

Minutes of the  
**BOARD OF TRUSTEES**  
**OF NORTHERN ILLINOIS UNIVERSITY**  
December 2, 2010

**CALL TO ORDER AND ROLL CALL**

The meeting was called to order by Chair Marc Strauss at 9:07 a.m. in the Board of Trustees Room, 315 Altgeld Hall. Recording Secretary Sharon Banks-Wilkins conducted a roll call of Trustees. Members present were Trustees Robert Boey, Cherilyn Murer, Manuel Sanchez, Barbara Giorgi Vella, Student Trustee Robert Sorsby and Chair Strauss. Trustee John Butler was present via teleconference. Not present was Trustee Myron Siegel. Also present were Board Parliamentarian Kenneth Davidson and President John Peters. With a quorum present, the meeting proceeded.

**VERIFICATION OF APPROPRIATE NOTICE OF PUBLIC MEETING**

Confirmation of Open Meetings Act public notice compliance was provided by Board Parliamentarian Ken Davidson.

**MEETING AGENDA APPROVAL**

After discussion with President Peters and review of the printed agenda, Chair Strauss proposed creation of a Consent Agenda that would immediately precede the beginning of the President's Report for today's meeting, and move Report Number 73, Information Items 9.c.(1) and (2), and 9.d.(5), (6), (7), and (8) to that Consent Agenda. The Chair asked for a motion to approve the meeting agenda as now proposed. Trustee Murer a motion to approve the meeting agenda as amended. Trustee Boey seconded the motion. The motion was approved.

**EXECUTIVE SESSION**

Chair Strauss asked for a motion to close the public meeting to conduct an executive session to discuss the following subjects authorized by the Illinois Open Meetings Act, as amended: personnel matters as generally described under §2(c)(1) and (3) of the Open Meetings Act, collective bargaining matters are generally described under §2(c)(2) of the Open Meetings Act, property matters as generally described under §2(c)(5) and (6) of the Open Meetings Act, and Executive Session Minutes Matters as generally described under §2(c)(21) of the Open Meetings Act. Trustee Vella so moved, seconded by Student Trustee Sorsby.

A roll call vote of the Trustees to recess to Executive Session was as follows:

Trustee Boey	Yes	Trustee Murer	Yes
Trustee Vella	Yes	Student Trustee Sorsby	Yes
Chair Strauss	Yes		

A roll call vote of the Trustees to recess to Executive Session was unanimous.

**BOARD OF TRUSTEES MEETING RECONVENED**

Chair Strauss reconvened the public meeting of the Board of Trustees at approximately 10:34 a.m.

**REVIEW AND APPROVAL OF MINUTES**

It was moved by Trustee Sanchez and seconded by Trustee Murer to approve the minutes of the September 16, 2010 regular Board meeting and the October 21, 2010 Special Board Meeting. The motion was approved.

## **CHAIR'S COMMENTS/ANNOUNCEMENTS**

I want to begin by offering condolences on behalf of the Board of Trustees to Francis Stroup's family, Chair Strauss said. Francis passed away yesterday at the age of 101. He was a retired NIU faculty member and is most famous as the author of the Huskie Fight Song. Many of you remember that President Peters honored him during his State of the University Address in 2009 on his hundredth birthday.

While the campus prepares for the close of the Fall semester – final exams are scheduled next week, followed by commencement on Sunday, December 12 – our NIU Huskies Football team is eagerly anticipating the MAC championship game tomorrow night at Ford Field in Detroit. It has been seven years since NIU won the MAC-West Division title and competed for the MAC Championship. The team left for Detroit this morning and is ready to square off against the Miami of Ohio Redhawks Friday evening. If you are not heading to Detroit, and I hope to see many of you there, I encourage you to cheer the Huskies on by catching the game on ESPN2, WLBK or WSCR Radio in Chicago at 6 p.m. central time Friday evening. The team is poised for a competitive bowl bid later this month. The bowl matchup selections will be announced Sunday evening, and I know that some of us are eagerly awaiting the news.

I also want to commend NIU Psychology Professors Anne Britt, Joe Magliano and Brad Pillow, who recently received a new grant award of \$2.4 million from the U.S. Department of Education to better understand how students filter the information glut created by the Internet. NIU is a member of a multi-institution team that received a total of \$19 million from the U.S. Department of Education for a five-year project. In addition to basic research on how students process information, the team will develop and test classroom and web-based interventions to improve reading for understanding at the middle school and high school levels.

Now, I would like to welcome University Advisory Committee representatives who may be present this morning: Dr. Alan Rosenbaum, Dr. Ferald Bryan, Dr. Gregory Waas, Dr. Kerry Freedman, Mr. Todd Latham and Mr. Jay Monteiro. Mr. Latham introduced Scott Peska, Vice President of the Supportive Professional Staff.

## **PUBLIC COMMENT**

The Chair asked Parliamentarian Ken Davidson if any members of the public had registered a written request to address the Board in accordance with state law and Board of Trustees Bylaws. I have received one timely request to address this Board meeting, Mr. Davidson said. I recommend the following individual be recognized for remarks not to exceed five minutes each in duration: Ms. Darlene Seilheimer, President of AFSCME Local 963, representing the building service workers at NIU.

