UNIVERSITY COUNCIL MEETING AGENDA  
Wednesday, April 6, 2016, 3 p.m.  
Holmes Student Center Sky Room

I. CALL TO ORDER

II. ADOPTION OF THE AGENDA

III. APPROVAL OF THE MINUTES OF THE MARCH 2, 2016 MEETING

IV. PRESIDENT’S ANNOUNCEMENTS

V. CONSENT AGENDA

VI. UNFINISHED BUSINESS

A. Proposed revisions to NIU Bylaws Articles 15.5 and 15.6  
Undergraduate Coordinating Council and  
Standing Committees of the Undergraduate Coordinating Council – Pages 3-24  
SECOND READING – ACTION ITEM

VII. NEW BUSINESS

A. NIU Constitution, Article 2.9, Removal from University Council Membership  
Discussion and Fall 2016 Implementation – Page 25

VIII. REPORTS FROM COUNCILS, BOARDS AND STANDING COMMITTEES

A. FAC to IBHE – Paul Stoddard – report

B. University Advisory Committee to the Board of Trustees – no report  
Greg Long, Dan Gebo, Rebecca Shortridge,  
Leanne VandeCreek, Steve Builta, Holly Nicholson

C. Academic Policy Committee, Chris McCord, Chair  

1. Approve Five-Year Review of Student Evaluation of Instruction  
Academic Policies & Procedures Manual, Section II, Item 14 – Pages 26-31

D. Resources, Space and Budget Committee – Mark Riley, Chair  


E. Rules, Governance and Elections Committee – Therese Arado, Chair – no report
F. University Affairs Committee – Linda Saborio, Chair

1. Approve 2025-26 academic calendar – Pages 36-38

G. Student Association – report
Giuseppe Lagioia, Student Association
Dillon Domke, Speaker of the Senate

H. Operating Staff Council – Holly Nicholson, President – report

I. Supportive Professional Staff Council – Steve Builta, President – report

IX. COMMENTS AND QUESTIONS FROM THE FLOOR

A. Program Prioritization Update
PPTF Chairs: George Slotsve, Alan Clemens, Michelle Pickett, Matt Streb

X. INFORMATION ITEMS

A. Minutes, Academic Planning Council
B. Minutes, Admissions Policies and Academic Standards Committee
C. Minutes, Athletic Board
D. Minutes, Board of Trustees
E. Minutes, Campus Security and Environmental Quality Committee
F. Minutes, Committee on the Improvement of Undergraduate Education
G. Minutes, Committee on the Undergraduate Academic Experience
H. Minutes, Committee on the Undergraduate Curriculum
I. Minutes, General Education Committee
J. Minutes, Graduate Council
K. Minutes, Graduate Council Curriculum Committee
L. Minutes, Honors Committee
M. Minutes, Operating Staff Council
N. Minutes, Supportive Professional Staff Council
O. Minutes, Undergraduate Coordinating Council
P. Minutes, University Assessment Panel
Q. Minutes, University Benefits Committee
R. Minutes, Univ. Comm. on Advanced and Nonteaching Educator License Programs
S. Minutes, University Committee on Initial Educator Licensure

XI. ADJOURNMENT
Report of the Academic Policies Committee

The committee proposes a significant restructuring of the curricular approval process. The changes proposed include:

- The consolidation of the Committee on the Undergraduate Curriculum (CUC) and Admissions Policies and Academic Standards Committee (APASC) and Undergraduate Coordinating Council (UCC) into a single Baccalaureate Council, to parallel the Graduate Council;
- The consolidation of two of the subordinate committees, the Committee on the Improvement of Undergraduate Education (CIUE) and the Committee on the Undergraduate Academic Environment (CUAE), into a single Committee for the Improvement of the Undergraduate Academic Experience;
- Simplifying and clarifying the process by which the University Council may exercise its right to review substantive curricular changes.

