, and the CARL Committee with regards to statutes, standards, and guidance for internal audit operations
- Summary on how audits are selected for the audit plan
- Law regarding internal audit work product and communication

In addition, Ms. Schultz will provide the annual report for FY 2015.

**Description:** The University proposes that the internal audit director provide each internal audit report to the CARL Committee members seven days after issuance or upon request. In addition, the university proposes that the internal audit director provide the CARL Committee members a quarterly report of outstanding recommendations not implemented once the planned report, which is under development, is finalized and approved by the President.

**Recommendation:** The University recommends the CARL Committee approve the distribution of internal audit information as described.
OVERSIGHT OF ACADEMIC PROGRAMS

Northern Illinois University engages in numerous processes to monitor the quality of its academic degree programs and to inform planning and decision making about the programs. Processes internal to the university include program review and the assessment of learning outcomes, which are required of all programs by our regional accreditor the Higher Learning Commission and by the Illinois Board of Higher Education. Processes that include external constituencies or external indicators include the reviews of doctoral departments by outside evaluators, external reviews of dissertations, accreditation, licensure and certification examinations and advisory committees.

Internal Processes

Program Review: NIU has a long-standing history of conducting thorough reviews of its academic programs and research and public service centers through the program review process. Currently, programs are reviewed every eight years on a schedule determined by the university. This schedule will be modified moving forward in 2015-2016 to better align with accreditation cycles for programs with disciplinary and/or college accreditation. Departments scheduled for review prepare in-depth self-study documents, which incorporate information from the sources cited above as well as other data collected by the program and data provided by offices from across the university. The program review documents are appraised first by the provost and the provost’s staff and then by a faculty committee, the Academic Planning Council. The council makes recommendations about the programs to the provost. The findings, recommendations and actions that result from the university's review of programs are reported to the departments and colleges as well as the NIU Board of Trustees and the Illinois Board of Higher Education.

The programs for the Office of the Provost scheduled for review in 2014-2015 were the:

  Bachelor of General Studies

The programs in the College of Health and Human Sciences scheduled for review in 2014-2015 were the:

  Doctor of Audiology
  B.S. in Communicative Disorders
  M.A. in Communicative Disorders
  B.S. in Nursing
  M.S. in Nursing

The programs in the College of Law scheduled for review in 2014-2015 were the:

  Doctor of Jurisprudence

The programs in the College of Liberal Arts and Sciences scheduled for review in 2014-2015 were the:

  B.A. in French
  M.A. in French
  B.A. in German
  B.A. in Spanish
  M.A. in Spanish
The IBHE also requires that the university review organized research and public service centers on a regular schedule. During 2014-2015, the following centers were reviewed:

Speech-Language-Hearing Clinic

The information submitted to the IBHE to meet its reporting requirement for 2015 has also been forwarded to the Board of Trustees under separate cover.

Assessment of Learning Outcomes: All NIU degree programs engage in the systematic assessment of student learning, and the overall assessment process is linked to program review. All degree programs have University Assessment Panel approved assessment plans that outline the methods, processes and time frames for the implementation of the plans. Each year, every program prepares an annual assessment update that provides a snapshot of the last 12 months related assessment activities, the evidence gathered from the activities and the actions taken on the evidence. These updates are submitted to the Office of Assessment Services that conducts a review of the updates using standardized rubrics, provides feedback to the individual programs and prepares a consolidated report on the extent to which the criteria for the updates were met. The assessment process also incorporates a review and/or revision of the overall plan to ensure that the plan reflects the programs’ current practices. In year four of the program-review cycle, the whole assessment plan is submitted for review and (re)approval by the University Assessment Panel. The panel uses a standardized rubric and reporting form to provide feedback to the programs.

External Processes

Accreditation: Accreditation is a "process of external quality review created and used by higher education to scrutinize colleges, universities and programs for quality assurance and quality improvement" (Overview of U.S. Accreditation, CHEA, 2009), and more than 26 specialized agencies accredit NIU programs across all seven academic colleges. Accreditation is earned through a comprehensive process that involves self-study, peer review, site visits and action from the accrediting agency’s commission affirming that threshold standards have been met. All of NIU’s programs that have sought accreditation are fully accredited by their specialized accrediting agency.

Licensure and Certification Examinations: Graduates from NIU's accountancy, athletic training, clinical and school psychology, counseling, law, teacher education and health sciences programs take licensure or certification examinations that permit them to practice in their discipline. The results of these examinations give programs the means to benchmark NIU graduates’ performance against state and/or national performance rates.

Advisory Committees: Many programs and departments engage in periodic discussion with alumni, employers and/or professionals in the discipline who comprise their advisory committees. These individuals provide feedback related to the performance and competencies of the program’s alumni, curricular content and new trends in the discipline, which is used in numerous ways to ensure that programs are preparing students with contemporary knowledge and skills.

In combination, all of these processes provide NIU with the means to provide ongoing comprehensive and multifaceted oversight of its undergraduate, graduate and professional degree programs.
PRESENTATION: ONLINE PROGRAMMING

Meryl Sussman, Assistant Vice President for Outreach Adult and Non-credit Programming, will present information on NIU’s Office for Online Program Development and Support, its focus on quality in online instruction and its plans and strategies for positioning the University as a leader in quality online programming.
FUTURE INFORMATION ITEMS (STANDARD ITEMS AND PER BOT REQUEST)

Committee Chair Marshall and Executive Vice President and Provost Freeman will discuss future AASAP agenda planning and potential items.
SEMI-ANNUAL PROGRESS REPORT OF ACTIVE CAPITAL PROJECTS WITH A BUDGET OVER $100,000

All projects listed herein were previously approved by the Board of Trustees or the President and are currently in process. The Authorization Date is identified for all NIU-funded projects; the fiscal year is identified for all CDB-funded projects. Status reports are provided on any project, regardless of initiation date, until all work has been completed and all payments have been made.

CAPITAL DEVELOPMENT BOARD PROJECTS

I. Projects in the Planning Phase

A. Remodeling and Rehabilitation

1. Williston Hall - ADA Fire Alarm Upgrade
   - Total Project Budget: $150,150 (estimated)
   - Source of Funding: FY2004 - CDB
   - Architect/Engineer: AON Fire Protection Engineering – Glenview
   - Status: The CDB has contracted for engineering services and 100 percent documents have been prepared for review. Advertisement and acceptance of bids awaits release of appropriated funding.

2. Campus Electrical Switch Gear Upgrade
   - Total Project Budget: $674,500 (estimated)
   - Source of Funding: FY2004 - CDB
   - Architect/Engineer: Crawford, Murphy & Tilly, Inc. - Aurora
   - Status: The CDB has contracted for engineering services and 100 percent documents have been prepared for review. Advertisement and acceptance of bids awaits release of appropriated funding.

3. William R. Monat Building - Replace Air Conditioning
   - Total Project Budget: $248,864 (estimated)
   - Source of Funding: FY2004 - CDB
   - Architect/Engineer: KJWW Engineers - Rock Island
   - Status: The CDB has contracted for engineering services to produce bidding documents. Advertisement and acceptance of bids awaits release of appropriated funding.

4. Founders Library – Upgrade Sunken Plaza
   - Total Project Budget: $320,000 (estimated)
   - Source of Funding: FY2005 - CDB
   - Architect/Engineer: Wills Burke Kelsey Associates - St. Charles
   - Status: The CDB has closed the original professional services agreement with Wills Burke Kelsey. Engineering and bidding awaits release of appropriated funding.
5. **East Heating Plant – Repair Main Steam Tunnel**  
   **Total Project Budget:** $1,705,000 (estimated)  
   **Source of Funding:** FY2010 - CDB  
   **Architect/Engineer:** Affiliated Engineers, Inc. – Chicago

   **Status:** Affiliated Engineers has been selected as the consulting A/E for the project. CDB will not issue a contract for engineering services until appropriated funding has been released.

**II. Projects in the Construction Phase**

A. **Remodeling and Rehabilitation**

1. **Stevens Building – Addition & Renovation**  
   **Total Project Budget:** $22,517,600 (estimated)  
   **Source of Funding:** FY2010 - CDB  
   **Architect/Engineer:** PSA Dewberry/BCA - Elgin

   **Status:** All work was stopped on June 30, 2015 by the State of Illinois. Prior to shutdown, construction work had progressed to approximately 40% complete. The main emphasis was on the new lecture hall and A wing. Renovation of existing C wing is approximately 60% complete. Plans are in process to protect the site and building during winter months.

B. **Site and Utilities**

   N/A

**NORTHERN ILLINOIS UNIVERSITY PROJECTS**

I. **Projects in the Planning Phase**

A. **Remodeling and Rehabilitation**

1. **Holmes Student Center / Neptune Complex Redevelopment Plans**  
   **Total Project Budget:** $1,500,000  
   **Source of Funding:** Bond Series 2010 Project  
   **Authorization Date:** June 2014  
   **Architect/Engineer:** Dewberry - Peoria (Holmes)  
   Design Organization – Chicago (Neptune)

   **Status:** The project budget listed above is for planning the redevelopment of Holmes Student Center and Neptune Complex. The design teams have completed the design process and have proposed redevelopment conceptual designs and program elements. A presentation was made to the Board at a Special Meeting of the FFOC on August 6, 2015.

2. **DeKalb Campus – Central Core Redevelopment Urban Framework Plan**  
   **Total Project Budget:** $129,350  
   **Source of Funding:** Bond Series 2010 Project  
   **Authorization Date:** April 2015  
   **Architect/Engineer:** Knight E/A- Chicago
Status: The project budget listed above is for planning the redevelopment of the central core of campus. Urban planners worked in conjunction with the design teams for Holmes Student Center and Neptune in the redevelopment design process to guide the overall conceptual designs and program elements into a cohesive campus central core redevelopment framework.

B. Site and Utilities

1. Parking Lot W – Expansion
   Total Project Budget: $661,500
   Source of Funding: Bond Series 2010 Project
   Authorization Date: June 2011
   Architect/Engineer: Hanson Professional Services - Rockford

   Status: Site restoration is complete. Final payments have been made. Final payment to the consulting Architect/Engineer is in process.

2. Parking Lot P and PS - Reconstruction
   Total Project Budget: $1,745,000
   Source of Funding: Bond Series 2010 Project
   Authorization Date: June 2011 (confirmed March 2014)
   Architect/Engineer: TBD

   Status: Planning and design are in process. Construction work will be coordinated with the Lucinda Avenue Extension project.

3. Naperville Parking Lot Reconstruction – Phase II
   Total Project Budget: $1,215,000
   Source of Funding: Local Funds- NIU Naperville Operations
   Authorization Date: September 2015

   Status: Planning and design will be initiated in late fall 2015. The bid documents will be ready for spring with work to start in July 2016.

II. Projects in the Construction Phase

A. Remodeling and Rehabilitation

1. Holmes Student Center – College Grind
   Total Project Budget: $1,100,000 (amended)
   Source of Funding: Bond Series 2010 Project
   Authorization Date: June 2011
   Architect/Engineer: Cordogan Clark and Associates - Aurora

   Status: All renovation and construction work is complete; the Grind officially opened on February 10, 2014. Final payments have been made.

2. Grant Towers – Tower D Renovation
   Total Project Budget: $18,000,000
   Source of Funding: Bond Series 2010 Project
   Authorization Date: June 2011
   Architect/Engineer: BLDD Architects - Chicago
Status: All renovation and construction work has been completed. Final payments have been made.

3. Naperville/Hoffman Estates - New Emergency Generators
   Total Project Budget: $238,700
   Source of Funding: Local Funds - ITS NIUNet
   Authorization Date: February 2012
   Architect/Engineer: NIU A&E Services

   Status: Generators have been installed, hooked up and tested. Final payments have been made.

4. DeKalb Campus – Campus Alerting System Phase IV
   Total Project Budget: $1,250,000
   Source of Funding: Appropriated Funds
   Authorization Date: March 2013
   Architect/Engineer: NIU A&E Services

   Status: This project will encompass the final phases of the campus alert system. Work is approximately 50% complete. The construction work will be planned and scheduled to take advantage of semester breaks, weekends and summer schedules.

5. DuSable Hall – Concrete Beam Repair at Main Entry
   Total Project Budget: $414,500
   Source of Funding: Institutional - Local Funds
   Authorization Date: June 2014
   Architect/Engineer: AltusWorks - Chicago

   Status: All work is complete. Final payments are in process.

   Total Project Budget: $211,316
   Source of Funding: Grant Funds- Sponsored Projects
   Authorization Date: July 2014
   Architect/Engineer: NIU A&E Services/Student Affairs

   Status: All work is complete. Final payments have been made.

7. Residence Halls - FY15-Rotation Painting
   Total Project Budget: $249,000
   Source of Funding: Institutional – Revenue Bond Reserves
   Authorization Date: July 2014
   Architect/Engineer: NIU Physical Plant

   Status: Work is complete. Final payments have been made.

8. Grant Central Core – Roof Replacement
   Total Project Budget: $812,000
   Source of Funding: Bond Revenue Reserves
   Authorization Date: September 2014
   Architect/Engineer: NIU A&E Services
9. **Grounds - Salt Shed Replacement**
   - **Total Project Budget:** $133,100
   - **Source of Funding:** Appropriated/Income Funds
   - **Authorization Date:** October 2014
   - **Architect/Engineer:** NIU A&E Services

   **Status:** All work is complete. Final payments are in process.

10. **Adams Hall - Floors 2-4 – Replace Insulation on Chilled Water Piping**
    - **Total Project Budget:** $100,000
    - **Source of Funding:** Appropriated/Income Funds
    - **Authorization Date:** December 2014
    - **Architect/Engineer:** NIU A&E Services

    **Status:** Work was completed during winter break. Final payments are in process.

11. **Founders Library - Reconfigure Lower Level**
    - **Total Project Budget:** $168,000
    - **Source of Funding:** Appropriated/Income Funds
    - **Authorization Date:** February 2015
    - **Architect/Engineer:** NIU A&E Services

    **Status:** All work is complete. Final payments are in process.

12. **Huskie Stadium - Replace Turf Field**
    - **Total Project Budget:** $460,000 (estimated)
    - **Source of Funding:** Institutional- Revenue Bond
    - **Authorization Date:** March 2015
    - **Architect/Engineer:** NIU A&E Services

    **Status:** All work is complete. Final payments are in process.

**B. Site and Utilities**

1. **DeKalb Campus – Outdoor Intramural Recreational Facility**
   - **Total Project Budget:** $6,200,000 (estimated)
   - **Source of Funding:** Bond Series 2010 Project
   - **Authorization Date:** June 2011
   - **Architect/Engineer:** Upland Design - Plainfield

   **Status:** Work is complete. Change Orders and final payment are in process.

2. **Parking Lot 2/E – Resurface**
   - **Total Project Budget:** $1,217,700
   - **Source of Funding:** Bond Series 2010 Project
   - **Authorization Date:** June 2011
   - **Architect/Engineer:** Crawford, Murphy & Tilly, Inc. - Aurora

   **Status:** The contractor’s work is complete. Final payments are in process.
3. Parking Structure - Reconstruct Four Exit Stairs
   - Total Project Budget: $1,200,000
   - Source of Funding: Bond Series 2010 Project
   - Authorization Date: June 2011 (confirmed March 2014)
   - Architect/Engineer: TBD
   - Status: Construction work has been started on stair #2 and will continue as weather permits.