The Chair confirmed with Mr. Davidson that Ms. Seilheimer had been presented with the generally acceptable rules of decorum for public presentation. Before we receive any presentation, Chair Strauss said, I want to remind Board members and members of the public who are present today that these presentations are mainly for providing special information to the Board concerning its pending business and that the Chair will take under advisement any follow-up presentations, if any, that may be appropriate. The Chair then recognized Ms. Seilheimer for a presentation of no more than five minutes.

A summary of Ms. Seilheimer's comments follows:

Ms. Seilheimer stated that she has worked at NIU for ten years and has been president of AFSCME Local 963 for the last year. As a building service worker, she helps maintain campus buildings. AFSCME represents hundreds of service workers in Building Services, Dining Services, Health Services and at the Lorado Taft Field Campus in Oregon to provide a safe and clean campus which allows our students to have the best environment possible to study and succeed here at Northern. She stated that their union was attempting most diligently to negotiate with the university for a fair and reasonable union contract, fighting for respect and dignity on the job, for job security and for their safety. Ms. Seilheimer stated that they were unhappy with the

fact that AFSCME employees would not be included in the January 1, 2011 salary stabilization plan announced as part of President Peters' Vision 2020 Initiative. She also stated that the State Universities Civil Service System (SUCSS) was created to establish a sound program of personnel administration for the universities and colleges of the state of Illinois, but AFSCME feels NIU is not in compliance with SUCSS; by using extra help workers for core staffing needs, AFSCME strongly disagrees with the university's interpretation of these statutes. She indicated that this is one of five arbitrations they have pending with the university. Ms. Seilheimer said that in September, at his State of the University Address, President Peters said the quality of the living/learning environment we provide has a direct correlation to the quality of students we will attract and retain in the future. She said that the frontline service workers at this university help to provide an integral piece of that quality living experience. She concluded by saying that AFSCME Local 963 is going to continue fighting for a fair and reasonable contract, for dignity and respect for everyone that works in Building Services, Dining Services and at the Lorado Taft Campus. It is their hope that the Board may help to facilitate a better and more productive labor relations regarding their outstanding arbitrations and their quest for a fair and reasonable settlement now.

### **CONSENT AGENDA APPROVAL**

Given the hour and availability of some of the Trustees, Chair Strauss said, I would entertain a motion to slightly alter the agenda so that we move next to the Consent Agenda followed by Items 9.d.(1), (2), (3), (4) and (9) and Chair's Report Items 10.a., b. and c. and then return to the other items on the agenda. Trustee Murer so moved, seconded by Trustee Sanchez. The motion was approved.

The Chair then asked for a motion to approve the items earlier placed on the consent agenda that include Report Number 73, Information Items 9.c.(1) and (2), and 9.d.(5), (6), (7) and (8). Trustee Murer so moved, seconded by Student Trustee Sorsby. The motion was approved.

### **PRESIDENT'S REPORT NO. 73**

#### **UNIVERSITY RECOMMENDATIONS FORWARDED BY THE BOARD COMMITTEES**

No university recommendations were presented by the Board Committees.

#### **ITEMS DIRECTLY FROM THE PRESIDENT**

#### **Agenda Item 9.d.(1) – Information Technology Services Multi-Year Blackboard Inc. Software Licensing Amendment**

NIU has an existing contract with Blackboard Inc. for course management system software that allows the distribution and receipt of class materials to both faculty and students, President Peters said. The amendment before the Board this morning will allow NIU to add a mobile component to our system so that students can retrieve class materials and access campus information through their mobile phones and their IPAD's. University Relations and ITS have worked hard on this initiative to bring this new software to NIU students beginning next semester. The President asked Kathy Buettner, Vice President for University Relations, to give a brief synopsis of the capabilities for this new mobile platform.

If you were to take a poll of our students today, they would tell you that one of the most important things to them at this point in their lives is their mobile phone. The students absolutely love the concept of Blackboard, a program faculty use frequently and successfully to assist in the instructional process. It allows them to put course syllabi, assignments, chat rooms, and such for each particular class on line, and the students all have passwords to access them. The world is moving technologically into the mobile platform very aggressively, and many of our students now are carrying iPAD's, in addition to their iPOD's, their iPhones, Blackberry's or android phones. We have been working with ITS institutionally to move not only our academic course content to a mobile platform, but also to take it one step further. Faculty will not have to do anything differently than they are already doing. The software program that we are purchasing through Blackboard will be able to automatically feed the documentation faculty are already putting up on the Blackboard system into a mobile platform that allows our students to access it. Eventually, they will be able to add courses, drop courses and do other things with this application. We hope to have that ready by next year, but it will not be available this spring. However, our students will be

able to use most of the Blackboard functions they access on a hard computer system about late February or early March on a mobile platform, and we will continue to enhance that as we grow.