History and rationale:

The 1985 Constitution and Bylaws established a complex curricular approval process at the university level, in which curricular actions are first considered by the CUC, then referred as necessary to APASC, with the results forwarded to the UCC, who doesn’t actually act on the items, but who has to approve the minutes of the CUC and APASC meetings, and so implicitly approve the action items. Once UCC approves the minutes, the UCC approval is then forwarded as needed to UC, which does not have the right to approve actions, but has the right to register disagreement and send issues back to UCC for reconsideration. After UCC’s reconsideration, UC then has the right to disapprove the proposal, and has an extended window of time in which to consider whether or not to exercise that right.

This complex structure has significantly inhibited curricular change, at a time when higher education is rapidly evolving, and colleges and universities are struggling to keep up. The complexities of our process can easily cost NIU a year or more in its ability to make curricular changes. By consolidating the CUC, APASC and UCC into one body, empowering that body as the voice of the faculty and students on curricular issues, and simplifying the process by which UC may exercise its right of review, this proposal maintains the shared governance control over the curriculum that is essential to the integrity of the university, while significantly streamlining the process.

The change elevates the status of the proposed Baccalaureate Council to parallel that of the Graduate Council. The proposal clarifies that Baccalaureate Council is the shared governance body responsible for all aspects of the baccalaureate experience, not just for the formal curriculum. As such, the other shared governance bodies concerned with the undergraduate experience will all report to the Baccalaureate Council. This includes the General Education Committee, the Honors Committee and the proposed Committee for the Improvement of the Undergraduate Academic Experience. This last is the consolidation of two existing committees, the CIUE and CUAE. Both of these committees have rather modest workloads, which overlap to some extent. By consolidating these, and by merging the roles of APASC and the CUC up into the Baccalaureate Council, the number of subordinate committees has been reduced from six to three.
PROPOSED

ARTICLE 15: ACADEMIC COUNCILS AND COMMITTEES OF THE UNIVERSITY

15.5 Baccalaureate Council

15.5.1 Composition

15.5.1.1 Faculty Representation

(A) One faculty seat shall be apportioned to each undergraduate degree granting college and to the university libraries.

(B) The remaining faculty seats shall be apportioned as follows:

1. Determine an allocation of nine additional seats in accordance with the ratio between the number of regular full-time faculty members in each college, excluding the College of Law and members of the supportive professional staff, to the total number of such faculty members in all undergraduate colleges, this being the number based on the most current data available from office of the executive vice president and provost.

2. Determine an allocation of nine additional seats in accordance with the ratio between the number of undergraduate degree programs in each college to the total number of such degree programs in all colleges. Degree programs shall be considered to be those programs offered by departments for which a separate degree title is offered; minors and emphases within degree programs shall not be considered as separate degree programs.

3. Determine an allocation of nine additional seats in accordance with the ratio between the number of undergraduate credit hours taught per year in each college to the total number of undergraduate credit hours taught per year in all colleges.

4. Each college shall receive the maximum number of seats on the council to which it would be entitled under either formula (1), formula (2), or formula (3) of this subsection. The number of faculty seats on the council apportioned under this subsection shall be increased above nine if necessary to accommodate the total number of seats determined to be needed under the application of these formulae.

(C) Faculty members representing the colleges shall be nominated by their respective college curriculum committees and elected by their respective college faculties. The university libraries faculty representative to the BCC shall be elected by the faculty of the university libraries. The elections shall be conducted before the end of the spring semester to select those faculty members whose term begins on the following August 16. Those elected shall serve three-year staggered, renewable terms.
(D) If, in a given year, no member of the council is a voting member of the Faculty Senate, the Senate shall elect one Senate member to serve on the council as an ex officio nonvoting member for that year.

15.5.1.2 Student Representation

(A) There shall be one undergraduate student member from each college. This representative shall serve a one-year, renewable term beginning at the start of the fall semester and ending at the start of the succeeding fall semester. Each department granting undergraduate degrees shall nominate one undergraduate student from its department to the college student advisory committee which shall select the college representative.

(B) If the above selection procedures do not produce a minority student, or a non-traditional student, the president of the Student Association shall appoint such a student as a voting member.

15.5.1.3 Administration Representation

(A) The Vice Provost responsible for undergraduate education shall serve ex officio as a member of the council.