4. DeKalb Campus – Electrical Infrastructure Replacement Phase II
   - Total Project Budget: $2,580,000 (estimated)
   - Source of Funding: Bond Series 2010 Project
   - Authorization Date: March 2013
   - Architect/Engineer: NIU A&E Services
   - Status: Construction started in fall 2013 and is approximately 85% complete. Work will continue to be scheduled to take advantage of semester breaks and as schedules allow.

5. Naperville- Parking Lot Replacement- Phase I
   - Total Project Budget: $172,265
   - Source of Funding: Local Funds- NIU Naperville Operations
   - Authorization Date: November 2013
   - Status: Construction work was completed summer 2015. Final payments are in process. Phase II was approved for FY17.

6. DeKalb Campus - Electrical Infrastructure Replacement Phase III
   - Total Project Budget: $2,550,000 (estimated)
   - Source of Funding: Appropriated Funds
   - Authorization Date: March 2014
   - Architect/Engineer: NIU A&E Services
   - Status: Construction work began in late 2014 and is approximately 23% complete. Work will continue to be scheduled to take advantage of semester breaks.

7. Lucinda Avenue Extension
   - Total Project Budget: $4,500,000 (estimated)
   - Source of Funding: Bond Series 2010 (amended)
   - Authorization Date: March 2014 (amended June 2014)
   - Architect/Engineer: Knight E/A, Inc. - Chicago
   - Status: Building environmental clean-up is complete. Building and site demolition work is complete. Road construction work is 75% complete. Completion is anticipated for late fall 2015.

8. Huskie Stadium – Replace Water Main for West Stadium
   - Total Project Budget: $143,000
   - Source of Funding: Appropriated Funds
   - Authorization Date: June 2014
   - Architect/Engineer: NIU A&E Services
9. DeKalb Campus – Huskie Tram – Phase I
   Total Project Budget: $450,000
   Source of Funding: Institutional Local Funds
   Authorization Date: May 2014
   Architect/Engineer: Cordogan Clark - Aurora / NIU A&E Services

   **Status:** All work is complete. Final payments have been made.

10. DeKalb Campus – 2014 Campus Initiatives – Core Lighting
    Total Project Budget: $193,000 (amended)
    Source of Funding: Institutional Local Funds
    Authorization Date: July 2014 (amended September 2014)
    Architect/Engineer: Cordogan Clark - Aurora

    **Status:** The contractor completed the lighting work for Founders Library, Swen Parson and Holmes Student Center in late fall 2014. Final payments have been made.

    Total Project Budget: $222,100
    Source of Funding: Bond Series 2010 Project
    Authorization Date: June 2011 (confirmed July 2014)
    Architect/Engineer: Cordogan Clark - Aurora

    **Status:** The contractor has completed the transit plaza work on the east side of Holmes Student Center. Final payments have been made.

12. DeKalb Campus – 2014 Campus Initiatives – Founders Library Sunken Terrace
    Total Project Budget: $230,100 (amended)
    Source of Funding: Appropriated Income Funds
    Authorization Date: July 2014 (amended September 2014)
    Architect/Engineer: Cordogan Clark - Aurora

    **Status:** The contractor completed the construction work in late fall 2014. Final payments have been made.

    Total Project Budget: $163,200
    Source of Funding: Appropriated Income Funds
    Authorization Date: July 2014
    Architect/Engineer: Cordogan Clark - Aurora

    **Status:** The contractor completed the work. Final payments have been made.

14. Montgomery & Psych/Computer Science – Animal Facilities Renovation
    Total Project Budget: $3,476,535 (estimated)
    Source of Funding: Institutional – Local Funds
    Authorization Date: September 2014
    Architect/Engineer: NIU A/E Services
**Status:** Montgomery Hall renovation of HVAC system has begun. When Montgomery Hall is complete, Psych/Computer Science renovation will begin. Staff and researchers have collaborated to identify possible measures that can be easily implemented to reduce renovation time and costs. Performance Contract Phase 11A will be used for the HVAC renovation at Psych/Computer Science.

15. **Residence Halls – FY16 Rotation Painting**
- **Total Project Budget:** $249,000
- **Source of Funding:** Institutional – Revenue Bond Reserves
- **Authorization Date:** September 2014
- **Architect/Engineer:** NIU Physical Plant

**Status:** Work will be scheduled when feasible and will be scheduled to take advantage of semester breaks to minimize disruptions. The majority of the work will be done in May 2016.

16. **Huskie Stadium – Install LED Ribbon Board**
- **Total Project Budget:** $300,000
- **Source of Funding:** Institutional – Revenue Bond Reserves
- **Authorization Date:** September 2014
- **Architect/Engineer:** NIU A&E Services

**Status:** All work is complete. Final payments are in process.

17. **DeKalb Campus - Parking Lot Repairs- FY15**
- **Total Project Budget:** $125,000
- **Source of Funding:** Institutional – Revenue Bond Reserves
- **Authorization Date:** November 2014
- **Architect/Engineer:** NIU A&E Services

**Status:** All work is complete. Final payments have been made.

18. **Convocation Center – Modify Audio System**
- **Total Project Budget:** $229,500
- **Source of Funding:** Institutional – Revenue Bond Reserves
- **Authorization Date:** June 2015
- **Architect/Engineer:** NIU A&E Services

**Status:** All work is complete. Final payments are in process.

19. **Cole Hall – Anthropology Museum – Install Storage**
- **Total Project Budget:** $117,250
- **Source of Funding:** Grant Funds – Sponsored Projects
- **Authorization Date:** June 2015
- **Architect/Engineer:** NIU A&E Services / Anthropology

**Status:** Manufacturer has received a purchase order; the storage units will be shipped and installed in late fall 2015.
PERIODIC REPORT ON INVESTMENTS
FOR PERIOD JULY 1, 2015 THROUGH SEPTEMBER 30, 2015

In accordance with the approved University Investment and Cash Management policy, this report on investments is submitted at the end of each calendar quarter to the Board of Trustees.

The following schedules are included with this report:

Investment Holdings Summary as of September 30, 2015
Investment Earnings by Investment Type and Duration for the three months ending September 30, 2015.
## Market Value by Investment Type

The pie chart illustrates the distribution of market value by investment type for the Northern Illinois University investment holdings. The percentages are as follows:

- **Federal Agency Notes**: 42.72%
- **Interest Bearing Cash Accounts**: 17.53%
- **Insured Cash Sweep**: 18.34%
- **Money Markets**: 7.87%
- **US Treasury Notes/Strips**: 13.54%

### Total Investment Holdings

<table>
<thead>
<tr>
<th>Investment Type</th>
<th>Purchase Price</th>
<th>Book Value</th>
<th>Market Value</th>
<th>Value</th>
<th>Percent of Portfolio</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Federal Agency Notes</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Local Funds</td>
<td>$88,165,279</td>
<td>$88,221,786</td>
<td>$88,508,860</td>
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<td>42.72%</td>
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<tr>
<td><strong>Interest Bearing Cash Accounts</strong></td>
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<tr>
<td>Local Funds</td>
<td>$16,000,401</td>
<td>$16,000,401</td>
<td>$16,000,401</td>
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<td>7.87%</td>
</tr>
<tr>
<td>Project Funds</td>
<td>$316,880</td>
<td>$316,880</td>
<td>$316,880</td>
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<td></td>
</tr>
<tr>
<td><strong>Insured Cash Sweep</strong></td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Local Funds</td>
<td>$38,002,756</td>
<td>$38,002,756</td>
<td>$38,002,756</td>
<td></td>
<td>18.34%</td>
</tr>
<tr>
<td><strong>Money Markets</strong></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Local Funds</td>
<td>$27,860,242</td>
<td>$27,860,242</td>
<td>$27,860,242</td>
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<td>17.53%</td>
</tr>
<tr>
<td>Project Funds</td>
<td>$8,456,487</td>
<td>$8,456,487</td>
<td>$8,456,487</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>$36,316,729</td>
<td>$36,316,729</td>
<td>$36,316,729</td>
<td></td>
<td>17.53%</td>
</tr>
<tr>
<td><strong>US Treasury Notes/Strips</strong></td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Local Funds</td>
<td>$6,490,117</td>
<td>$6,499,026</td>
<td>$6,518,956</td>
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<td>13.54%</td>
</tr>
<tr>
<td>Project Funds</td>
<td>$21,536,992</td>
<td>$21,515,911</td>
<td>$21,540,016</td>
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<tr>
<td></td>
<td>$28,027,109</td>
<td>$28,014,937</td>
<td>$28,058,972</td>
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<td>13.54%</td>
</tr>
<tr>
<td><strong>TOTAL INVESTMENT HOLDINGS</strong></td>
<td>$206,829,154</td>
<td>$206,873,489</td>
<td>$207,204,598</td>
<td></td>
<td>100.00%</td>
</tr>
</tbody>
</table>

### For Comparison:

- **HOLDINGS @ SEPTEMBER 30, 2014**
  - Total Market Value: $207,655,521
  - Total Book Value: $208,057,981
  - Total Purchase Price: $208,031,106
  - Percentage of Total Market Value: 100.00%
### NORTHERN ILLINOIS UNIVERSITY
#### INVESTMENT EARNINGS BY TYPE AND DURATION
**For Fiscal Year 2016**
**July 1, 2015 - September 30, 2015**

<table>
<thead>
<tr>
<th>Average Daily Investment Balance</th>
<th>Percent of Portfolio</th>
<th>Income Earned</th>
<th>Annualized Rate of Return</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Short-Term Investment Accounts</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Illinois Funds</td>
<td>$ 30,995,241</td>
<td>16.48%</td>
<td>$ 3,769</td>
</tr>
<tr>
<td>Investment Accounts - Financial Institutions</td>
<td>$ 26,508,938</td>
<td>14.09%</td>
<td>$ 7,340</td>
</tr>
<tr>
<td>Investment Accounts - Project Funds</td>
<td>$ 9,673,479</td>
<td>5.14%</td>
<td>$ 67</td>
</tr>
<tr>
<td><strong>ST Investment Accounts Total</strong></td>
<td>$ 67,177,658</td>
<td>35.71%</td>
<td>$ 11,176</td>
</tr>
<tr>
<td><strong>ST Investment Accounts Average Yield</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Fixed Income Securities</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Local Funds</td>
<td>$ 99,380,646</td>
<td>52.84%</td>
<td>$ 278,326</td>
</tr>
<tr>
<td>Project Funds</td>
<td>$ 21,533,747</td>
<td>11.45%</td>
<td>$ 13,054</td>
</tr>
<tr>
<td><strong>Fixed Income Securities Total</strong></td>
<td>$120,914,393</td>
<td>64.29%</td>
<td>$ 291,380</td>
</tr>
<tr>
<td><strong>Fixed Income Securities Average Yield</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>COMBINED TOTAL</strong></td>
<td>$188,092,051</td>
<td>100.00%</td>
<td>$ 302,556</td>
</tr>
</tbody>
</table>

**AVERAGE ANNUALIZED RATE OF RETURN** 0.64%
QUARTERLY SUMMARY REPORT OF TRANSACTIONS IN EXCESS OF $100,000
FOR THE PERIOD JULY 1, 2015 TO SEPTEMBER 30, 2015

<table>
<thead>
<tr>
<th>Purchase</th>
<th>No. of</th>
<th>Appropriated</th>
<th>Non-Appropriated</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Amount</td>
<td>Transactions</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>$100,000</td>
<td>25</td>
<td>$1,523,000</td>
<td>$2,858,478</td>
<td>$4,381,478</td>
</tr>
<tr>
<td>to $250,000</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

TRANSACTIONS DETAIL:

Purchases:

1. Division of Marketing and Communications - Renewal of open order for outdoor advertising for student recruitment for the period July 1, 2015 – June 30, 2016. This is the third of four one-year renewal options allowed for in a Request for Proposal that was opened on February 6, 2012. The renewal award was advertised in the Illinois Procurement Bulletin and has been waived by the PPB. FY16 (Lamar Advertising Co. – Chicago, IL) 119,000

2. Division of Marketing and Communications - Renewal of open order for advertising for student recruitment, and to promote a positive university image, for the period of July 1, 2015 - June 30, 2016. It will include radio, television, outdoor and Internet advertising. This is the fourth of five one-year renewal options allowed for in a Request for Proposal that was opened on December 15, 2010. The renewal will be advertised in the Illinois Procurement Bulletin and has been waived by the PPB. FY16 (CBS Radio dba WBBM AM/FM – Chicago, IL) 100,000

3. Architectural and Engineering Services - Issue an open order for concrete work on an as-needed basis for the period July 1, 2015 – June 30, 2016. Pricing is based on a bid opened on May 28, 2015. The intent to award this contract was advertised in the Illinois Procurement Bulletin and waived by the PPB FY16 (Campos Construction Inc. – Rockford, IL) 125,000

4. Division of Information Technology - Issue an order for enterprise document imaging services. This purchase allows DoIT to continue providing support, enhancing the existing implementation and extending the system and services to the entire university. The intent to award this contract as a sole source will be advertised in the Illinois Procurement Bulletin. FY16 (Hyland Software – Westlake, OH) 138,000

5. Engineering & Engineering Technology - Issue order for the planning and presentation of OSHA courses to be taught during the period October 1, 2015 - September 30, 2016. These orders are exempt from the Illinois Procurement Code according to Section 30 ILCS 500/1-10(b)(8) [no-credit educational service]. FY16-17 (National Safety Council – Itasca, IL) 190,000
6. Engineering & Engineering Technology - Issue order for the planning and presentation of OSHA courses to be taught during the period October 1, 2015 - September 30, 2016. These orders are exempt from the Illinois Procurement Code according to Section 30 ILCS 500/1-10(b)(8) [no-credit educational service]. FY16-17 (Construction Safety Council – Hillside, IL) 190,000

7. Human Resource Services - Renewal of the open order for background searches for all individuals who will be employed by Northern Illinois University. Fiscal Year 2016 is the fourth year of five renewal options based on a sealed proposal opened May 23, 2011. The renewal award was advertised in the Illinois Procurement Bulletin and has been waived by the PPB. FY16 (AccuSource – Corona, CA) 180,000