The other applications this mobile platform brings to us in addition to the educational component is the opportunity to add various campus information resources. For those who have ever had to stand outside and wait for a Huskie bus in the winter, currently we have a bus tracker system available, but we will be moving this bus tracker system to a mobile platform, as well, by late spring or early summer. In addition, we are going to have an Athletics application so you will be able to find out all you can about Athletics and eventually be able to purchase season tickets, seats, etc. Access will be available to the library, campus maps, and, eventually, Housing and Dining menus. Applications that will be accessible in a mobile platform include *NIU Today*, our online news and information blog for the university, which will be available and all of our YouTube channel videos for the university as well as our FLIKR accounts, which contain NIU photographs. This summer, we are going to work on an entirely new calendar feed that will allow us to begin moving our very detailed events calendar into a mobile platform that will lead us to an event tab for the university. We hope to have all of this ready by next August when the students return. In the meantime, ITS, Web Communications and University Relations staff are working diligently to put these application feeds together electronically with the various constituencies on campus.

Initially, there will be no cost to the students for this, Ms. Buettner explained. Some of this is being financed through the technology fee they now pay. This is fairly precedential. There is only one other university, a private university in Illinois, that has this application. It does not have the extent of applications that we plan to develop. They have an initial application, but they do not have the educational component built in. We are starting with the educational component and moving into these other applications. We will be the first major university in the state to fully implement this.

One of the things we have learned in our emergency planning is redundancy, so we are setting up systems with ITS and University Relations to use multiple platforms simultaneously to push out messages. This would be one of our first line venues to allow us to alert students, faculty and staff in an emergency.

Chair Strauss asked for a motion to approve the Information Technology Services Multi-Year Blackboard Inc. Software Licensing Amendment. Trustee Murer so moved, seconded by Trustee Sanchez. The motion was approved.

#### **Agenda Item 9.d.(2) – Northern Illinois Proton Treatment and Research Center Grant Agreements**

The Northern Illinois Proton Treatment and Research Center Grant Agreements involve a pass-through of federal proton funds to Argonne and FermiLab for our proton project, not to exceed an amount of \$2.2 million over the next several fiscal years, the President said. Chair Strauss asked for a motion to approve the Northern Illinois Proton Treatment and Research Center Grant Agreements. Trustee Vella so moved, seconded by Trustee Boey. The motion was approved.

#### **Agenda Item 9.d.(3) – Finance and Facilities NIU Enterprise Resource Planning (ERP) Infrastructure Replacement**

NIU's Enterprise Resource Planning Infrastructure Replacement System is critical to the successful operation of the university on many fronts. Our current Enterprise Resource Planning computing infrastructure includes the Oracle student system, our financial system, our human resource system, our payroll system, our Enterprise Training system, our reporting system, Blackboard e-Learning and our campus GroupWise system. If this 10-year-old system fails, so do we. We had extensive discussions ten years ago about bringing this on, and now it is time to upgrade. The President asked for approval of this item, as revised, to purchase equipment services and required maintenance agreements, to be funded over a three-year period beginning in Fiscal Year 2011. Chair Strauss asked for a motion to approve the Finance and Facilities NIU Enterprise Resource Planning (ERP) Infrastructure Replacement. Trustee Boey so moved, seconded by Trustee Murer. The Chair then asked for a roll call vote, which was as follows:

Trustee Boey	Yes	Trustee Murer	Yes
Trustee Sanchez	Yes	Trustee Vella	Yes
Student Trustee Sorsby	Yes	Chair Strauss	I abstain

The motion was approved with five voting Yes and one Abstention.

**Agenda Item 9.d.(4) – Selection of Architectural and Engineering Consultants for Projects Related to Campus Noninstructional Modernization and Capacity Improvements**

Following Board of Trustees approval of the Living and Learning Project initiatives, preliminary planning and programming related to the modernization and capacity improvements of Grant Towers and Gilbert Hall, Holmes Student Center, campus parking and roadways, infrastructure and intramural fields was initiated, the President said. At this Board’s October meeting, the Board granted approval for a bond offering to fund these projects by adopting a resolution entitled “Resolution Authorizing the Issuance of Auxiliary Facilities System Revenue Bonds.” Following Board approval and bond resolution, the university completed submission to the IBHE for approval of these noninstructional projects. This item, as revised, contingent upon IBHE approval at its December 7 meeting, requests Board approval of the advertising, interviewing and selection of the appropriate design and engineering consultants necessary to provide the required services for improvements to Grant Towers and Gilbert Hall, Holmes Student Center, campus parking and roadways, infrastructure and intramural fields. Further, it is requested that upon completion of the selection process, the Board approve the awarding of contracts to the selected consultants to be financed by the Bond Resolution Clause (d) of paragraph 3 of the Bond Resolution as amended to change the true interest cost of borrowing for taxable Bonds to be a rate not to exceed 8.25 percent. With the exception of this amendment, all of the provisions of the Bond Resolution approved at the October Board of Trustees meeting shall remain in full force and effect. Chair Strauss requested a motion to approve the Selection of Architectural and Engineering consultants for Projects Related to Campus Noninstructional Modernization and Capacity Improvements. Trustee Murer so moved, seconded by Student Trustee Sorsby. The motion was approved.