(B) One advisor shall be elected by and from the persons with overall responsibility for undergraduate student advisement in each of the undergraduate degree-granting colleges and the Academic Advising Center. The person shall be a voting member.

(C) The following, or their designees, shall serve ex officio, nonvoting: vice president for student affairs and enrollment management; director of Admissions; Transfer Center coordinator; a representative of Educational Services and Programs appointed by the vice provost;

15.5.2 Chair

15.5.2.1 The Vice Provost responsible for undergraduate education shall serve as chair of the council, and shall vote when necessary to break a tie vote.

15.5.2.2 The faculty representatives on the council shall elect from among their members a person who shall serve as the assistant chair of the council. The assistant chair shall preside over council meetings in the absence of the chair, act as a liaison between the chair and council members between meetings of the council, and perform such other duties as may be assigned by either the council or the council chair. The assistant chair shall be chosen annually at the first meeting of the council each fall semester and shall serve a renewable term of one year.

15.5.2.3 The Baccalaureate Council chair shall be responsible for transmitting curricular proposals approved by the council to the chair of the Graduate Council, the Office of Registration and Records, and the editor of university catalogs for recording and publication.
15.5.3 Duties

15.5.3.1 To establish general policies for undergraduate studies and baccalaureate programs, including university requirements for undergraduate programs of study.

15.5.3.2 To review proposed new undergraduate programs of study.

15.5.3.3 In accordance with the policies defined by the Illinois Board of Higher Education, the Board of Trustees, and the University Council, to determine undergraduate policies, regulations, and standards dealing with:

- Admission of entering freshman students;
- Admission of transfer students;
- Academic probation;
- Academic dismissal;
- Readmission;
- Reinstatement;
- Admission to impacted and restricted programs;
- Retention, both in the university and in particular programs;
- Undergraduate curricular policy;
- Student progress toward graduation.

15.5.3.4 To review college, school, and department policies regarding admission, retention, academic standards, and graduation requirements for their individual programs.

15.5.3.5 To review and approve decisions from the college curriculum committees regarding the substitution, alteration, addition, or deletion of undergraduate courses and programs not in the area of general education. Curriculum decisions involving course content, description, title and number shall only require Baccalaureate Council action or comment if they involve course duplication or overlap between colleges, cross-college curricular concerns or university standards.

15.5.3.6 To coordinate the intercollegiate aspects of undergraduate education and encourage cooperation among units and colleges. This includes reviewing and resolving issues concerning course duplication or overlap between colleges, cross-college curricular concerns, or conflicts with university standards.

15.5.3.7 To serve as the curricular body for interdisciplinary undergraduate curricular material not located in an academic college or colleges such as UNIV and curricular offerings from the Division of International Programs and the Center for Black Studies. This responsibility includes usual curricular activity (new, revised, and deleted courses as well as other catalog changes), and review of these units’ overall curricular offerings.

15.5.3.8 To receive reports from its subcommittees regarding their work.

15.5.4 Minutes and reports of the Baccalaureate Council shall be deposited in the university archives and distributed in a timely fashion to the executive secretary of the University Council, to the executive vice president and provost, to deans of the undergraduate degree-granting colleges and the dean of the University Libraries, and to such others as deemed appropriate by the council.
15.5.5 Substantive changes in policies under the jurisdiction of the Baccalaureate Council are subject to review and potential disapproval by the University Council. The Baccalaureate Council shall report to the University Council changes that the Baccalaureate Council considers to be substantive. The University Council may also determine that it considers an issue to be substantive and subject to University Council review. To do so, at its next regularly scheduled meeting after receipt of such a report, the University Council will have the opportunity to indicate (by a majority vote of those present and voting) an intention to review an action of the Baccalaureate Council that was not referred to it. Whether an item is referred to University Council or is voted by University Council as substantive, University Council shall act on the proposal within the next two subsequent meetings. If the University Council does not, on the timetable indicated, indicate its intention to review an action and then vote on that action, then the action of the Baccalaureate Council will be deemed to be approved.