8. DoIT – Network & Communication Services - Issue an open order for cellular and data services for NIU administrative employees for the period July 1, 2015 – June 30, 2016. This order is exempt from the Illinois Procurement Code because it is below the bid threshold. FY16 (Verizon Wireless – Rockford, IL) 245,000

9. Admissions - Issue a three-year contract for annual license subscriptions for the period July 1, 2015 – June 30, 2018. The Illinois Student Assistance Commission (ISAC) contracted with Parchment to provide an electronic transcript solution for all of the high schools in the State of Illinois. This suite of products will enable NIU to leverage ISAC’s College Illinois Transcript Exchange Program which provides Illinois high schools with the tools to seamlessly provide transcripts to MAP-approved colleges in the state. This order is exempt from the Illinois Procurement Code because this is an intergovernmental agency agreement. FY16-18 (Parchment Inc. – Scottsdale, AZ) 165,000*

10. Division of Information Technology - An amendment to increase the order for enterprise document imaging services for Fiscal Year 2016. This purchase allows DoIT to continue providing support, enhancing the existing implementation and extending the system and services to the entire university. Original President’s approval was received on July 17, 2015. The intent to award this contract as a sole source will be advertised in the Illinois Procurement Bulletin. FY16 (Hyland Software – Westlake, OH) Original amount $138,000; Amendment amount $76,198. 76,198

11. Intercollegiate Athletics/Administration - To pay FY 2016 Membership Dues and Bowl Assessment Fees to the Mid-American (MAC) Conference. Membership in the MAC Conference requires financial support in the form of annual Membership Dues and also Bowl Assessment Fees for two annual Conference bowl games. This procurement is for the payment of these annual required Dues and Fees. Appropriate approval will be obtained from the Higher Education Chief Procurement Officer. FY16 (Mid-American Conference – Cleveland, OH) 245,000*

12. Division of Information Technology - To renew maintenance and support of Novell software licenses used by the entire University. One of the main products is the identity management suite which allows DoIT to automatically provision user accounts and access based on events such as application, acceptance, enrollment and graduate for students and hiring, departmental moves or termination for employees. It also enables provisioning Google accounts for students and O365 accounts for students and employees. This purchase is exempt from posting on the Illinois Procurement Bulletin as it is covered by an MHEC contract. FY16 (Novell Contract Management – Provo, UT) 189,0001
13. University Advancement – Development - To issue an open order for the printing, binding, labeling, sorting and mailing of four issues of the NIU Alumni Magazine, "Northern Now" for the period July 1, 2015 - June 30, 2016. The four issues are printed in August, November, February and May. Specifications and pricing are based on a bid that was opened July 28, 2015. The intent to award this contract was advertised in the Illinois Procurement Bulletin. FY16 (RR Donnelley – Warrenville, IL) 120,000*

14. Office of General Counsel - To enter into a contract for outside legal services related to preparation for litigation. This engagement is exempt from the Procurement Code under Section 30 ILCS 500/1-10(7) - anticipated litigation. FY16 (Seyfarth Shaw – Chicago, IL) 125,000*

15. Provost - To enter into a contract with this vendor in order to conduct searches for two pools of candidates for the Dean of the College of Visual and Performing Arts and for the Vice President for Research. Services include, but are not limited to, travel expenses, advertising, committee interviews, candidate travel and miscellaneous office expenses. On June 18, 2015, recommendation to hire an executive search firm was received from the Board of Trustees. Specifications and pricing are based on a Request for Proposal opened on July 8, 2015. The intent to award this contract was advertised in the Illinois Procurement Bulletin and has been waived by the PPB. FY16 (Harris Search Associates – Dublin, OH) 210,000*

16. Provost - To enter into a contract with this vendor in order to conduct a search for Associate Vice President for Human Resources. Services include, but are not limited to, travel expenses, advertising, committee interviews, candidate travel and miscellaneous office expenses. On June 18, 2015, recommendation to hire an executive search firm was received from the Board of Trustees. Specifications and pricing are based on a Request for Proposal opened on July 8, 2015. The intent to award this contract was advertised in the Illinois Procurement Bulletin and has been waived by the PPB. FY16 (Parker Executive Search – Atlanta, GA) 110,000*

17. Division of Information Technology - To enter into a three-year contract for a campus-wide license with Lynda.com, the leading provider of online learning. This purchase will consolidate existing Lynda.com engagement on campus and will allow for expansion of the offering to students, faculty and staff. The intent to award this contract as a sole source was advertised in the Illinois Procurement Bulletin. FY16-18 (Lynda.com – Carpinteria, CA) 218,700

18. Provost - To enter into a contract with this vendor in order to conduct an executive search for the position of Dean of the College of Business. Services include, but are not limited to, travel expenses, advertising, committee interviews, candidate travel and miscellaneous office expenses. Approval to hire a search firm for this position was received from the Board of Trustees on June 18, 2015. This vendor is exempt from the Illinois Procurement Code because the selected vendor is an IPHEC pre-approved vendor. FY16 (Witt/Kieffer – Oak Brook, IL) 110,000*

19. Facilities Management - To enter into a two-year lease for office space at 440 S. LaSalle Street, Suite 2940. This office space will be used as classroom space for the MBA program. This procurement is exempt from the Illinois Procurement Code and does not require Bulletin posting per 30 ILCS 500/40-15(b)(1) - less than 10,000 square feet and rent of less than $100,000 per year. FY16-17 (FOUR40 Property LLC – Chicago, IL) 175,000
|   | Architectural & Engineering Services/Physical Plant - To issue open orders for environmental services and training classes on an as-needed basis during Fiscal Year 2016. Services are based on a Quality Based Selection invitation that was opened on May 21, 2015. The intent to award this contract was advertised in the Illinois Procurement Bulletin and has been waived by the PPB. FY16 (Hygieneering Inc. – Willowbrook, IL) | 498,000 |
|---|---|
| 21. | Northern Public Radio - For programming and affiliation fees required for the operation of Northern Public Radio. The intent to award these orders were advertised as sole sources in the Illinois Procurement Bulletin. FY16 (Public Radio International – Minneapolis, MN) | 120,000 |
| 22. | Northern Public Radio - to establish an open order for programming and affiliation fees required for the operation of Northern Public Radio for the period 10/1/15 through 9/30/16. The intent to award this contract as a sole source was advertised in the Illinois Procurement Bulletin. FY16-17 (National Public Radio – Washington, DC) | 249,000 |
| 23. | Vice President and Provost - To enter into a contract for executive search firm services specifically for the Dean of the College of Education search. The selected firm has been awarded by IPHEC for these services and this transaction is therefore exempt from Illinois Procurement Bulletin posting. FY16 (Greenwood/Asher & Associates, Inc. – Miramar Beach, FL) | 100,000* |
| 24. | Office of the President - To increase the amount of a contract for outside legal services related to preparation for litigation. Original President’s approval received August 28, 2015. This engagement is exempt from the Procurement Code under Section 30 ILCS 500/1-10(7) - anticipated litigation. Original amount $49,999; Amendment amount $175,001 FY16 (Mintz, Levin, Cohn, Ferris, Glovsky & Popeo – Washington, DC) | 225,000* |
| 25. | Controller’s Office - To pay audit costs allocated to the University Income Fund for the audit period ending June 30, 2014. This purchase is exempt from the bid process as the engagement is with a state agency and is not subject to the rules of the Procurement Code and applicable laws. FY16 (State of Illinois – Office of the Auditor General – Springfield, IL) | 158,580 |

Total 4,645 | $4,381,478 |

*Appropriated Funds

† Appropriated Funds $113,000
FISCAL YEAR 2017 PRICING ITEM UPDATE

Over the last year, Northern Illinois University has begun working through the two-year transition to a new University fee structure and process. This transition has three goals. The first goal, achieved last academic year, was to complete the approval of tuition and fees by the conclusion of the first semester. Second, we wanted a fee structure that was transparent and easily understood by our students and their families. Lastly, was a fee recommendation process that was efficient, effective, and continued our practice of incorporating the input of key constituents and our students.

The new fee structure consists of 5 fees that are comprised of multiple charges. Each committee consisted of representation from the Division of Administration & Finance and the Division of Student Affairs and Enrollment Management, as well as two or more student participants. The fees include:

- University Advancement Fee
- Student Support Services Fee
- Athletic Fee
- On-Campus Living Charge (Room and Board)
- Health Insurance Charge

Each committee has met at least once with the exception of the Health Insurance Charge which will not be proposed until the Spring semester to insure the lowest rates possible. Each committee is finalizing their recommendation for submission to the Vice President for Administration and Finance. After compiling all recommendations, the Vice President will be reviewing the complete recommendation with the President.

The President will be forwarding the final recommendation to the Board of Trustees at the December meeting for approval.
ENTERPRISE RISK MANAGEMENT INITIATIVE

Dr. Alan Phillips will provide an update on Enterprise Risk Management Initiative.
CLERY ACT / TITLE IX UPDATE

NIU Chief of Police, Tom Phillips and Provost, Dr. Lisa Freeman will provide an update on the Clery Act and Title IX.
FREEDOM OF INFORMATION ACT COMPLIANCE AND CHALLENGES

Deputy General Counsel for Governance and Administration, Gregory A. Brady, will provide the Committee with a presentation on key provisions of the Illinois Freedom of Information Act.
STATE LEGISLATIVE UPDATE

Today is day 135 of the budget impasse and there is still no comprehensive state budget in place. This week some progress was made on some peripheral issues, but the fact remains that we are more than a third of the way through Fiscal Year 2016 and the State of Illinois is operating without a budget. As noted in previous reports, an estimated 90 percent of state spending is already underway when various budget approvals, court orders and statutory mandates are considered. Higher education continues to be one of the few remaining areas without an approved spending plan.

This item provides an update on the activities that we’ve been involved in since the Committee last met, as well as review the developments that occurred earlier this week.

FY 2016 Budget Notes:

- **October 20, 2015:** President Baker and his public university presidential colleagues joined together in Springfield to advocate for student MAP funds and University operating budgets and capital support. The team of Presidents met with Senate President Cullerton, Senate Republican Leader Radogno, House Majority Leader Curry, and House Republican Leader Durkin.

- **October 22, 2015:** President Baker traveled to Springfield to meet with Governor Rauner and Chief Operating Officer Linda Lingle to discuss our current predicament; describe the impact of the budget impasse and to express the urgency and need for a budget. The Governor’s office scheduled a series of meetings which included public university presidents and community college presidents. President Baker’s meeting included the NEIU President as well as 4 community college presidents.

- **October 29, 2015:** The NIU Student Association hosted a rally to bring attention to the need for MAP funding and a state budget to provide the University the funds needed to ensure student services and programs would not be interrupted. The event was hosted by the SA Speaker Dillon Domke, and was well attended by NIU students, DeKalb community organizations, and students from Chicago State University, Governors State University and several community colleges. Later that evening, Governor Rauner was on campus to deliver the keynote address to the DeKalb County Economic Development Corporation.

- **November 10, 2015:** The House and Senate both convened for session in Springfield; and the House approved House Amendment 1 to HB 4156, which provides $85.2 million for NIU and $397 million for the Monetary Award Program. The bill is on 3rd reading in the House but the House is not scheduled to meet until December 2nd and the Senate may not meet until next year. Earlier in the day, Senate Bill 570 (the Child Care Assistance Program) and HB 2482 (determination of need score for elderly and disabled services) both failed to receive the 71 votes to needed to pass, failing by one vote each. It should be noted, however, that the Rauner administration offered compromise positions on both issues: rules changes on child care eligibility restrictions and dropped the push for higher determination of need (DON) scores for the elderly and people with disabilities.

In addition, the House and Senate both approved SB 317, a measure to ensure the operation of the State Museum, and the House provided bipartisan support for a measure to authorize gas tax revenues distribution to local governments, pay prize money to lottery winners and disburse the
local share of gaming proceeds to local governments. This measure still requires Senate approval.

Finally, late in the day the House convened a Committee of the whole to discuss higher education. Presidents from the U of I, CSU, and WIU provided testimony regarding the value of higher education and the impact that the budget impasse is having on their ability to achieve their mission and serve their students. The remaining House members asked questions about truth in tuition, the “60 x 25” education attainment goal, and opinions on the Governor’s budget and the GA budget approved in the spring.

Governor Rauner and legislative leaders are scheduled to meet on November 18th and the House is scheduled to meet again on December 2nd.
SPONSORED PROGRAMS ADMINISTRATION

In the first quarter (July 1 – Sept 30) of FY 2016, university faculty and staff submitted 79 proposals totaling just over $18 million and received 68 awards totaling $6.5 million. Federal funding continues to dominate NIU’s external funding portfolio accounting for over 70% of total funding. Figure 1 below highlights the funding by source and activity.

![Qtr 1 FY 2016 Sponsored Funding](chart)

Figure 1

Funding from the U.S. Department of Education (USED) and National Science Foundation (NSF) accounted for over half of Federal funding for this quarter with the majority of collaborative funding from USED projects (see Table 1). The collaborative projects include work with local school districts ranging from studying bullying behaviors to teacher training as well as partnerships with area national labs for joint appointments and research through DOE.

Table 1

<table>
<thead>
<tr>
<th>Top Federal Funding Agencies</th>
<th>Direct Funding</th>
<th>Collaborative Funding</th>
<th>Direct and Collaborative Funding</th>
<th>% of Total Funding</th>
</tr>
</thead>
<tbody>
<tr>
<td>Department of Education (USED)</td>
<td>$1,484,821</td>
<td>$527,644</td>
<td>$2,012,465</td>
<td>44%</td>
</tr>
<tr>
<td>National Science Foundation (NSF)</td>
<td>$1,100,222</td>
<td>$4,431</td>
<td>$1,104,653</td>
<td>24%</td>
</tr>
<tr>
<td>National Institutes of Health (NIH)</td>
<td>$428,371</td>
<td>$0</td>
<td>$428,371</td>
<td>9%</td>
</tr>
<tr>
<td>Department of Homeland Security</td>
<td>$388,745</td>
<td>$0</td>
<td>$388,745</td>
<td>8%</td>
</tr>
<tr>
<td>Department of Energy (DOE)</td>
<td>$54,000</td>
<td>$213,086</td>
<td>$267,086</td>
<td>6%</td>
</tr>
<tr>
<td>All Other Agencies</td>
<td>$313,218</td>
<td>$77,937</td>
<td>$391,155</td>
<td>9%</td>
</tr>
<tr>
<td>Total</td>
<td>$3,769,377</td>
<td>$823,098</td>
<td>$4,592,475</td>
<td>100.00%</td>
</tr>
</tbody>
</table>
The College of Liberal Arts and Sciences (CLAS) received the largest share of funding in the first quarter followed by Outreach, Engagement and Information Technologies. This split is consistent with first quarter funding trends as large State supported programs through Outreach, such as the Illinois Interactive Report Card, receive their State funding at the beginning of the fiscal year. A full breakout of funding by College/Unit is in Table 2 below.