**Agenda Item 9.d.(9) – Collective Bargaining Agreement**

NIU negotiates with 12 collective bargaining organizations representing various employee groups, President Peters said. Salary increases and other terms and conditions of employment for bargaining unit members are subject to negotiation, and final agreements are submitted to this Board for approval. The five-year successor agreement for the Metropolitan Alliance of Police, Chapter 414, representing approximately four employees in the classification of security guards, is submitted this morning for your approval. Chair Strauss asked for a motion to approve the collective bargaining agreement for the Metropolitan Alliance of Police, Chapter 414. Trustee Sanchez so moved, seconded by Trustee Vella. The motion was approved.

**CHAIR’S REPORT NO. 49**

**Agenda Item 10.a. – Executive Session Minutes Review and Release**

The Illinois Open Meetings Act requires public bodies to review minutes of their executive sessions on a semiannual basis and determine what parts of the minutes they should make available to the public because they no longer require confidential treatment, Chair Strauss said. Accordingly, this item is proposed for compliance with that legal requirement by taking action upon the duly approved Executive Session Minutes of January 1996 through September 2010 of either the full Board of Trustees or standing committees of the Board which have not been previously released from confidentiality. Upon review and advice of the Board’s General Counsel and Parliamentarian, the following sections of executive session minutes for the relevant period are proffered for release from confidentiality: the Executive Session Minutes of the NIU Board of Trustees from the following dates: December 4, 2003, September 20, 2007, August 6, 2008, June 25, 2009, February 25, 2010, April 29, 2010, May 13, 2010, June 23, 2010 and September 16, 2010. Those sections which are still subject to confidentiality, together with sections from subsequent meetings, will be considered again in six months. The Chair requested a motion to approve this review and determination as stated in the action item. Trustee Murer so moved, seconded by Trustee Sanchez. The motion was approved.

### **Agenda Item 10.b. – Proposed Board of Trustees Meeting Dates for 2011**

The proposed Board of Trustees Meeting dates for 2011 are presented for Board approval, the Chair said. Although approval of committee meeting dates is not required by the Board, the committee dates are attached to the action item for reference purposes. The Chair asked for a motion to approve the proposed meeting dates for 2011. Trustee Sanchez so moved, seconded by Trustee Boey. The motion was approved.

### **Agenda Item 10.c. – Resolution – Kenneth L. Davidson – For Distinguished Service to Northern Illinois University**

It is my privilege to bring a resolution celebrating Ken Davidson's tenure as Vice President and General Counsel to Northern Illinois University on this august occasion, his last Board meeting prior to retirement on December 31, Chair Strauss stated. Ken announced his retirement on September 1, exactly four decades to the day from when he received his first license to practice law.

Ken joined NIU in 1995, first serving as Corporation Counsel, and he became General Counsel in 2002. He arrived at NIU after serving five years as General Counsel and helping with the transfer of state governance and formal corporate dissolution of the Illinois Board of Regents in Springfield, which governed Northern Illinois University, Illinois State University and Sangamon State University (now University of Illinois-Springfield) until the reorganization of public higher education in 1995. Ken worked closely to launch the new independent Board of Trustees for NIU with former President John E. La Tourette and a group that included Ken's predecessor, George Shur, as well as Trustees Bob Boey, Manny Sanchez, Myron Siegel and NIU senior administrators including Anne Kaplan, Eddie Williams, Jim Harder, Kathy Buettner and the late J. Carroll Moody, NIU's Provost at that time.

Ken is a trusted adviser to our Board and has always been available for sage comments and valuable guidance to Board members through the years. We will miss his institutional memory and his skill in many areas of the law.

As Chair of this Board, I bring this resolution commending Ken Davidson for his service not only to this Board of Trustees, but also to NIU. The Chair then asked for a second to his motion. The motion was unanimously seconded by all Board members. The motion was approved.

I would like to note what a distinct pleasure it has been working with you, Ken, Trustee Sanchez said. It is hard to believe that 14 years have gone by from the beginning when you were working with George and then taking over for him. I do not know what the Board of Trustees would have done without your guidance and support. We wish you nothing but the best in the future for whatever that holds, and know that we will never be able to repay you for the services and the guidance you have provided us. Thank you.

Above everything else that Ken has done for this Board, Trustee Boey said, is the memory of the last search for the presidency. All that he did will never be completely known, but we owe him a great deal of gratitude for all his help. I will save further remarks for another occasion, but thank you, Ken, for all the help you have been to this Board and to myself.

I do not have the longevity on the Board of Bob and Manny, Trustee Murer said, but in my tenure, you certainly have performed with distinction, Ken. You are a man of honor, and we thank you.

I really appreciate the fact that Ken was a very good lawyer, Trustee Vella said, and he was a very good listener. He listened to us, he took his time with us and he was patient. He had respect for our opinions, and I respected his guidance. Thanks, Ken, we are all going to miss you.

From a number of lawyers to another, Chair Strauss said, it is high praise. The Chair then asked Mr. Davison to join him at the podium, where he read the following resolution into the record.