15.6 Standing Committees of the Baccalaureate Council

15.6.1 General

15.6.1.1 The Baccalaureate Council shall be assisted in its work by its standing committees. The standing committees shall be those listed in Section 15.6, plus other standing committees that the Baccalaureate Council, subject to the approval of the University Council, shall establish.

15.6.1.2 Faculty and student representative on the Baccalaureate Council shall be appointed by the council to serve on at least one of the standing committees. Such appointments shall be for one-year terms, beginning in the fall semester, renewable so long as the appointee continues to serve on the council. Should the required number of faculty members from the Baccalaureate Council be unable to serve on a particular standing committee, the Baccalaureate Council shall be empowered to select a faculty member or members to serve on that standing committee.

15.6.1.3 Faculty members appointed to a standing committee by a college curriculum committee shall serve a three-year, renewable term beginning in the fall semester. Terms of college appointees shall be staggered.

15.6.1.4 Student members on the committees shall serve one-year, renewable terms beginning in the fall semester.

15.6.1.5 Unless otherwise noted, the chair of each committee shall be named by the Baccalaureate Council from among the council's faculty members assigned to the committee. Chairs shall provide liaison between the council and the committee which they chair. They shall serve one-year, renewable terms of office beginning in the fall semester.

15.6.1.6 Recommendations from the standing committees regarding policy changes shall be forwarded, together with a written statement of the rationale for such changes, to the Baccalaureate Council for further action.

15.6.1.7 Minutes and reports from the standing committees are to be distributed to all University Council members and copies are to be deposited in the university archives.
15.6.2 General Education Committee

15.6.2.1 Composition

(A) Faculty Representation

1. Three faculty representatives from the Baccalaureate Council shall be chosen by the faculty of the Baccalaureate Council.

2. One faculty representative shall be appointed by the curriculum committee of each undergraduate degree-granting college except the College of Liberal Arts and Sciences.

3. Three faculty representatives shall be appointed by the curriculum committee of the College of Liberal Arts and Sciences, including one from the humanities, one from the social sciences, and one from the other sciences.

5. The chair shall be elected by the voting members of the General Education Committee and shall serve a one-year renewable term beginning in the fall semester.

(B) Student Representation

1. Three student members shall be selected by the General Education Committee from nominees submitted by the student advisory committees of the undergraduate degree-granting colleges.

2. No more than one student shall be appointed from any college.

(C) Administrative Representation

1. One advisor shall be elected by and from the persons with overall responsibility for undergraduate advisement in each of the undergraduate degree-granting colleges and the Academic Advising Center. The person shall serve ex-officio without a vote.

2. The following shall serve ex-officio without a vote: the vice provost responsible for undergraduate education; the associate vice provost for academic affairs; and associate vice provost for academic assessment.
15.6.2.2 Duties

(A) To monitor and evaluate the university general education program.

(B) To recommend policies and procedures to manage both the general education program as a whole and individual components of that program.

(C) To make suggestions to colleges and departments regarding improvements that can be made in the general education curricula.

(D) To approve the addition or removal of courses from the general education curriculum.

(E) To oversee the improvement, including the design, of the general education program and of individual components of that program.

(F) To report its work to the Baccalaureate Council.

15.6.3 Honors Committee

15.6.3.1 Composition

(A) Faculty Representation

1. One faculty representative from the Baccalaureate Council shall be chosen by the faculty of the Baccalaureate Council.

2. One faculty representative shall be appointed by the curriculum committee of each undergraduate degree-granting college except the College of Liberal Arts and Sciences.

3. Three faculty representatives shall be appointed by the curriculum committee of the College of Liberal Arts and Sciences to represent the areas of the humanities, the social sciences, and the other sciences.

4. One faculty representative shall be appointed by the faculty of the university libraries.

5. The chair shall be elected by the voting members of the Honors Committee and shall serve a one-year renewable term beginning in the fall semester.

(B) Student Representation

1. Five student members shall be selected by all students enrolled in the honors program from among the students in the program, one to be nominated to serve on the Baccalaureate Council.