### Table 2

<table>
<thead>
<tr>
<th></th>
<th>Research</th>
<th>Instruction and Public Service</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business</td>
<td>$0</td>
<td>$12,500</td>
<td>$12,500</td>
</tr>
<tr>
<td>Education</td>
<td>$4,431</td>
<td>$769,682</td>
<td>$774,113</td>
</tr>
<tr>
<td>Engineering and</td>
<td>$48,390</td>
<td>$88,451</td>
<td>$136,841</td>
</tr>
<tr>
<td>Engineering Technology</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Health and Human</td>
<td>$29,027</td>
<td>$16,250</td>
<td>$45,277</td>
</tr>
<tr>
<td>Sciences</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Law</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Liberal Arts and</td>
<td>$2,242,720</td>
<td>$1,425,624</td>
<td>$3,668,344</td>
</tr>
<tr>
<td>Sciences</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Outreach, Engagement</td>
<td>$27,501</td>
<td>$1,815,394</td>
<td>$1,842,895</td>
</tr>
<tr>
<td>and Information</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Technologies</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Visual and Performing</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Arts</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other Academic Units</td>
<td>$9,000</td>
<td>$22,104</td>
<td>$31,104</td>
</tr>
<tr>
<td>Other University Unit</td>
<td>$10,000</td>
<td>$0</td>
<td>$10,000</td>
</tr>
<tr>
<td>Total</td>
<td>$2,371,069</td>
<td>$4,150,005</td>
<td>$6,521,074</td>
</tr>
</tbody>
</table>

Interdisciplinary Centers and Institutes account for almost $3 million of the total funding for the first quarter (Table 3). The Northern Illinois Center for Accelerator and Detector Development led the way in supporting faculty efforts to secure over $1mil in new funding for NIU this year from the NSF and Department of Homeland Security while the Center for Southeast Asian Studies continued to secure funding for their nationally recognized youth leadership programs and foreign language fellowships.

### Table 3

<table>
<thead>
<tr>
<th>Interdisciplinary Center/ Institute</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Northern Illinois Center for</td>
<td>$1,162,922</td>
</tr>
<tr>
<td>Accelerator and Detector Development</td>
<td></td>
</tr>
<tr>
<td>Center for Southeast Asian Studies</td>
<td>$750,032</td>
</tr>
<tr>
<td>Center for the Study of Family</td>
<td>$478,371</td>
</tr>
<tr>
<td>Violence and Sexual Assault</td>
<td></td>
</tr>
<tr>
<td>Center for the Interdisciplinary</td>
<td>$239,061</td>
</tr>
<tr>
<td>Study of Language &amp; Literacy</td>
<td></td>
</tr>
<tr>
<td>Institute for the Study of</td>
<td>$212,590</td>
</tr>
<tr>
<td>Environment, Sustainability &amp; Energy</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>$2,842,976</td>
</tr>
</tbody>
</table>
RESEARCH COLLABORATIONS WITH LABORATORIES

In a continuing examination of the research enterprise, a review of research collaborations with other institutions is appropriate. NIU has enjoyed a long tradition of close collaboration with the two nearby national laboratories, Argonne National Laboratory (ANL) and Fermi National Accelerator Laboratory (FNAL). NIU has a very high level of interaction with these labs. Recently, these partnerships have led to an expanding and promising institutional presence with CERN (the treaty-based European particle physics laboratory) in Geneva, Switzerland.

The level of sponsored research serves as an objective measure of the collaborative strength between NIU and ANL and FNAL. From FY2013-FY2015, sponsored funding from ANL totaled $10.3M with $1.6M involving CEET (Electrical Engineering, Engineering Technology) and $8.7M involving CLAS (Chemistry, Computer Science, Geology, Physics). From FY2013-FY2015, sponsored funding from FNAL totaled $7.1M with $0.5M involving CEET (Mechanical Engineering) and $6.6M involving CLAS (Physics). Together the two labs provided approximately 20% of all sponsored funding during the period FY2013-FY2015, and a much larger proportion of research funding.

The degree of collaboration can also be measured by the number of faculty appointments with the laboratories. Currently, NIU has four faculty (two from Physics, one from Computer Science, and one from Technology) who enjoy joint appointments at ANL. At present, NIU has four joint faculty appointments with FNAL, with a fifth expected soon. All five faculty are from Physics with research interests in accelerator science. These appointments lead to numerous opportunities for undergraduate and graduate student engagement to work alongside our faculty at the labs.

NIU collaborations with the national laboratories are broad and diverse. At ANL, NIU faculty share provide leadership for the newly formed Argonne Collaborative Center for Energy Sciences (ACCESS) dedicated to work with public and private sectors to create energy solutions through multidisciplinary research. About a half-dozen NIU faculty and their students conduct research at the Advanced Photon Source which provides beam lines to illuminate and study material samples. NIU faculty also work with the Electron Microscopy Center and the Materials Science, Energy System, and High Energy Physics Divisions at ANL. Of particular interest is the allied effort at ANL to collaborate on the ATLAS experiment at the Large Hadron Collider at CERN.

At FNAL, NIU is involved in two experiments under construction, including Mu2e, which will search for rare muon decays, and g-2, which will also study properties of the muon. NIU is particularly involved in accelerator science through participation in the Fermilab Accelerator Science and Technology (FAST) program, the High-Brightness Electron Source Lab (HBESL) at the Illinois Accelerator Research Center (IARC), and fabrications of structured nano-cathodes for field emission studies. The latter collaboration is particularly interesting as NIU, FNAL, and ANL are all involved.

Over the past two years, NIU and FNAL have collaborated to create the Accelerator Research Concentration of Excellence (RCE) to build regional strength in accelerator science. The agreement is embodied in a Cooperative Research and Development Agreement, which details the commitment of approximately $3M by each institution. The program will eventually result in a complement of six NIU accelerator scientists/faculty, making the group one of the top university groups in the US and on par with institutions like MIT and Cornell. Two senior hires have already occurred, bringing great scientific and international expertise to this effort. In addition to the FNAL funding, the RCE has already generated $2.7M in external funding from the NSF and DHS/Domestic Nuclear Detector Office. Proposals totaling
$1.5M are pending with DOE. The RCE has also established significant international collaborations with CERN.

NIU has worked to identify new collaborations beyond our national labs to further enhance and expand our research enterprise. Over the past calendar year, NIU collaborated with Rosalind Franklin University of Medicine and Science to identify collaborative opportunities in the biomedical sciences. Researchers from both institutions met and proposed a collaborative seed grants (CSG) program. Research officers selected five of nine CSGs for total funding of $277k. The five proposals involve twelve principal investigators, six from each of the two institutions. The program was extremely well-received by the faculty and described as a “great initiative” and “critical to developing collaborative research”. The CSG research areas comprise cancer, deafness, drug design and inflammation. All projects are well underway and are all expected to lead to publications and to CY2016 proposal submissions to the National Institutes of Health or National Science Foundation.

NIU has had tremendous success in collaborative research with regional institutions. The research is very diverse and covers many disciplines. Work is underway to expand and further leverage these partnerships into the future.
RESEARCH CONCENTRATIONS

NIU’s strategic imperatives explicitly call for increasing institutional research capability. Imperative number six charges the institution to “Significantly grow NIU as a leading research university, building on our existing areas of research strength and Chicagoland’s place as a world leader in innovation, while continuing to engage undergraduate and graduate students in faculty-driven and student-initiated research and artistry.” The imperative clearly states increased research should be predicated on existing areas of strength and resources available in the Chicago area, which can be taken as requirements.

Research Concentrations of Excellence (RCE) offer a very effective mechanism for increasing research by focusing on areas with high potential for building institutional reputation. Essentially, an RCE represents a concentrated resource investment to attract highly-qualified personnel, ensure success, and attract external support. A typical approach involves recruitment of a senior investigator and two subsequent junior hires with funding for startup, staff, and students. In addition to the resource investment, the institution should leverage, if possible, investment with partner institutions. After initiation of the RCE and as appropriate, the effort should smoothly transition to a College or research center. As a long term strategy to increase research intensity, new RCEs should be continually initiated at a cadence consistent with resources. The RCE offers a possible framework to complement and respond to Program Prioritization.

Regarding selection criteria, potential RCEs should represent areas of existing research strength with high potential to leverage area resources, high likelihood of external partnerships, and excellent potential for external funding. The effort should be unique or competitive with respect to similar programs and have high impact on institutional reputation. Any new RCE must be predicated on the availability of potential lead principle investigators and availability of institutional resources. Finally, an RCE should be attractive to exceptional students, have potential for international engagement, and potential for student engagement and degrees.

Over the past two years, NIU and Fermi National Accelerator Laboratory (FNAL) have collaborated on creation of an accelerator science RCE to build regional strength in accelerator science. The RCE meets all of the selection criteria. The agreement is embodied in a Cooperative Research and Development Agreement which outlines the commitment of approximately $3M by each institution to the effort. The program will eventually result in a complement of six accelerator scientists of NIU faculty, one of the top two or three university groups in the U.S., and on par with institutions like MIT and Cornell. Two senior hires have already occurred, bringing great scientific and international expertise to the effort. As well as the FNAL funding, the RCE has already generated $2.7M in external funding from the NSF and DHS/Domestic Nuclear Detector Office. Proposals totaling $1.5M are pending with DOE.

Success of an RCE depends crucially on university partnerships. Although initiated by the Division of Research and Innovative Partnerships (RIPS), any concentration requires significant and detailed consultation with relevant units. Ultimately an RCE must be housed in a “natural” unit such as a department, center, or institute. The transition from RIPS must be carefully considered and managed, and RIPS should only be involved as a consultant in the hiring process.

RCE’s earn significant recognition for an institution and improve recruitment of faculty and students. Of course, increased research activity also enhances revenue for further reinvestment. To date, one RCE has been instituted at NIU; there is potential for further discipline-based and interdisciplinary concentrations.
The RCE strategy described here lays a framework to complement the outcome of the university-wide Program Prioritization.
GRANT AND CONTRACT AWARDS

ANTHROPOLOGY

Department of State for "PYLP 2015: Engaging Young Advocates in Environmental Preservation and Peacebuilding." Susan D. Russell, Susan/Lina D. Ong.
    Award: 249,872.00.

    Exchange program bringing teenagers and adult educators from the Philippines to the U.S. for exposure to/training in civic education, leadership, diversity, and community engagement, and preparation to conduct projects at home that serve a community need.

BIOLOGICAL SCIENCES

Illinois Association of Environmental Professionals for "Investigating the context-dependent effects of plant mutualists on plant and herbivore performance in a federally endangered legume." Catherine Ausland/Nicholas Barber.
    Award: 500.00.
    June 1, 2015 - May 31, 2016. (Organized Research) Basic Research.

    To determine how elevated soil nutrients influence the direction and strength of these beneficial plant-microbe interactions.

Vietnam Education Foundation for "Graduate Fellowship in Biology for Van Ai Bui." Barrie Bode/Linda S. Yasui.
    Award: 28,580.00.
    August 15, 2015 - August 14, 2016. (Instructional Programs) Instructional Programs.

    Funds will support a graduate fellowship for Ms. Van Ai Bui in the biology department to obtain a Master of Science degree.

Department of Agriculture for "Identification of Regulatory Genes in A. Flavus and A. Nidulans that are Involved in Mycotoxin Production, Morphogenesis, and Virulence." Ana Calvo.
    Award: 30,000.00. (Cumulative $90,703.00).

    The purpose of this project is to further the understanding of the signaling pathways involved in the production of mycotoxins, and fungal development and the role of VeA in fungal virulence.

CAMPUS CHILD CARE

DeKalb County Community Foundation for "Replacement of safety gate and room divider in infant classroom." Kristin Schulz.
    Award: 504.00.
    September 1, 2015 - August 31, 2016. (Other Sponsored Activities) Other.
This project requests funds for the replacement of the safety gate and room divider in the infant classroom.

**CENTER FOR CHILD WELFARE AND EDUCATION**

Illinois Department of Children and Family Services for "FY16 Northern Region Permanency Enhancement Project." Angela Baron-Jeffrey.
   
   Award: 45,000.00.
   
   July 1, 2015 - June 30, 2016. (Other Sponsored Activities) Public Service.

   The purpose of this project is to guide the development and implementation of action plans to improve permanency outcomes and reduce the disproportionate representation of African American children among families served.

**CENTER FOR SOUTHEAST ASIAN STUDIES**

Department of Education for "FY2014 Title VI National Resource Centers and Foreign Language and Area Studies Fellowships Program." Judy L. Ledgerwood.
   
   Award: 500,160.00. (Cumulative $1,007,820.00).
   
   August 15, 2015 - August 14, 2016. (Instructional Programs) Instructional Programs.

   Funds will continue to be used to support the Center for Southeast Asian Studies.

**CENTER FOR THE STUDY OF FAMILY VIOLENCE AND SEXUAL ASSAULT**

   
   Award: 428,371.00.
   

   The goal of the project is to examine behavioral, physical, emotional, and cognitive outcomes among parents at low versus high risk of child physical abuse when exposed to continuously crying versus continuously sleeping infant simulators.

Kansas State University for "Family Advocacy Program (FAP) Quality Assurance Projects." Joel S. Milner/Julie L. Crouch/Randy McCarthy.
   
   Award: 50,000.00. (Cumulative $270,000.00).
   

   Assist the Air Force’s Family Advocacy Program staff to use their databases as a tool for assessing and implementing prevention and treatment; and the New Parent Support program in the evaluation of their data for management and quality purposes.

**CHEMISTRY AND BIOCHEMISTRY**

   
   Award: 20,000.00. (Cumulative $30,000.00).
   

   The purpose of this project is to produce one to three new zinc crystals and new aluminum crystals.

ChemNova Technologies, Inc. for "Nanocoatings for multifunctional applications." Chhiu-Tsu Lin.
The purpose of this project is to develop thermal conductive and cooling nanocomposites, NIR shielding and reflecting nanocomposites, and processes for large scale production of graphene.

**COLLEGE OF ENGINEERING & ENGINEERING TECH, DEAN'S OFFICE**

Motorola Foundation for "NIU-Enhancing Engineering Pathways: An Integrated Outreach and Mentoring Program to strengthen the STEM pipeline for female students from Middle School to College." Suma Rajashankar/Promod Vohra/Mansour Tahernezhadi.
Award: 50,000.00.
July 1, 2015 - August 15, 2016. (Other Sponsored Activities) Public Service.