## **R E S O L U T I O N**

### **FOR DISTINGUISHED SERVICE TO NORTHERN ILLINOIS UNIVERSITY**

**WHEREAS**, Kenneth L. Davidson has faithfully served as General Counsel to Northern Illinois University since 2002; and

**WHEREAS**, since coming to Northern Illinois University in 1995, he has also served the university in the roles of Vice President, Parliamentarian for the Board of Trustees of Northern Illinois University, and Corporation Counsel; and

**WHEREAS**, even prior to his arrival on campus, Kenneth Davidson helped shape the fortunes of Northern Illinois University as General Counsel for the Illinois Board of Regents; and

**WHEREAS**, Ken was part of the team that transferred governance of the university from the Board of Regents to the newly formed Board of Trustees of Northern Illinois University; and

**WHEREAS**, he participated in drafting the original *Bylaws*, *Regulations* and policy statements for the Board of Trustees of Northern Illinois University, almost all of which remain unchanged to this day; and

**WHEREAS**, during his time on campus Ken Davidson also has served the university as Freedom of Information Act officer, statutory ethics officer, privacy officer and Clery Act compliance coordination officer, and as risk management officer, administering the Board of Trustees Liability Self-Insurance Plan since its creation; and

**WHEREAS**, he has served continuously as the President's designated voting member of the statewide board of trustees for the Illinois Public Higher Education Cooperative for purchasing since 1990, acting as elected chair twice, as well as being a continuous member of its risk management group; and

**WHEREAS**, Ken Davidson has been an actively engaged part of the learning community on campus having provided more than 100 interns from the NIU College of Law the opportunity to gain valuable hands-on experience by working for University Legal Services; and

**NOW, THEREFORE, BE IT RESOLVED** that the Board of Trustees of Northern Illinois University in formal meeting herein assembled, extends its grateful appreciation to Kenneth L. Davidson for his 15 years of distinguished service to Northern Illinois University.

**BE IT FURTHER RESOLVED** that this **RESOLUTION** be presented to Kenneth Davidson 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 Kenneth L. Davidson.

Adopted in a regular meeting assembled this 2<sup>nd</sup> day of **December, 2010**.

#### **BOARD OF TRUSTEES OF NORTHERN ILLINOIS UNIVERSITY**

*Marc J. Strauss*  
*Chair*  
*Robert T. Boey*  
*Secretary*



From the bottom of my heart, Mr. Davidson said, I appreciate the opportunity to have worked with you, played with you, cried with you, cheered with you, and hoped for all the good things that can come for the future for our students and everyone who has ever been a Huskie. Thank you.

I would like to add my appreciation, President Peters said. The university will have a formal reception honoring Ken Davidson on December 9 from 1:00 p.m. to 3:00 p.m. in the University Suite, where I will make comments. We all appreciate the great work Ken has done. He is truly a gentleman lawyer. Thank you, Ken.

## REPORTS OF BOARD COMMITTEES AND BOARD LIAISONS

### **Executive Committee**

The Executive Committee did not meet.

### **Academic Affairs, Student Affairs and Personnel Committee**

Committee Vice Chair Cherilyn Murer reported that the Academic Affairs, Student Affairs and Personnel Committee met on Thursday, November 11, 2010. We heard informational items on the Higher Learning Commission Off-Campus Site Visit, the Oversight of Academic Programs and, in particular, the Student Success Program, which was extraordinarily informative.

### **Finance, Facilities and Operations Committee**

The Finance, Facilities and Operations Committee did not meet.

### **Legislation, Audit and External Affairs Committee**

Committee Chair Cherilyn Murer reported that the Legislation, Audit and External Affairs Committee met on Thursday, November 11, in DeKalb. We began with a presentation by Dr. Cunningham on employment benefits for employees and their families, she said, and especially how these benefits relate to domestic partnership situations. We have struggled with this issue, in particular, in its definition, and I am delighted that the State of Illinois has taken an historical step and passed the Civil Union Act to be signed by the Governor within a day or so. She stated to Dr. Peters that she would assume he and his staff will assure that we are in full compliance with the new state directives. Dr. Peters assured her that he would direct Dr. Steve Cunningham and University Legal Services to look over the particulars of the new law and bring all of our *Bylaws* into compliance to be presented to the Board as soon as that is done. But the discussion we had over that period of time was very fruitful and very thoughtful as well. Ken Zehnder gave a brief overview of the election outcomes in the state and what some of those outcomes might mean for NIU during the upcoming Spring 2011 legislative session in Springfield. Lori Clark gave the committee a report on Congress and the post-elections. She spent some time making us aware that there is quite a bit of discussion in Washington about eliminating earmarks and cutting funding for research programs over the next one to two years. Finally, as part of our audit responsibilities, Ms. Schultz addressed the committee and brought us up to date on audits completed in Fiscal Year 2010.

### **Illinois Board of Higher Education**

There was no report on the Illinois Board of Higher Education.