(C) Administration Representation. The vice provost for undergraduate education and the director for University Honors shall be ex officio, nonvoting members.
15.6.3.2 Duties

(A) To advise the director for University Honors on the administration of the program.

(B) To monitor and evaluate the University Honors Program, and to make recommendations for its improvement.

(C) To evaluate individual components of the Honors Program and make recommendations to the colleges and departments for their improvement.

(D) To participate in the selection of the director for University Honors.

(E) To advise the director for University Honors on extracurricular components of the program.

(F) To report its work to the Baccalaureate Council.

15.6.4 Committee for the Improvement of the Undergraduate Academic Experience

15.6.4.1 Composition

(A) Faculty Representation

1. One faculty representative shall be appointed by the curriculum committee of each undergraduate degree-granting college except the College of Liberal Arts and Sciences.

2. Three faculty members shall be appointed by the curriculum committee of the College of Liberal Arts and Sciences to represent the areas of the humanities, the social sciences, and the natural sciences.

3. One faculty representative shall be appointed by the faculty of the University Libraries.

(B) Student Representation

1. Seven students shall be selected so that there are two undergraduate student members from within the College of Liberal Arts and sciences and one undergraduate student member from each of the remaining undergraduate degree-granting colleges.

2. A representative of the Student Association, appointed by the president of the Student Association, shall serve as an ex-officio, nonvoting member of the committee.

3. If the above selection procedures do not produce a minority student, or a non-traditional student, the president of the Student Association shall appoint such a student as a voting member.

(C) Alumni Representation. A representative from the NIU Alumni Association, appointed by that association, shall be an ex officio, nonvoting member of the committee.
(D) Administrative Representation. The following shall be ex officio, nonvoting members of the committee:

1. Vice Provost responsible for undergraduate education or designee;

2. Director of one of the special academic units focusing on minority student concerns;
   (The Executive Vice President and Provost shall annually, by September, designate the director who is to serve on the committee during the academic year.)

3. Vice president for student affairs and enrollment management or designee;

4. A representative from Housing and Dining appointed by the executive director;

4. Director of University Honors.

(E) Chair. The chair shall be elected by the voting members of the Committee for the Improvement of the Undergraduate Academic Experience.

15.6.4.2 Duties

(A) To monitor and evaluate the campus environment from the perspective of its compatibility with, and support for, the learning process and the development of an appreciation for learning, and to recommend to the University Council policies and programs to strengthen that environment.

(B) To act as an advisory board for the First- and Second-Year Experiences.

(C) To establish policies and procedures and select the recipients for the annual awards recognizing innovative teaching practices and outstanding undergraduate educators at NIU.

(D) To monitor and evaluate undergraduate mentoring programs as well as initiatives involving NIU alumni and students and recommend appropriate changes as necessary.

(E) To report its activities and recommendations related to purpose and duties to the Baccalaureate Council.
ARTICLE 15: ACADEMIC COUNCILS AND COMMITTEES OF THE UNIVERSITY

15.5 Undergraduate Coordinating Council

15.5.1 Composition

15.5.1.1 Faculty Representation

(A) One faculty seat shall be apportioned to each undergraduate degree granting college and to the university libraries.

(B) The remaining faculty seats shall be apportioned as follows:

1. Determine an allocation of nine additional seats in accordance with the ratio between the number of regular full-time faculty members in each college, excluding the College of Law and members of the supportive professional staff, to the total number of such faculty members in all undergraduate colleges, this being the number reported by the office of the executive vice president and provost on January first of each year.

2. Determine an allocation of nine additional seats in accordance with the ratio between the number of undergraduate degree programs in each college to the total number of such degree programs in all colleges. Degree programs shall be considered to be those programs offered by departments for which a separate degree title is offered; minors and emphases within degree programs shall not be considered as separate degree programs.

3. Determine an allocation of nine additional seats in accordance with the ratio between the number of undergraduate credit hours taught per year in each college to the total number of undergraduate credit hours taught per year in all colleges.

4. Each college shall receive the maximum number of seats on the council to which it would be entitled under either formula (1), formula (2), or formula (3) of this subsection. The number of faculty seats on the council apportioned under this subsection shall be increased above nine if necessary to accommodate the total number of seats determined to be needed under the application of these formulae.