Funds are requested to strengthen the STEM pipeline for female students from middle school to college.

Award: 27,937.00.
May 1, 2015 - September 30, 2015. (Instructional Programs) Instructional Programs.

Funds are requested to provide 80 hours of professional development training using Next Generation Science Exemplar (NGSX) during summer months of 2015 for teachers in ROE 35's school districts.

**COMMUNICATION**

Illinois Humanities Council for "Go Penguins!" Randy Caspersen.
Award: 2,500.00.
June 1, 2015 - March 31, 2016. (Other Sponsored Activities) Public Service.

This project funds post-production costs for a documentary of a children's theater project serving children with intellectual and physical disabilities.

**COMPUTER SCIENCE**

Award: 21,683.00.

Funds will be used to develop new methods based on software-defined network (SDN) to provide quality of service (QoS) for end-to-end data transfer in terabit networks.

**ENGINEERING TECHNOLOGY**

Award: 4,395.00.

The PIs will review the chemicals in up to 10 chemical mixtures that IDEAL provides to its
customers to evaluate how to classify the mixture hazard information on Safety Data Sheets as required by OSHA.

ENVIRONMENT, SUSTAINABILITY & ENERGY

Award: 9,000.00.
July 1, 2015 - August 31, 2016. (Organized Research) Basic Research.

Funds will be used to determine the potential influence of bison on water quality at Nachusa Grasslands.

FAMILY, CONSUMER AND NUTRITION SCIENCES

DeKalb County Community Foundation for "Northern Illinois University Child Development Laboratory Prop Boxes." Lisa M. Schmidt.
Award: 1,250.00.
June 1, 2015 - May 31, 2016. (Other Sponsored Activities) Other.

These funds will enhance curriculum materials supporting large motor, math, science, and diversity for the Center.

Award: 20,100.00. (Cumulative $40,200.00).

The purpose of this project is to provide support for the Northern Illinois Food Bank (NIFB) related to research and nutrition education program implementation.

FINANCE AND FACILITIES

ELS Educational Services, Inc. for "Impact of ELS Education on Success in Undergraduate and Graduate School Development of the Design for a Long Term Validation Study." Dan House.
Award: 10,000.00. (Cumulative $30,000.00).

The purpose of the project is to assemble data from NIU as an ELS host institution, which will then be analyzed across academic disciplines and student demographics by ELS.

GEOLOGY AND ENVIRONMENTAL GEO SCIENCES

National Science Foundation for "Diatom and Oxygen Isotope Evidence of Pliocene Antarctic Ice Sheet Dynamics and Ross Sea Paleoceanography." Justin Dodd/Reed P. Scherer.
Award: 203,590.00.

To contribute new insights into Pliocene environmental conditions in the Ross Sea as an analog for future warming periods.

National Science Foundation for "Copper and Gold in sulfur-rich magmatic-hydrothermal systems." Mark R. Frank.
Concentrations of copper and gold in a sulfur-rich ore fluid can change with temperature and pressure fluctuation. The approach outlined in this proposal will provide important data on copper and gold in magmatic hydrothermal fluids.

**GRADUATE SCHOOL, DEAN'S OFFICE**

Waubonsee Community College for "Support for Graduate Assistants." Bradley G. Bond.  
Award: 21,600.00.  
August 16, 2015 - May 15, 2016. (Instructional Programs) Instructional Programs.  
Funds will be used to provide graduate assistantships to two students from NIU's student life unit. The assistants will provide quality support to Waubonsee Community College in the areas of civic engagement and compliance programming.

**HISTORY**

Award: 50,078.00.  
This fellowship will allow for the completion of a book-length manuscript exploring the development and activities of the Commission Internationale Contre le Regime Concentrationnaire in France following WW II.

**ILLINOIS COUNCIL ON ECONOMIC EDUCATION**

Econ Illinois for "Illinois Council Operation Grant." Nancy H. Harrison.  
Award: 34,276.00.  
July 1, 2015 - June 30, 2016. (Instructional Programs) Instructional Programs.  
Funding is being used to support outstanding teacher training and innovative economic education programs for students.

**ILLINOIS INTERACTIVE REPORT CARD**

Award: 230,000.00. (Cumulative $568,854.00).  
July 1, 2015 - June 30, 2016. (Other Sponsored Activities) Public Service.  
The purpose of this project is to provide multiple Illinois audiences with data through the Illinois Report Card that they can use to improve schools.

Award: 500,143.00. (Cumulative $3,629,047.00).  
July 1, 2015 - June 30, 2016. (Other Sponsored Activities) Public Service.  
Funds will be used to maintain the Interactive Illinois Report Card modules MYIIRC, Rising Star, 21st Century and knowledge transfer/consultation services.
Illinois State Board of Education for "Enhanced MyIIRC." Harvey Smith.
Award: 996,455.00.
July 1, 2015 - June 30, 2016. (Other Sponsored Activities) Public Service.

Innovation and improvement for FY16 in the MyIIRC (Illinois Interactive Report Card) data portal with respect to continuous improvement planning, information-rich student-level PARCC assessment reports, and 21st Century CLC benchmarking tools.

INDUSTRIAL AND SYSTEMS ENGINEERING

Visiting Nurse Association of Fox Valley for "Improving Efficiencies of a Health Care System." Omar A. Ghrayeb/Christine Nguyen.
Award: 43,995.00.

This project is a study of the open-access healthcare system at VNA Healthcare that aims to lower the expected cycle time for the average patient and improve patient satisfaction in the VNA same-day service model.

LEADERSHIP, EDUCATIONAL PSYCHOLOGY AND FOUNDATIONS

Award: 4,431.00. (Cumulative $300,564.00).
October 1, 2015 - September 30, 2016. (Organized Research) Basic Research.

The goals for this project include expanding understanding of how practices employed in the delivery of Informal Stem Learning (ISL) activities are associated with cultivating youth interest and engagement and using these findings to inform practice.

LITERACY AND ELEMENTARY EDUCATION

Award: 385,600.00. (Cumulative $1,786,949.00).
September 1, 2015 - August 31, 2016. (Other Sponsored Activities) Public Service.

The purpose of this project is to train teachers who will earn the Illinois ESL and/or bilingual endorsement with an emphasis on STEM subjects.

MANAGEMENT

VentureWell for "Developing an I-Lab Accelerator Program at Northern Illinois University." Christine Mooney/Mansour Tahernezhadi.
Award: 12,500.00.
August 1, 2015 - December 31, 2016. (Instructional Programs) Instructional Programs.

This project develops and implements a 16-week program designed as a start-up accelerator, allowing students to work in multidisciplinary teams to develop an innovative technology to solve a global social problem.
MECHANICAL ENGINEERING

Namiki Precision Jewel Co., Ltd. for "Testing Project for Namiki Precision." Federico Sciammarella.
Award: 10,514.00. (Cumulative $16,014.00).

This project will demonstrate LAM effectiveness and basic characteristics (Silicon nitride).

NORTHERN PUBLIC RADIO

Award: 4,760.00.
April 21, 2015 - August 31, 2015. (Other Sponsored Activities) Public Service.

Funds are being used to support high quality public radio programming.

Award: 4,760.00.
April 21, 2015 - August 31, 2015. (Other Sponsored Activities) Public Service.

Funds are being used to support high quality public radio programming.

NURSING AND HEALTH STUDIES

American Nurses Foundation for "Caregiver Strain Risk as a Predictor of Physical Health among Informal Caregivers of Persons with Parkinson's Disease." Maryann Abendroth.
Award: 4,161.00.

This research will determine whether a newly-validated tool, the Caregiver Strain Risk Screen-14, is predictive of frequency of physical health symptoms in caregivers for people with Parkinson's disease.

Hines VA Hospital for "Enhancing Implementation of Secure Messaging for Veterans with SCI/D." Christina Papadimitriou.
Award: 4,766.00. (Cumulative $51,423.00).

Funds will be used to provide methodological, design, analysis, and interpretation of project findings in spinal cord injury research.

Kishwaukee Health System for "NIU School of Nursing Internship Program." Janice Strom.
Award: 15,000.00.
May 18, 2015 - June 12, 2015. (Other Sponsored Activities) Public Service.

This program provides supervised, hands-on clinical experiences at Kishwaukee Health System for undergraduate nursing students to complement what is offered in the formal classroom.

PHILOSOPHY

The Administrators of the Tulane Educational Fund (Tulane University of Louisiana) for "For Our Own Good: A Defense of Paternalism - Murphy Institute Faculty Fellowship." Jason Hanna.
Award: 67,000.00.
Goals are to complete the manuscript For Our Own Good, which will defend a principle according to which it is permissible to intervene in a person's self-regarding choice so long as the intervention would promote that person's well-being.

**PHYSICS**

Argonne National Laboratory for "Atomic-scale surface structure and dynamics during growth." Carol Thompson.
Award: 14,557.00.

The purpose of this project is to conduct experiments that incorporate in-situ x-ray scattering studies to study the growth and processing of materials during MOCVD at the Advanced Photon Source.

Award: 280,000.00.
August 1, 2015 - July 31, 2016. (Organized Research) Basic Research.

The major goal is to search for the coherent neutrino-less conversion of muons to electrons in the presence of a nucleus, and aims to achieve sensitivity of about $2 \times 10^{-17}$ on the muon-to-electron rate.

Fermi National Accelerator Laboratory for "Joint Appointment NIU/FNAL." Young-Min Shin.
Award: 7,823.00. (Cumulative $226,311.00).
August 16, 2015 - September 30, 2015. (Other Sponsored Activities) IPA or Joint Appointment.

Funds are being used, per the Memorandum of Understanding between NIU and FNAL, to support one-half of the PI's 9-month academic salary as a joint faculty appointee of the Department of Physics and the Fermi National Accelerator Laboratory.

Fermi National Accelerator Laboratory for "Summer Support for Andrew Green." Young-Min Shin/Andrew T. Green.
Award: 6,426.00.

Funds are used to support Graduate Assistant Andrew Green at Fermi National Accelerator Laboratory.

Fermi National Accelerator Laboratory for "Joint Appointment NIU/FNAL." Philippe R. Piot.
Award: 10,459.00. (Cumulative $363,780.00).
August 16, 2015 - September 30, 2015. (Other Sponsored Activities) IPA or Joint Appointment.

Funds are being used, per the NIU-Fermilab Memorandum of Understanding executed in December 2005, to support one-half of the PI's 9-month academic salary as a joint faculty appointee of the Department of Physics and Fermi National Accelerator Laboratory.

Award: 388,745.00.
September 1, 2015 - August 31, 2016. (Organized Research) Basic Research.

Funds are requested to develop a Laser-Electron-Interaction region for Compact High-Repetition-Rate Mono-Energetic Laser-Based Gamma Sources.

Award: 54,000.00. (Cumulative $211,000.00).

The purpose of this project is to develop novel tools necessary for accurate and efficient modeling, simulation and design optimization of electron cooling options for a future Electron Ion Collider, or any other nuclear physics facility where high luminosity, low transverse and longitudinal emittance are required.

Fermi National Accelerator Laboratory for "Joint Appointment NIU/FNAL." Swapan Chattopadhyay.
Award: 141,000.00. (Cumulative $279,951.00).
September 1, 2015 - August 31, 2016. (Other Sponsored Activities) IPA or Joint Appointment.

Funds are being used, per the Memorandum of Understanding between NIU and FNAL, to support one-half of the PI's 9-month academic salary as a joint faculty appointee of the Department of Physics and the Fermi National Accelerator Laboratory.

Award: 180,000.00.

The proposed project will progress theoretical understanding and experimental development of "ultra-cold" relativistic electron beams at its fundamental limit via field-emission from structured nano-materials and subsequent efficient acceleration.

Award: 170,000.00.
August 1, 2015 - July 31, 2016. (Organized Research) Basic Research.

The major goal is to search for new laws of physics that may manifest themselves at such extremely high energies as were characteristic of the universe shortly after the Big Bang.

National Science Foundation for "Using the Higgs boson to probe and test the Standard Model at ATLAS." Jahred Adelman.
Award: 137,751.00.

The proposed project aims to use the newly discovered Higgs boson as a probe of the validity of the Standard Model (SM) of particle physics.

Fermi National Accelerator Laboratory for "Formation, Manipulations and Applications of Flat and Magnetized Beams at the FAST Facility." Aliaksei Halavanau/Philippe R. Piot.
Award: 11,138.00.
The funds are used to support PhD Student Aliaksei Halavanau's work under the Joint University-Fermilab Doctoral Program in Accelerator Physics and Technology.

**PSYCHOLOGY**

School District # 425, Indian Creek for "Psychology Externship at Indian Creek School District." Leslie Matuszewich.
  Award: 17,977.00.

  Funds will be used to support a graduate externship in school psychology with Indian Creek School District.

Department of Education for "Project Prevent and Address Bullying (PPAB) for Students with Disabilities: A Multitiered Behavioral Framework." Christine E. Malecki/Michelle Demaray/Julia Ogg.
  Award: 239,061.00.
  September 1, 2015 - August 31, 2016. (Instructional Programs) Instructional Programs.

  The proposed project will prepare 24 highly-qualified, licensed school psychologists with specialized training (a) emphasizing prevention of bullying, especially with students with disabilities; and (b) improving student outcomes by decreasing bullying.

University of Illinois at Chicago for "Psychology Externship at University of Illinois at Chicago." Leslie Matuszewich.
  Award: 32,929.00.
  August 10, 2015 - June 30, 2016. (Instructional Programs) Instructional Programs.

  Funds will be used to support two Psychology student interns who shall be involved in clinical assessment, treatment, curriculum development, training, and consultation at UIC's facilities.

  Award: 23,321.00.
  August 16, 2015 - May 15, 2016. (Instructional Programs) Instructional Programs.

  The goal of the project is to support a psychology graduate student externship placement with St. Charles schools.

National Science Foundation for "Do Implementation Intentions Facilitate Job Search Behaviors for the Unemployed?" Bradley G. Bond/Christopher J. Budnick/Alecia Santuzzi/Amanda M. Durik.
  Award: 48,000.00. (Cumulative $136,000.00).

  The goal of this project is to examine the utility of implementation intentions in reducing job search distractions and increasing job search time among unemployed job seekers.

**PUBLIC ADMINISTRATION**

City of DeKalb for "Management Intern (Emily Tipps)." Denise Burchard.
  Award: 26,040.00.
The Management Intern will provide assistance to the City Manager with special projects, initiatives and technical work as assigned, and also provide assistance and leadership on projects and initiatives in other departments.

Little City of Palatine for "Administrative Intern (Tasheik Kerr)." Denise Burchard.  
Award: 16,170.00.  

The Intern provides support for day-to-day operations and provides administrative and staff support to the programs and services of the Little City Foundation.