### **Universities Civil Service Merit Board**

Universities Civil Service Merit Board Liaison Barbara Giorgi Vella reported that the Trustees of the State Universities Civil Service Merit Board met on Wednesday, November 17, at 10:00a.m. in Urbana., and she participated by teleconference. The following matters were considered and voted on, she said. There was a tribute to Mary C. Fulmer our legal counsel who passed away unexpectedly on September 13. A discharge proceeding as to Christopher Black filed by the University of Illinois at Chicag, the board voted to sustain the findings and recommendation of the administrative law judge and voted to terminate his employment. A discharge proceeding as to Carl "Scott" Hills filed by Eastern Illinois University, the board voted to sustain the findings and recommendation of the administrative law judge and voted to terminate his employment. A discharge proceeding as to Michael Rettig of Northern Illinois University, the board voted to terminate his employment. This was contrary to the findings and recommendation of the administrative law judge. Rule making was discussed at length. Briefly, the board was asked by Director Tom Morelock to give the system authority to initiate a rule making process as regards exemption procedures. At present, the system has a list of procedures which some of the universities are not following, and Director Morelock believes that codifying these procedures and making them into rules will allow the system to monitor and enforce the procedures. The director advised the board that there were serious issues at the University of Illinois at Chicago (UIC) regarding their exemption procedures. After a lengthy discussion the board voted to require UIC to report back in February 2011 and advise them how they intend to become compliant. The board also approved revisions to the Classification Procedures Manual.

## **NIU Foundation**

Trustee Boey stated that he and co-liaison Murer usually defer to Ms. Mallory Simpson for this report, but she had to leave, and they suggested this report be deferred until the next meeting.

## **Northern Illinois Research Foundation**

Northern Illinois Research Foundation Liaison Barbara Giorgi Vella reported that the NIRF Board met on Thursday, September 16. Dr. Lisa Freeman was introduced to the board as the newest member and intended successor to Dr. James Erman. Officers elected for one-year terms include Ray Alden, Vice President; Eddie Williams, Treasurer; Anne Kaplan, Secretary; Shyree Sanan, Assistant Treasurer; and Wright, Assistant Secretary. A presentation by the NIU Technology Transfer Office was scheduled for our next meeting.

## **PRESIDENT'S REPORT NO. 73 (continued)**

### **VISION 2020 UPDATE AND PRESENTATION**

Before I begin my report on Vision 2020, President Peters said, I want to get into the record for Barbara Peters, that as I left early this morning to get ready for these meetings, I did not forget that today is our anniversary. That is 86 wonderful years – 43 for me and 43 for her.

Also, I want to add my congratulations and enthusiasm to Coach Kill and his wonderful staff, and the team for putting themselves and us in a position to win our first MAC championship, President Peters said. In addition to that, I want to congratulate all the members of our football team who received postseason honors. Chad Spann has been named Player of the Year in the MAC and many others have received First Team, Second Team or Honorable Mention. Tomorrow night is the most important game in our modern history, and we are ranked in the top 25. We are on all the sports stations. That brings attention to the university, and we need to take advantage of that to tell the world what a wonderful university we are.

I know that the Board is keenly interested in the progress of Vision 2020, which I announced at my State of the University Address in September. I have spent the last few months listening to and visiting various campus constituencies to get their feedback on the kinds of issues they would like to see addressed in this, what is not strategic planning, but is a benchmarking activity based upon the planning that we have done. Today, I am happy to announce the creation of the Vision 2020 Steering Committee, and would also like to discuss briefly the seven working groups that will serve as the cornerstone for this initiative.

The steering committee consists of 38 members comprised of faculty, staff, students, administrators, alumni and donors. It was put together very carefully for balance. I will chair the committee. Executive Vice President and Provost Ray Alden and Executive Vice President and Chief of Operations Eddie Williams will serve as vice chairs. The steering committee is composed of an impressive group of people representing all facets of the university. I look forward to working with them and thank them for their willingness to serve. The purpose of the Vision 2020 Steering Committee is to provide the overall guidance for this yearlong university effort to develop a set of measures of success or benchmarks to calibrate our progress on the goals and priorities over the next decade. I want to emphasize again that this is not an additional or new strategic planning effort. Rather, Vision 2020 will rely on the comprehensive efforts and conclusions of the Great Journeys Strategic Plan, which is largely academic. The Baccalaureate Review Task Force, the Enrollment Management Strategic Task Force and other reports and studies developed at NIU will be consulted. We will take all that input and sift it out by these work groups with the guidance of the steering committee to come up with a discrete set of benchmarks. As we develop our set of institutional indicators and measures, we must have accurate data and assessments of where we currently stand. Additionally, we must compare ourselves on measures as we select a group of competitors and aspiring peers.

The charge for the steering committee is to review and discuss the current set of university planning documents; review the current NIU data and rankings in comparison with our peer groups; receive periodic updates from the seven working groups; and utilize the reports in the working groups to create

and adopt a final recommendation that will be presented to the Board of Trustees. The steering committee will develop strategies to reach the goals set by 2020 Initiative and hopefully identify some funding sources to meet these objectives.