Village of Lemont for "Administrative Intern (Adewale Adetunji)." Denise Burchard.  
Award: 15,400.00.  

The purpose of this project is to provide a valuable experiential learning opportunity to a graduate student in NIU's MPA program.

Village of Itasca for "Management Intern (Lamar Jones)." Denise Burchard.  
Award: 16,170.00.  

The purpose of this project is to provide a valuable experiential learning opportunity to a graduate student in NIU's MPA program.

Communities in Schools of Aurora, Inc. for "Management Intern (Anna Toole)." Denise Burchard.  
Award: 20,992.00.  
August 16, 2015 - December 15, 2016. (Instructional Programs) Instructional Programs.

Funds support internship training for an NIU graduate student who will provide assistance to the Communities in Schools of Aurora program.

Village of Glen Ellyn for "Administrative Intern – Glen Ellyn (Brendon Mendoza)." Denise Burchard.  
Award: 16,170.00.  

Funds support internship training for an NIU graduate student who will provide assistance to the Glen Ellyn Planning and Development Director and Village Planner in support of the daily activities of the planning division.

**RESEARCH, EVALUATION AND POLICY STUDIES**

Waubonsee Community College for "Evaluation for Waubonsee Community College's Trade Adjustment Assistance Community College and Career Training Grant Award." Brent E. Wholeben/Ximena D. Burgin.  
Award: 24,082.00. (Cumulative $201,605.00).  

The goal of the study is to develop and implement an evaluation plan for the Waubonsee Community College - Trade Adjustment Assistance Community College and Career Training Grant.
SPECIAL AND EARLY EDUCATION

Department of Education for "Low Incidence Personnel Program for Training of Teachers and Orientation and Mobility Instructors of Students with Visual Impairments with Additional Training in Assistive Technology and English Language Learners." Gaylen G. Kapperman/Jodi Sticken/Stacy Kelly.

Award: 250,000.00. (Cumulative $750,000.00).
August 16, 2015 - August 15, 2016. (Instructional Programs) Instructional Programs.

The major goal of the program is to train graduate students as teachers and orientation and mobility specialists to serve the needs of blind and visually impaired children in grades P-12.

Department of Education for "Preparing the USA for the UEB: A Massively Open Online Course for Personnel Providing Vocational Rehabilitation Services or Educational Services to Youth and Adults who are Blind." Stacy Kelly/Thomas J. Smith.

Award: 110,000.00. (Cumulative $220,000.00).
October 1, 2015 - September 30, 2016. (Instructional Programs) Instructional Programs.

The goal of the project is the development and implementation of a Massively Open Online Course (MOOC) for retraining service providers in the field of visual impairments in schools and rehabilitation settings on the new Unified English Braille program.

STATISTICS


Award: 41,000.00. (Cumulative $270,079.00).
August 17, 2015 - May 31, 2016. (Instructional Programs) Instructional Programs.

The purpose of this project is to support a graduate student from NIU's Statistics Division in receiving real-world experience in the practice of statistics by working in the division of Data and Statistical Sciences of Abbott Labs.

SURVEY RESEARCH TEAM

University of Minnesota for "Chicago Longitudinal Survey." Mindy Schneiderman.

Award: 27,501.00. (Cumulative $77,500.00).

The purpose of the project is to conduct follow up interviews as part of a University of Minnesota project.
### SUMMARY OF GRANT/CONTRACT AWARDS

**Office of Sponsored Projects – Fiscal Year 2016**  
**July 1, 2015 – September 30, 2015**

<table>
<thead>
<tr>
<th>DOLLARS AWARDED BY SOURCE</th>
<th>This Report</th>
<th>Fiscal Year 2015 Cumulative</th>
</tr>
</thead>
<tbody>
<tr>
<td>Federal Government</td>
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<td>$ 4,592,475</td>
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<tr>
<td>State of Illinois</td>
<td>1,313,904</td>
<td>1,313,904</td>
</tr>
<tr>
<td>Corporate</td>
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<td>110,795</td>
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<tr>
<td>Public/Not for Profit</td>
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<td>493,386</td>
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<tr>
<td>Foreign</td>
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<td>10,514</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>$ 6,521,074</strong></td>
<td><strong>$ 6,521,074</strong></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>DOLLARS AWARDED BY PURPOSE</th>
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<th>Fiscal Year 2015 Cumulative</th>
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</thead>
<tbody>
<tr>
<td>Instruction</td>
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<td>$ 1,450,283</td>
</tr>
<tr>
<td>Research</td>
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<td>2,371,069</td>
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<tr>
<td>Public Service</td>
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<td>2,508,172</td>
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<tr>
<td>Other Sponsored Activities*</td>
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<td>191,550</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$ 6,521,074</strong></td>
<td><strong>$ 6,521,074</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>DOLLARS AWARDED BY COLLEGE</th>
<th>This Report</th>
<th>Fiscal Year 2015 Cumulative</th>
</tr>
</thead>
<tbody>
<tr>
<td>College of Business</td>
<td>$ 12,500</td>
<td>$ 12,500</td>
</tr>
<tr>
<td>College of Education</td>
<td>774,113</td>
<td>774,113</td>
</tr>
<tr>
<td>College of Engineering and Engineering Technology</td>
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<td>136,841</td>
</tr>
<tr>
<td>College of Health and Human Sciences</td>
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<td>45,277</td>
</tr>
<tr>
<td>College of Law</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>College of Liberal Arts and Sciences</td>
<td>3,668,344</td>
<td>3,668,344</td>
</tr>
<tr>
<td>College of Visual and Performing Arts</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Outreach, Engagement and Information Technologies</td>
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<td>1,842,895</td>
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<tr>
<td>Other Academic Units</td>
<td>31,104</td>
<td>31,104</td>
</tr>
<tr>
<td>Other University Units</td>
<td>10,000</td>
<td>10,000</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$ 6,521,074</strong></td>
<td><strong>$ 6,521,074</strong></td>
</tr>
</tbody>
</table>

*Includes Student Services, Equipment, Testing/Evaluation, Joint Appointments, Conference, and other.
FY17 TUITION, FEES, AND ROOM AND BOARD RECOMMENDATIONS

Executive Summary: The following item presents a comprehensive pricing recommendation that addresses Northern Illinois University’s tuition, fees, and room and board rates for Fiscal Year 2017. These recommendations were developed with the goals of maintaining fiscal responsibility and addressing affordability concerns - by keeping the total cost of attendance for full-time students as low as possible. With that in mind, the recommendations include FY17 tuition and room and board rates which will remain flat as compared to FY16. The recommendations also include a minimal increase (as requested by the student leadership) in student support services fees of .37 percent, which will support student government and various campus wide student programming initiatives. Overall, these recommendations result in an increase in the total cost of attendance for undergraduate, graduate and law students totaling less than one-tenth of one percent.

In the event that the University experiences significant state budget reductions, the President may return to the Board to revisit these recommendations.

Background and Summary: Last year, NIU modified the review and management process and related timelines for developing recommendations for the “pricing” of students’ total cost of attendance (COA) such that all tuition and fee decisions were made in November/December. As noted last year, there are several compelling reasons to again make these decisions now:

- Some Illinois institutions (and others around the nation) make their pricing decisions in January. Approval later than January is an unnecessary competitive disadvantage to NIU at the very time we are implementing multi-faceted long-term strategies and short-term tactics to boost enrollment and generate the revenue essential for fiscal equilibrium.
- Most institutions of higher education have prepared their financial aid offers by mid-March; these offers must by law consider the total COA. Earlier pricing will allow NIU to use staff time more effectively and efficiently to focus on other aspects of our student aid practices to be more responsive to needs of students and their families.
- Many current NIU students begin making final decisions as early as January about whether to continue living in our residence halls. The earlier timeline for approvals of next year’s housing rates will allow NIU to maximize re-capture of students who might choose to live on campus, and thus improve our ability to maximize housing revenue, as well as foster a more vibrant residence hall and on-campus social community that is attractive and important to current and prospective students.
- Demand is a function of both marketplace and price, along with many other combinations of unique factors that students and parents consider. For this reason, along with continued focus on earlier pricing decisions our consolidated pricing recommendation provides for flat tuition, an increase in fees, and flat room and board rates.

Establishing an FY17 pricing decision is the final step in accomplishing an annual timetable that permits a more effective, efficient, and transparent annual budget development process. With pricing decisions made in December, the annual budget planning and development process for the next fiscal year can begin in January, thus permitting a final budget for both the operating budget (and a new annual capital budget) in June versus September. This timetable allows more time for analysis and discussions with University leaders and other campus stakeholders. There have been clear benefits to increased transparency across the board during the past year. Further transparency and opportunity for interactive discussion during an
expanded budget development phase will permit a continued focus on enrollment issues and fiscal sustainability within the new academic responsiveness/fiscal responsibility oversight model and reflecting our Guiding Principles for Financial Planning and Budgeting, and will thus allow for better informed decision-making.

Moreover, assuming that decisions on appropriations are made prior to the end of June, the University will be better able to notify campus units about their approved budgets as close to the beginning of the fiscal year as possible. In order for there to be appropriate alignment of responsibility and budget authority, campus units need as much time as possible to notify their academic departments and other administrative units of the resources that will be available for the fiscal/academic year to dedicate to their student career success and other strategic goals.

In the next several sections, we describe the specific Fiscal Year 2017 recommendations for each major component of pricing that drives the total cost of attendance and 50 percent of the NIU revenue budget.

I. Tuition Recommendations:

Undergraduate Tuition
Similar to the tuition approved for FY16, in concert with the other pricing recommendations that comprise the total cost of attendance (COA) the undergraduate tuition recommendation for FY17 reflects a zero percent increase for a student enrolled full-time. Further, the recommendation reflects:

- Pricing that is consistent with NIU’s current market and does nothing to discourage a student from enrolling, all other things being equal;
- Pricing that also reflects the importance of accessibility and affordability to new students that NIU wishes to attract;
- A pricing decision early enough in the financial aid packaging cycle to have a positive impact on student/family choices for FY16 and in future enrollment cycles.

In addition to the above rationale, the tuition recommendations also reflect Truth-in-Tuition legislation, which took effect Fall 2004 for Illinois residents seeking an undergraduate degree. Under the provisions of the law, the entering degree-seeking undergraduate class for each fiscal year, beginning in FY05, is guaranteed the same tuition rates for four continuous years. NIU policy adds one additional semester to this four year guarantee. NIU’s current policy is that after nine continuous semesters, the guaranteed undergraduate tuition rate adjusts to the fixed tuition rate paid by students who entered the university one fiscal year after the date of original entry for two years (in accordance with Senate Bill 3222 which was passed effective July 1, 2010). The fixed tuition rates for such students are maintained consistent with that cohort.

Effective for FY16, Administration adopted several changes which included:

- Replacing the declining credit hour structure with a flattened bundled structure. The current declining credit hour structure was originally thought to be an incentive to encourage students to take additional courses and graduate on time. There is no evidence that it ever had that effect. The declining rate structure has created enormous confusion for students and parents and is highly difficult to administer due to its complexity. This strategic change from a declining scale to a bundled rate is estimated to have a time savings, simplification factor, and better service implications for the service areas interacting with students and parents addressing concerns.
- Establishing a lower out-of-state tuition for students from the Midwest (i.e., Iowa, Wisconsin, Indiana, Michigan, Ohio, and Missouri) that covers the direct and estimated indirect instructional costs at 140 percent of in-state tuition to create a greater incentive for these students to enroll at NIU. (Students from other states, of which there are not many, would continue to be charged tuition at 200 percent of the in-state rate.)
Graduate and Law Tuition
In FY16, the Administration recommended a series of structural changes to graduate and law student tuition. All of the changes that were implemented were done with the objective in mind of either easing burdens that fall on graduate and law students or of providing pathways to enrollment growth and additional revenue production. Some of the changes included:

- Establishing an alternative tuition rate for graduate assistants and fellows equal to the in-state rate. This recommendation eases a tax withholding burden that falls on out-of-state graduate assistants who serve in graduate staff assistant roles. Additionally, billing graduate assistants and fellows at the in-state rate will align our tuition policies with our grant policies, which require cost recovery for only the in-state portion of tuition, when tuition can be included in an externally-funded grant or contract.
- Implemented one consolidated tuition rate for graduate students and law students consisting of instructional and institutional charges. Charging graduate and law students a consolidated tuition in each semester will aid in attracting to NIU students with employer reimbursement.
- Established a minimum graduate program and law school differential tuition rate of $30 per credit hour and a maximum of $400 per credit hour in addition to the tuition charge described above.

Online Tuition
The Administration recommends maintaining a minimum tuition rate of $500 per credit hour and a maximum tuition rate of $1,000 per credit hour for both graduate and undergraduate online programs. Over a two year period, the undergraduate online program rate range will facilitate a demonstration project to determine the viability of large scale online programming designed particularly to appeal to adult students in our region, as well as international students. The components of the minimum online tuition rate are illustrated below in Figure 1. This recommendation relies on approval of a consolidated tuition charge and differential tuition, where the minimum differential charge will be $30 per hour and the maximum differential charge will be $530. NIU’s efforts to develop budget and pricing models to stimulate growth of online programs and enrollment has been discussed for many years. Coupled with the efforts of the Office of Online Program Development and Support, this recommendation paves the way for that growth.

<table>
<thead>
<tr>
<th>Components of Tuition</th>
<th>Per Hour Charge</th>
</tr>
</thead>
<tbody>
<tr>
<td>Instructional Charge</td>
<td>$357</td>
</tr>
<tr>
<td>Central Services Charge</td>
<td>$69</td>
</tr>
<tr>
<td>Outreach Charge</td>
<td>$18</td>
</tr>
<tr>
<td>Career/Professional Development Charge</td>
<td>$4</td>
</tr>
<tr>
<td>Technology Charge</td>
<td>$22</td>
</tr>
<tr>
<td>Program Differential</td>
<td>$30</td>
</tr>
<tr>
<td>TOTAL Minimum Online Tuition</td>
<td>$500</td>
</tr>
</tbody>
</table>

The recommended tuition rates for undergraduate, graduate and law students are presented in Table 1.
Table 1
Fiscal Year 2017 Tuition Recommendations

Undergraduate:

<table>
<thead>
<tr>
<th>Part Time</th>
<th>Full Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Per Cr. Hr. Rate</td>
<td>Package/Bundle Rate</td>
</tr>
<tr>
<td>$348.84</td>
<td>$4,732.80</td>
</tr>
</tbody>
</table>

(1) Undergraduates who are entering in FY17 or who are non-degree seeking; non-residents in the Midwest at 1.4 times and all others at 2 times the FY17 rate.