The first meeting of the steering committee will be to validate the configuration of the working groups and their charges. The seven working groups will serve as the backbone of Vision 2020 Initiative. Each working group will have co-chairs and will be composed of 10 to 12 members representing all facets of the university. The co-chairs, with me, will help select the members of the working groups. The membership will be in place by the end of the calendar year so that the groups may begin their work when they return to campus in January. The co-chairs are all on the steering committee, and many of them had an important role in promulgating the various planning documents we produced over the past few years. This is to insure continuity. But there are also many new faces to bring perspective into this process.

It is important to take a few minutes this morning to discuss the preliminary charge to each one of these working groups. The first group I want to address is Student Recruitment, Retention and Success. This group is charged with identifying a holistic set of measures that should define the size, composition, quality and success of our student population over the next decade. They are going to build upon the planning and work completed by the Enrollment Strategic Task Force. The types of issues the committee might consider are size of freshman class; size of the transfer class and probably the relationship between the two; academic preparedness of the freshman class; percentage of freshmen who return for the second year retention rate; percentage of students who graduate in four, five or six years; course completion rates; success of our graduates; whether we should expand our geographic recruiting base to neighboring states; success rates of at-risk students.

There will be a group devoted to Academic Programming. This group is charged with identifying key priorities from the Great Journeys plan for improving academic climate and experience for our students and identifying measures for these priorities. This is a decidedly pretty much an undergraduate working group. Measures for that group might include the things I mentioned before: global experience, the number of students studying abroad; are we integrating globalization in our curriculum; the honors experience, the degree to which we have integrated our honors programs from the department to the college to the university level; on-line course offerings under the direction of Provost Alden and Vice President Kaplan. We have a task force looking at the percentage and penetration of online course offerings in the curricula. If universities are not on the technology curve, they are going to be out of business. What is NIU's piece of on-line learning? Where are we on that? Engaged learning it is what we are good at. The number and percent of our students pursuing internships and externships and doing USOAR type activities. Baccalaureate review outcomes, the number of new pathways available to undergraduates. That is the coming thing. Students need different landing spots rather than the traditional ones because things are a changing. What kind of flexibility do we have in our general education? It is much too inflexible moving across different curricula and colleges across the country. If we do not become flexible, it will be forced on us. In my State of the University Address, I announced my goal that NIU was to become the most student centered public research university in the Midwest. This committee will be especially important in helping us achieve that goal.

No university can thrive without exceptional faculty, accomplished and nationally recognized faculty that are intensely involved in research and artistry and who are student centered and committed to engaged learning. They are essential to the quality of NIU and our reputation. Our faculty are at the heart of this great academic institution, so we need a committee to look at Faculty Work, Excellence and Rewards. That group is going to be charged to develop key measures to ensure that NIU continues to attract and retain the best professors possible that fit our role and mission. First, we need to set some goals for competitive faculty salaries in relation to our peer group, both our competitors and our aspiration group. Second, external funding goals for research active faculty and areas where there is federal funding, state funding or private support, and expect that it will be sought, if it supports research and scholarly programs. We need to set goals for increasing patents and licenses and spin-off companies and technology transfer. We need to set some goals for the number of faculty who gain the traditional national recognition, members of academies and who win book awards and awards in their disciplines, and teaching, research and service.

Also in my State of the University address, I discussed the increasing competition that exists for students, and one way to separate ourselves from our peers when it comes to student recruitment and retention is to provide a world class student experience. The university has already taken initial but significant steps to add new and renovated student housing and to provide other infrastructure amenities such as parking, bike paths, intramural fields, Holmes Student Center improvements – about \$200 million in investment. However, the student experience working group will discuss additional ways to enhance the campus living and learning environment. There are many measures of student and alumni satisfaction that can be used to measure our progress toward our overall goal of student centeredness, but here for consideration are a few obvious ones. The percentage of students who are satisfied with housing and dining options. The level of integration of academic programming in student housing. The percentage of student population participating in intramural activities. The percentage of the student body participating in student leadership activities. The percentage of student body participating in Greek Life programs. The number of programs and participation rates for commuting students. We need to find ways of integrating them to the programming life and the cultural life of the university for the student experience.

One way to recruit and retain students, faculty and staff is to provide state-of-the-art facilities. NIU has extensive, complex, and an impressive array of facilities for teaching, research and service for athletics, maintenance operations, housing, health/public safety, and these facilities include not only those located on our main campus, but also in Rockford, Naperville, Hoffman Estates and Lorado Taft. We anticipate that before 2020, the university will program and construct a major technology based academic building on the DeKalb campus. As we look forward to the next decade, we should focus our efforts on a safe, beautiful and accessible campus. That is what the Facilities and Environment Working Group is going to do. A few of the many standard measures they might consider are the percentage of our facilities that meet and exceed ADA standards, including our on-line services. The diffusion of wireless or other unanticipated state-of-the-art Information Technology (IT) throughout the campus, including smart classrooms. The number of energy efficient programs and measures adopted by the campus. So to the degree to which we become a green and environmentally friendly campus, what level of investment are we going to put in Capital Renewal? We are not going to get much from the state, but can we shift existing resources to take care of our aging physical plant? Establishment of campus beautification goals.

Northern Illinois University is intimately connected to the region it serves and the communities from which it draws most of its students. That region has become an area of national and global importance, home to a growing and diverse population. As institutions across the country move to underscore their economic, social and cultural impact on the regions around them, NIU is well-positioned to capitalize on the opportunities its exceptionally complex region offers for engaged research, for artistry and service, the things that are in our mission. For that we have the Regional Impact, Outreach, Engagement and Graduate Education work group, I struggled with where you put graduate education, but, so many of our graduate programs are off campus, and after discussion with others, I think it is not a bad fit there. We could look at growth of regional credit programs; our optimal enrollment for each graduate and professional program on and off campus. It is hard to rationalize enrollment and graduate and professional programs. How big should your political science Ph.D. program be? How big should the M.B.A. program be? What new programs should we bring on? The size, impact of graduate and professional programs on outreach and regional development; the number of strategic partnerships we have; the number of faculty and staff involved in regional economic development; the participation in community-sponsored events and regional activities. What I do not want left out is the fact that NIU and the whole DeKalb-Sycamore region are tied together. The quality of life in our community is an impact on NIU and our ability to recruit. What NIU does have is an ability to impact the quality of life for the region. You heard today from our guest speaker the importance of NIU to the economy of this region. Involvement of university members on national and international engagement boards and associations.

Finally, if we are to realize the goals we set forth in our Great Journey's Strategic Plan and all these planning documents, we have to develop a sustainable financial model. We are hanging on, paycheck to paycheck, because the state still has not paid us anything for this year. But we are making that payroll. We need to get to a sustainable model if we want to do all this, and that model has to put a premium on efficiency, on resource reallocation to our highest priorities, and a culture of budget transparency. While we all desire and hope for a turnaround in state support for public higher education along with the timely and predictable reimbursement of state payments, it is imperative that we develop new sources of

revenue other than excessive increases in student tuition and fees. So the Sustainable Working Group has its work cut out for it. We have to set private fundraising goals built on our successful True North campaign. We have to take a look at increasing the percentage of alumni giving, which is a benchmark that *U.S. News and World Report* uses to rank universities. We have to take a look the optimal undergraduate and graduate enrollment needed to sustain the current level of resource needs. Because we have become tuition and fee based, as a big chunk of our total budget, we have to know going forward what that optimal number, that base number, of students you need across various categories to sustain what we have built and to sustain the infrastructure. Goals for external grants and contracts is a source that we can expand. Service fees associated with the university, unrelated business expenses. Goals for maximizing noncompetitive federal funding. Goals for administrative cost reductions on other efficiencies. Procedural policy efficiencies, and organizational efficiency and effectiveness. That working group is probably going to have some more outside people with business experience on it so that we get some different perspectives.

As you can see, the President said in conclusion, there is much work to be done and many challenges ahead. We must be willing not only to celebrate our strengths, but be honest about confronting our weaknesses and making changes necessary to mitigate any weaknesses discovered in the process. Doing so will help NIU achieve the goal of being the most student-centered public research university in the region. I am still pushing toward a May conclusion to present the report to the Board. A web site is up on Vision 2020.

Thank you for that report, Chair Strauss said. The Board is very interested in seeing that this process gets done, and we hope we will make the timeline. The focus on being able to benchmark and to be able to set quantifiable goals and objectives is an important part of this process, and all of us are struck by the complex interrelatedness of the tasks that are being taken up by the work groups. As a Board, we have pledged to be of assistance in this project along the way.

I have said I am excited and energized by Dr. Peters' energy and vision, Trustee Murer said. This is exactly what we need to do. This is what a good CEO does, and this is what a good CEO does when he or she has such an outstanding supportive staff here at the university, vice presidents and deans, faculties and professional service individuals. I am struck by this because we are in such a volatile era that is going to last maybe five to ten years. Our greatest enemy is fear and complacency, and this Vision 2020 is set to overcome both, so I thank you for this initiative.

I agree with what all the Trustees have said, Trustee Vella commented, and the Board is behind President Peters 100 percent. We all see the need for this, and we are proud of what he has presented to us today.

#### **UNIVERSITY REPORTS FORWARDED FROM THE BOARD COMMITTEES**

**Agenda Item 9.c.(1) – The Higher Learning Commission Off-Campus Site Visit**

**Agenda Item 9.c.(2) – Oversight of Academic Programs**

**Agenda Item 9.d.(5) – Semiannual Progress Report of Active Capital Projects**

**Agenda Item 9.d.(6) – Quarterly Summary Report of Transactions in Excess of \$100,000**

**Agenda Item 9.d.(7) – Periodic Report on Investments**

**Agenda Item 9.d.(8) – Grant and Contract Awards**

Consent agenda items.

#### **NEXT MEETING DATE**

The Chair announced that the next regular meeting of the full Board is scheduled for Thursday, March 24, 2011, on the main campus in DeKalb.

#### **ADJOURNMENT**

There being no Other Matters, Chair Strauss entertained a motion to adjourn. Trustee Murer so moved, seconded by Trustee Vella. The motion was approved. The meeting was adjourned at approximately

11:48 a.m.

Respectfully submitted,

Sharon Banks-Wilkins  
Recording Secretary