Graduate:

General Programs

<table>
<thead>
<tr>
<th>1-11 Credit Hours</th>
<th>12 or more Credit Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>$494.08</td>
<td>$5,928.96</td>
</tr>
</tbody>
</table>

The above hourly tuition rate includes an instructional charge of $357.00 per credit hour and an institutional charge of $137.08 per credit hour.

Graduate Differential Programs

<table>
<thead>
<tr>
<th>Program</th>
<th>Differential</th>
<th>Total Instruction Charge</th>
</tr>
</thead>
<tbody>
<tr>
<td>Engineering MGMT (MS) online</td>
<td>$200.00</td>
<td>$670.00</td>
</tr>
<tr>
<td>Industrial MGMT (MS) online</td>
<td>$200.00</td>
<td>$670.00</td>
</tr>
<tr>
<td>Computer Science (MS)</td>
<td>$30.00</td>
<td>$523.63</td>
</tr>
<tr>
<td>Curriculum &amp; Instruction (EdD)</td>
<td>$65.00</td>
<td>$558.63</td>
</tr>
<tr>
<td>Education Administration (EdD)</td>
<td>$65.00</td>
<td>$558.63</td>
</tr>
<tr>
<td>Instructional Technology (EdD)</td>
<td>$30.00</td>
<td>$523.63</td>
</tr>
<tr>
<td>IT Tech Sp MSED online</td>
<td>$50.00</td>
<td>$520.00</td>
</tr>
<tr>
<td>Literacy Education Bilingual/ELS online</td>
<td>$40.00</td>
<td>$510.00</td>
</tr>
<tr>
<td>BCBA Certificate online</td>
<td>$75.00</td>
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<tr>
<td>Trauma-Inf Csl Certificate online</td>
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<td>$505.00</td>
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<tr>
<td>Foundations of Accountancy Certificate</td>
<td>$150.00</td>
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<tr>
<td>Accounting Science (MAS)</td>
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<tr>
<td>Taxation (MST)</td>
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<td>Business Analytics SAP Certificate</td>
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<td>Financial Risk MGMT (MS)</td>
<td>$400.00</td>
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<td>Evening MBA</td>
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<td>MIS Certificate</td>
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<td>MIS (MS)</td>
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<td>Comm Disorders SLP</td>
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</tr>
<tr>
<td>Audiology (AuD)</td>
<td>$150.00</td>
<td>$643.63</td>
</tr>
<tr>
<td>Eating Disorders Certificate online</td>
<td>$105.00</td>
<td>$575.00</td>
</tr>
<tr>
<td>Nursing Rract DNP online</td>
<td>$180.00</td>
<td>$650.00</td>
</tr>
<tr>
<td>Public Health MPH online</td>
<td>$180.00</td>
<td>$650.00</td>
</tr>
<tr>
<td>Physical Therapy (DPT)</td>
<td>$175.00</td>
<td>$668.63</td>
</tr>
<tr>
<td>Nursing Adult, GPCNP online</td>
<td>$180.00</td>
<td>$650.00</td>
</tr>
<tr>
<td>Nursing Family, NP online</td>
<td>$225.00</td>
<td>$695.00</td>
</tr>
<tr>
<td>Nursing Education online</td>
<td>$180.00</td>
<td>$650.00</td>
</tr>
<tr>
<td>Nursing Post Masters Certificate online</td>
<td>$180.00</td>
<td>$650.00</td>
</tr>
<tr>
<td>Health Science (PhD)</td>
<td>$400.00</td>
<td>$769.18</td>
</tr>
</tbody>
</table>
Law:

The above hourly tuition rate includes an instructional charge of $677.29 per credit hour and an institutional charge of $236.46 per credit hour.

II. Room and Board Recommendations:

The collection of room and board from students living in university residence halls supports Student Housing and Dining Services operations and related Revenue Bond obligations. Room rate recommendations typically address increased student wage and service contract costs, software support, indirect costs, contractual services, general operating expenses, and debt service payments related to renovations to the residence halls. At this time, in order to address student affordability concerns, the university is recommending a single room and board rate that represents a zero percent increase in rates for Fiscal Year 2017 as a modest step to entice more students to reside on campus in the Fall of 2016. (NOTE: Rates for New Hall and Northern View, the Collegiate Housing Foundation II Project, are considered separately and are not included in this recommendation, but are provided for informational purposes only.)

As part of an effort to best meet the dining center usage patterns for residential students and to minimize the cost of the board plan, all residents will receive an Unlimited Access meal plan for FY17 as part of their combined room and board package. The combined room and board rate is in line with what other universities are already doing in terms of showing a combined rate. Finally, a combined room and board rate falls in line with our desire for student bills to be streamlined and easier to read.

A summary is provided in Table 2 which details each residence hall room and board rate.
Table 2
Fiscal Year 2017 Room and Board Rate Recommendations

<table>
<thead>
<tr>
<th>Location</th>
<th>FY16 Rate</th>
<th>FY17 Location</th>
<th>FY17 Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Neptune Hall</td>
<td></td>
<td>Multiple-Occupancy</td>
<td>4,703 $</td>
</tr>
<tr>
<td>Lincoln Hall</td>
<td></td>
<td>Multiple-Occupancy</td>
<td>4,703 $</td>
</tr>
<tr>
<td>Gilbert Hall</td>
<td>Single-Occupancy $5,868</td>
<td>Single-Occupancy</td>
<td>5,868 $</td>
</tr>
<tr>
<td></td>
<td>Multiple-Occupancy $5,246</td>
<td>Multiple-Occupancy</td>
<td>5,246 $</td>
</tr>
<tr>
<td>Grant Towers</td>
<td>B Tower Multiple-Occupancy $4,703</td>
<td>B Tower Multiple-Occupancy</td>
<td>4,703 $</td>
</tr>
<tr>
<td></td>
<td>C/D Towers Multiple-Occupancy $5,246</td>
<td>Multiple-Occupancy</td>
<td>5,246 $</td>
</tr>
<tr>
<td>Stevenson Towers</td>
<td>Single-Occupancy</td>
<td>5,868 $</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Multiple-Occupancy $5,246</td>
<td>Multiple-Occupancy</td>
<td>5,246 $</td>
</tr>
<tr>
<td>New Hall</td>
<td>Single-Occupancy (Room Only) $5,503</td>
<td>Single-Occupancy (Room Only)</td>
<td>5,503 $</td>
</tr>
<tr>
<td>Meal Plan Only</td>
<td>$1,040</td>
<td>Meal Plan Only</td>
<td>$1,040</td>
</tr>
</tbody>
</table>

Other Residential Fees
- Winter Break Fee
  - Prior to deadline: $42/week or $150/4 weeks
  - After deadline: $56/week or $200/4 weeks
- Living-Learning Communities
  (Formerly Academic Residential Programs) $50/semester
III. Student Fee Recommendations:

The university has numerous student activities, programs, services and operations that are supported to various degrees by the assessment of dedicated-use student fees. Table 3 provides a summary of fee rates for FY16 and recommendations for FY17. This year, fee committees were again asked by the President to review the continuing necessity of each fee, ensure the fee is being utilized for the intended purpose, and assume a zero percent fee increase, unless compelling documentation could be provided that would support the need for an increase.

Excluding the health insurance fee increase, the increases recommended for approval represent a 0.38 percent increase for undergraduate students. Fees for graduate and law student are incorporated into the recommended tuition rates. Following Table 3, fee descriptions are provided to describe each fee and the recommended fee rate.

**FISCAL YEAR 2017 FEE RECOMMENDATIONS**

<table>
<thead>
<tr>
<th>Mandatory Fees</th>
<th>CURRENT FEES FY16</th>
<th>Proposed</th>
<th>PROPOSED FEES FY17</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Per Credit Hour</td>
<td>Change per Credit Hour</td>
<td>Per Credit Hour</td>
</tr>
<tr>
<td>STUDENT SUPPORT SERVICES FEE</td>
<td>$35.32</td>
<td>$0.14</td>
<td>$35.46</td>
</tr>
<tr>
<td>UNIVERSITY ADVANCEMENT FEE</td>
<td>$25.13</td>
<td>$0.29</td>
<td>$25.42</td>
</tr>
<tr>
<td>ATHLETIC FEE</td>
<td>$33.21</td>
<td>$33.21</td>
<td>$398.52</td>
</tr>
<tr>
<td>ACAD PROGRAM ENHANCEMENT</td>
<td>$ -</td>
<td>$250.00</td>
<td>$250.00</td>
</tr>
</tbody>
</table>

TOTAL IF REGISTERED FOR 12 OR MORE SEMESTER CREDIT HOURS*

<table>
<thead>
<tr>
<th></th>
<th>2015-16 per Semester</th>
<th>2015-16 per Semester</th>
</tr>
</thead>
<tbody>
<tr>
<td>UNDERGRADUATE</td>
<td>$1,373.92</td>
<td>$1,379.08</td>
</tr>
</tbody>
</table>

* Totals do not include the Health Insurance Fee

Refundable Fee**

| HEALTH INSURANCE FEE*** | NA | $1,052 |

** Can be waived with proof of comparable insurance.
*** For full time students only. FY17 Rates not available yet.

**Fee Descriptions**

**Student Support Services Fee** is comprised of the following charges and reflects an increase of $0.14, from $35.32 to $35.46, per credit hour:

Campus Enhancement Charge supports the construction and/or renovation of campus facilities for student services. This charge is assessed in accordance with the request of the Student Association (which will have a process by which this charge can be proposed) and upon approval of the Board of Trustees. **There are no additional charges proposed at this time.**
Student Activities and Services Charge supports the student government, student programming, campus wide programming initiatives (Welcome Days, Homecoming, Open Houses, etc.) and the activities of student recognized organizations. These charges are also allocated to departments to maintain and improve student services. **The Review Committee is recommending a $0.14 increase from $4.53 to $4.67 per semester credit hour for undergraduate students.** The increase, 3 percent, is requested by the students on the committee, who feel strongly that the activities supported by these fees contribute to student engagement and retention by supporting an increased number of student organizations and student services areas.

Holmes Student Center Charge supports the operational costs of Holmes Student Center and student programs provided in the facility. **The charge will remain at $12.33 per credit hour, with no increase.**

Health and Wellness Charge allows students to use Health Services with little to no direct cost to students, and helps fund programing that promotes wellness and healthy lifestyle choices, as well as related state and federally mandated education and awareness campaigns. **The Charge Review Committee is recommending no increase at $10.25 per semester credit hour.**

Grants-in-Aid Charge supports an institutional merit-based scholarship program. **The Grants-in-Aid Review Committee is recommending no increase at $0.88 per semester credit hour.**

Student-to-Student Charge is dedicated to a needs-based Financial Aid fund for students, by which state institutions are eligible for matching funds from the State of Illinois per statutory requirements. **The charge is presently at the ISAC statutory maximum of $0.50 per credit hour; therefore, no increase is recommended for next year.**

Campus Recreation Charge is used for financing, constructing, maintaining, and improving new and existing recreational sports facilities and programs, including the sport club operations. **The Review Committee is recommending no increase at $6.83 per credit hour.**

**University Advancement Fee** is comprised of the following charges and **reflects an increase of $0.29, from $25.13 to $25.42, per credit hour:**

Capital Improvement Charge This fee provides funding for educational and support facilities for students, faculty, and staff in a manner that maximizes the effectiveness of the capital investments, maximizes the use of existing facilities, and promotes orderly, planned campus development. Support for debt service of previously approved projects including west campus improvements and the living and learning initiatives are also included in this charge. **The charge reflects a decrease of $0.10, from $15.35 to $15.25, per credit.**

Transportation Access Charge All students will be assessed a transportation access fee which funds the Huskie Bus System, the Huskie Line, parking lot lights, security and maintenance, and the creation of additional parking and transportation services. This charge also supports the university’s Huskie Line bus and Freedom Mobile paratransit services. All fee-paying students are eligible to utilize Huskie buses without being charged fares. **The Committee is recommending a $0.39 increase from $9.78 to $10.17 per semester credit hour per academic semester and a $0.13 increase from $3.28 to $3.41 per semester credit hour for the summer session.** These increases, 4 percent, are needed to meet obligations of the contract with the vendor that provides student bus services.
The **Athletic Fee** is comprised of the following charges and reflects no increase and will remain at $33.21 per credit hour:

- Athletic Program Charge supplements the University’s diverse athletic programs and provides students with a means to enjoy the University’s athletic events without direct cost to the student. The charge will remain at $22.59 per credit hour, with no increase.

- Convocation Center Charge helps fund the operational costs of the Convocation Center and supports student events held in the athletic space utilized by students. The Review Committee is recommending no increase at $8.22 per credit hour.

- Huskie Stadium Charge helps fund the operational costs of Huskie Stadium and provides support for student activities and programs that are held in the stadium. The charge will remain at $2.40 per credit hour, with no increase.

The **Academic Program Enhancement and Instructional Surcharge** is a flat fee that is assessed in order to meet the ever-emerging demands for cutting edge academic programs and services for NIU students. Critical areas for funding include library journals and books, support for courses in high demand, technology upgrades, as well as support for identified academic strategic planning initiatives designed to strengthen, direct and further improve academic programs, research, and the academic experience of students. The fee will remain the same at $250.00 per semester.

The **Health Insurance Fee** covers the student health insurance plan that provides comprehensive medical insurance for students and their dependents. The Health Insurance fee is a flat fee, which provides coverage for all students registered for nine or more credit hours of on-campus instruction, unless proof of comparable health insurance coverage is provided. It should be noted that Spring Semester enrollment in the plan includes summer coverage regardless of whether the student is registered for summer session instruction. This assures year-round health insurance coverage for participating students. The Student Health Insurance Fee Review Committee is currently undergoing the Request for Proposal (RFP) process to select a plan administrator and underwriter for the FY17 student health insurance plan. This process will not be finished until Spring 2016.
**Recommendation for Fiscal Year 2017:** The university requests approval of the recommended FY17 tuition, fee and room and board rates as described in this item and detailed in Tables 1 – 3, and summarized in Table 4. These figures reflect the average annual costs for a full-time student at the undergraduate, graduate and law school level. In the event that the University experiences significant state budget reductions, the President may return to the Board to revisit these recommendations.

| TABLE 4 |
|-------------------|-------------------|-----------------|--------------|-----------------|
| Fiscal Year 2017 Tuition, Fee and Room & Board Recommendations |
| Annual Cost Summary for Full-Time Students |
| **NEW UNDERGRADUATE STUDENTS** | |
| | FY2016 | FY2017 | Change FY16-FY17 |
| In-State | $9,466 | $9,466 | $ - | 0.00% |
| TUITION | $2,748 | $2,758 | $10 | 0.37% |
| FEES | $10,492 | $10,492 | $ - | 0.00% |
| ROOM & BOARD | $22,706 | $22,716 | $10 | 0.04% |
| TOTAL | Assumptions: |
| | Full-time for both Fall and Spring |
| | Excludes Health Insurance Fee |
| | Renovated Double, Grant, Stevenson |
| | NOTE: Does not include housing rates at New Hall or Northern View. Those rates are set in a separate process. |

| **NEW AND CONTINUING GRADUATE STUDENTS** | |
| | FY2016 | FY2017 | Change FY16-FY17 |
| In-State | $11,847 | $11,858 | $11 | 0.09% |
| TUITION | $11,847 | $11,858 | $11 | 0.09% |
| TOTAL | Assumptions: |
| | Full-time for both Fall and Spring |

| **NEW AND CONTINUING LAW STUDENTS** | |
| | FY2016 | FY2017 | Change FY16-FY17 |
| In-State | $21,918 | $21,930 | $12 | 0.05% |
| TUITION | $21,918 | $21,930 | $12 | 0.05% |
| TOTAL | Assumptions: |
| | Full-time for both Fall and Spring |
REAPPOINTMENT OF INTERIM VICE PRESIDENT FOR RESEARCH AND INNOVATION PARTNERSHIPS

Dr. Gerald Blazey is serving in the position of Interim Vice President for Research and Innovation Partnerships, as previously approved by the Board of Trustees. Pursuant to Section II, Subsection A., Paragraph 2.b.(1) of the Board of Trustees Regulations, the President is requesting approval from the Board of Trustees to extend Dr. Blazey’s appointment from May 16, 2016 until May 15, 2017.

Article 19.5 of the University’s Bylaws requires that temporary administrative appointments be limited in term to one year or less and also accompanied by a search to secure a permanent incumbent within six months of the temporary appointment. These requirements may be waived pursuant to Article 19.5.2.2 of the University Bylaws.

Per University Bylaws Article 19.5.2.2, the President requested to extend this appointment and sought an appropriate waiver of the search requirements and the time line restrictions outlined in Article 19.5.2 from the University Council. University Council considered this request at its December 2, 2015 meeting and approved this request from the President.

Recommendation: The University requests Board of Trustees approval of the reappointment of Dr. Gerald C. Blazey as the Interim Vice President for Research and Innovation Partnerships beginning on May 16, 2016 and ending on May 15, 2017.
Mr. Harlan Teller is serving in the position of Interim Vice President for Marketing and Communications, as previously approved by the Board of Trustees. Pursuant to Section II, Subsection A., Paragraph 2.b.(1) of the Board of Trustees Regulations, the President is requesting approval from the Board of Trustees to extend Mr. Teller’s appointment from July 1, 2016 until June 30, 2017.

Article 19.5 of the University’s Bylaws requires that temporary administrative appointments be limited in term to one year or less and also accompanied by a search to secure a permanent incumbent within six months of the temporary appointment. These requirements may be waived pursuant to Article 19.5.2.2 of the University Bylaws.

Per University Bylaws Article 19.5.2.2, the President requested to extend this appointment and sought an appropriate waiver of the search requirements and the time line restrictions outlined in Article 19.5.2 from the University Council. University Council considered this request at its December 2, 2015 meeting and approved this request from the President.

**Recommendation:** The University requests Board of Trustees approval of the reappointment of Mr. Harlan Teller as the Interim Vice President for Marketing and Communications beginning on July 1, 2016 and ending on June 30, 2017.
APPPOINTMENT OF INTERIM DEAN, UNIVERSITY LIBRARIES

Professor Chalermsee Olson has been selected to transition to the role of Interim Dean of the University Libraries on February 1, 2016. Professor Olson was recommended by the faculty governing body of the University Libraries and selected by the Executive Vice President and Provost based on that recommendation and her administrative experience within the Libraries.

Olson joined NIU Libraries in 1991 and has served as the associate dean of Collections & Technical Services Division in NIU's University Libraries since 2009. She has been responsible for library materials budgeting, library collection and management, and managing Technical Services (acquisitions and cataloging), Rare Books and Special Collections, Southeast Asia Collection, Government Publications, the Music Library and Faraday Library. She is also a faculty associate of the Center for Southeast Asian Studies.

Olson received a master’s degree in Library and Information Studies from NIU and a master’s degree in Linguistics from the University of Pittsburgh as a Fulbright Scholarship recipient.

The university anticipates beginning a search for a permanent dean during the Fall academic semester 2016.

**Recommendation:** The University requests Board of Trustees approval of the appointment of Professor Chalermsee Olson as the Interim Dean of the University Libraries, effective February 1, 2016 through June 30, 2017.
TUITION REMITTANCE PROGRAM FOR THE PHD IN HEALTH SCIENCES

The current Regulations of the NIU Board of Trustees (Section II.D.9 and Section III.C.7) allow for ‘unrestricted’ tuition waivers for employees. However, limitless employee waivers would seriously impede the ability of the College of Health and Human Sciences Doctor of Philosophy in Health Sciences (the program) to become successful and sustainable.

We propose instead a policy by which eligible NIU employees can receive partial or full tuition funding for the program in return for a commitment to work at NIU for a specified period of time post-graduation. According to the terms of the support, all or part of the program tuition for eligible employees admitted to the program will be paid the employee’s sponsoring unit (in most cases the employees’ unit of employment), as detailed below:

Eligibility and Conditions
1. Employees applying for tuition funding under the provisions of this policy must be admitted to the program;
2. Use of this policy must be consistent with the objectives and resources of the employees’ unit of employment;
3. Use of this policy requires approval from the employees’ unit of employment;
4. Any tuition costs covered by financial assistance, assistantships, fellowships, scholarships, or similar, from any source, will be deducted from the amount of the tuition funded under the provisions of this policy;
5. Funding recipients must be employed full time;
6. Funding recipients must maintain good academic standing in the program;
7. Funding recipients must be continuously enrolled in the program unless granted an approved leave of absence from the Graduate School;
8. Funding may be provided for a maximum of 45 credit hours of coursework in the program approved by the program director.

Terms of Support
1. All or part of program tuition will be paid by the employees’ sponsoring unit (in most circumstances the employees’ unit of employment) subject to the Eligibility and Conditions specified above;
2. The sponsoring unit will pay the CHHS for the actual cost of program tuition/differential tuition,
3. Funding recipients will ordinarily commit to working in their unit of employment after completion of the program for:
   a. one year (or one service credit equivalent year for employees on less that twelve month contracts) in exchange for receiving funding of up to 50 percent of the total cost of the program funded under this policy (i.e. one year of employment for up to 22 credit hours funded), or
   b. two years (or two service credit equivalent years for employees on less that twelve month contracts) in exchange for receiving funding of over 50 percent of the total cost of the program funded under this policy (i.e. two years of employment for 23 to 45 credit hours funded);
4. This policy is made effective and binding by the execution of a Memorandum of Understanding (MOU) stipulating specific terms including the length of employment commitment;
5. Should a funding recipient become academically ineligible for the program, voluntarily separate from NIU employment, or otherwise violate the terms of the MOU, the funding recipient will be responsible to repay NIU for the actual cost of tuition funded under this policy;
6. The Internal Revenue Code requires that educational assistance in excess of an excludable amount ($5,250 in 2015) be added.

This program will address directly a well-documented shortage of doctorally-prepared health faculty, i.e. in nursing, because additional education and the associated cost of tuition are recognized as barriers that discourage practicing health care professionals from transitioning to academic positions.

Recommndation: The President recommends that the Board approve the tuition remittance program for the PhD in Health Sciences.
BOARD OF TRUSTEES 2016 MEETING DATES

Following the general pattern of meeting dates for previous years and input from Board members, the following choices are offered for consideration by the Board.

February 18  (3rd Thursday)
(2 p.m. – BOT Special Meeting following BOT Committees)

March 17  (3rd Thursday)

April 15*  (2nd Thursday)

June 16  (3rd Thursday)

July 21*  (3rd Thursday)

September 15  (3rd Thursday)

October 20*  (3rd Thursday)

December 15  (3rd Thursday)

The Northern Illinois University Law and Article III of the Bylaws of the Board of Trustees of Northern Illinois University state that the Board shall convene at least once each quarter. These dates would meet those requirements. Dates indicated with an * are additional dates to be held as needed. All Board meetings will convene in the Board of Trustees Room, Altgeld Hall 315, beginning at 9:00 a.m. unless indicated differently in future meeting notifications.

BOARD OF TRUSTEES
COMMITTEE MEETING DATES FOR 2016

Academic Affairs, Student Affairs and Personnel Committee
Compliance, Audit, Risk Management and Legal Affairs Committee
Finance, Facilities and Operations Committee
Legislation, Audit, External Affairs and Compliance Committee

February 18  (3rd Thursday)

May 19  (3rd Thursday)

August 25  (4th Thursday)

November 17  (3rd Thursday)

All BOT Committees will convene in the Board of Trustees Room, Altgeld Hall 315, beginning at 9:00 a.m. unless indicated differently in future meeting notifications.
RESOLUTION
NORTHERN ILLINOIS UNIVERSITY BOARD OF TRUSTEES
RESOLUTION URGING AN END TO THE FISCAL 2016 BUDGET IMPASSE

WHEREAS, the Northern Illinois University Board of Trustees is the body politic and corporate charged with operating, controlling, and maintaining Northern Illinois University, a valuable state asset over a century in the making which, in accordance with state law, offers courses of instruction, conducts research, and performs public service; and

WHEREAS, Northern Illinois University is the economic engine of the surrounding county and northern Illinois region and its graduates get jobs, pay taxes, become involved in their local community, and create a labor pool that attracts business and industry to the region and to the State; and

WHEREAS, the particular offerings of Northern Illinois University – curriculum, research and industry partnerships, competitive sponsored research, P-20 educational initiatives, information technology infrastructure, training in health and human services, business incubator resources, and more – are, in important respects, products of an infrastructure of intellectual capital, individuals and support systems that have precisely and carefully developed programs tied to their expertise and geared toward the needs of their regional communities and the State, whose confidence in the institution is critical to their continued commitment; and

WHEREAS, the Northern Illinois University campuses in DeKalb, Naperville, Hoffman Estates and Rockford enroll more than 20,000 students and annually award more than 5,000 undergraduate, graduate and professional degrees – lifetime credentials of educational excellence – and over 90% of Northern Illinois University students are Illinois residents and the footprint of Northern Illinois University reaches statewide with nearly 150,000 alumni of record and worldwide at nearly 230,000 alumni of record; and

WHEREAS, Northern Illinois University has achieved its mission and maintained the quality of its offerings while experiencing significant reductions in state support, particularly since FY 2002, during which time the University has undertaken initiatives to streamline operations, become more efficient, reduce spending and prioritize resource allocations; and

WHEREAS, evidence of Northern Illinois University’s capacity to adjust and adapt while maintaining the quality of its programming is apparent, including its ranking of 30th among 539 institutions nationally on the Social Mobility Index (SMI), which compares the effectiveness of colleges and universities in advancing students of need through graduation into good careers; and

WHEREAS, despite Northern Illinois University’s achievements, a responsible, adequate, and reliable level of financial support is needed to preserve and advance the preeminence of the University and to fulfill its multiple missions with excellence – particularly accessible, affordable, high-quality education for its students; and

WHEREAS, in addition to a lack of funding for University operations and capital needs, Northern Illinois University is managing a simultaneous lack of funding for financial aid for students that rely on the Monetary Award Program (MAP), an amount of approximately $20 million in aid for approximately 5,000 students annually; and

WHEREAS, a full appreciation of the impact of the State’s failure to provide a budget requires consideration of the unique character of a public university as a large and complex enterprise, beginning with the significant and adverse effect the budget impasse has on impeding efforts to recruit quality students; and
WHEREAS, there are typically only two opportunities a year when most students decide where they will attend college, common sense dictates that students will not choose a school they believe may not remain open, and data indicates that Illinois is losing students to other states where state support for higher education is more certain and predictable; and

WHEREAS, common sense also dictates that uncertainty about the sustainability of the enterprise will cause a cascading failure, where students will not risk attending, leading to workforce reductions and an inability to achieve commitments among faculty, leading to poorer quality programs that fail further to attract students – conditions that will practically eliminate opportunities for engagement with the communities in which NIU does business in favor of a vastly scaled-down system diminished in quality and regional economic impact; and

WHEREAS, the state budget impasse emerged at a time when Northern Illinois University is in the process of strategically adapting to rapid innovation and reform in the composition, format, and delivery of high quality higher education, an exigency of profound proportion occasioning the need to maximize the potential of the University’s well-developed intellectual capital and to form and fulfill dynamic missions and support systems to meet the educational needs of Illinois residents; and

WHEREAS, Northern Illinois University has the resources to sustain a temporary impasse due to sound management and responsible accumulation of reserves over the entire span of the University’s existence, but such reserves are both essential to the University’s long-term financial health and irreplaceable under the logic of any cost-sensitive strategy required of a public university seeking to compete within and respond to the present higher education environment, and reliance on such resources at such levels compromises the confidence of current and potential students, University employees, donors, external funding agencies, and financial institutions; and

WHEREAS, the lack of state funding at this late date in the fiscal year creates an unsustainable financial environment which makes it nearly impossible for the University to plan for the future, shakes the confidence of stakeholders in the University’s capacity to thrive, threatens to dismantle the infrastructure of intellectual capital and financial security essential for the University’s adaptability, and creates an urgent situation that will likely lead to permanent damage to the University enterprise with long-term consequences for the State of Illinois;

NOW, THEREFORE BE IT RESOLVED that the Board of Trustees of Northern Illinois University in formal meeting herein assembled urges the state leaders of Illinois to adopt a fiscal year 2016 state budget that will provide critical financial support for need-based student financial aid and ensure the sustainability and endurance of the University enterprise – the educational programs, groundbreaking research and industry advancement, public service, and economic prosperity that Northern Illinois University provides to the residents of Illinois.

BE IT FURTHER RESOLVED that this RESOLUTION be distributed to the Governor and the leaders of the Illinois General Assembly 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 as a record of the Board’s dedication to the University.

Adopted in a regular meeting assembled this 10th day of December, 2015.

BOAND OF TRUSTEES OF NORTHERN ILLINOIS UNIVERSITY

Marc J. Strauss
Chair

Secretary
CLOSED SESSION MINUTES REVIEW AND RELEASE

The Illinois Open Meetings Act requires public bodies to review the minutes of their Closed Session Minutes on a semiannual basis and to determine what parts of the minutes they should make available to the public because they no longer require confidential treatment. Upon review and advice of the Board’s Parliamentarian, it is recommended that the Board approve no additional release from confidentiality of any of the previously unreleased sections of the Executive Session minutes at this time. Those sections which are still subject to confidentiality, together with sections from subsequent meetings, will be considered again in six months.