(C) Faculty members representing the colleges shall be nominated by their respective college curriculum committees and elected by their respective college faculties. The university libraries faculty representative to the UCC shall be elected by the faculty of the university libraries. The elections shall be conducted before the end of the spring semester to select those faculty members whose term begins on the following August 16. Those elected shall serve three-year staggered, renewable terms.
If, in a given year, no member of the council is a voting member of the Faculty Senate, the Senate shall elect one Senate member to serve on the council as an ex officio nonvoting member for that year.

15.5.1.2 Student Representation

(A) There shall be one undergraduate student member from each college. This representative shall serve a one-year, renewable term beginning at the start of the fall semester and ending at the start of the succeeding fall semester. Each department granting undergraduate degrees shall nominate one undergraduate student from its department to the college student advisory committee which shall select the college representative.

15.5.1.3 Administration Representation

(A) The Vice Provost responsible for undergraduate education shall serve ex officio as a member of the council.

15.5.2 Chair

15.5.2.1 The Vice Provost responsible for undergraduate education shall serve as chair of the council, and shall vote when necessary to break a tie vote.

15.5.2.2 The faculty representatives on the council shall elect from among their members a person who shall serve as the assistant chair of the council. The assistant chair shall preside over council meetings in the absence of the chair, act as a liaison between the chair and council members between meetings of the council, and perform such other duties as may be assigned by either the council or the council chair. The assistant chair shall be chosen annually at the first meeting of the council each fall semester and shall serve a renewable term of one year.

15.5.2.3 The Undergraduate Coordinating Council chair shall be responsible for transmitting curricular proposals approved by the council to the chair of the Graduate Council, the office of registration and records, and the editor of university catalogs for recording and publication.

15.5.3 Duties

15.5.3.1 To establish general policies for undergraduate education.

15.5.3.2 To coordinate the intercollegiate aspects of undergraduate education.

15.5.3.3 In consultation with the colleges, to determine policy for undergraduate general education and for undergraduate studies and baccalaureate programs, and semester hour requirements for undergraduate majors and minors.

15.5.3.4 To foster high standards of undergraduate instruction.

15.5.3.5 To organize and direct the work of the standing committees of the Undergraduate Coordinating Council, to receive reports from such committees, and to render final decisions on the policy recommendations received from them.
15.5.3.6 To determine policy governing programs of undergraduate study. A program of study refers to any academic concentration which is reported on student transcripts.

15.5.3.7 To encourage cooperation among departments and colleges concerning curricular matters and resolve any differences among the colleges.

15.5.4 Minutes and reports of the Undergraduate Coordinating Council shall be deposited in the university archives and distributed in a timely fashion to the executive secretary of the University Council, to the executive vice president and provost, to the chairs of the standing committees of the Undergraduate Coordinating Council, to deans of the undergraduate degree-granting colleges and the Dean of the University Libraries, and to such others as deemed appropriate by the council.

15.5.5 Substantive changes in policies under the jurisdiction of the Undergraduate Coordinating Council must be reported to the University Council. If the University Council disapproves, it shall report its disapproval, together with a written statement of its rationale, to the Undergraduate Coordinating Council. The Undergraduate Coordinating Council shall reconsider the policy changes in question and either:

(i) agree with the University Council and rescind its prior action;

(ii) modify the policy change and notify the University Council of its action; or

(iii) reaffirm its policy decision. If the Undergraduate Coordinating Council reaffirms its policy position, it shall report that action to the University Council, together with a written statement of its rationale. The policy proposal shall take effect unless disapproved by a two-thirds vote of the total membership of the University Council. The University Council shall have no authority to alter, amend, or otherwise modify a policy decision of the Undergraduate Coordinating Council. Policy changes reported by the Undergraduate Coordinating Council to the University Council shall be considered approved by the University Council unless that council takes action to disapprove the proposed policy within six consecutive weeks of fall or spring semester classes after receipt of the proposal from the Undergraduate Coordinating Council.

15.6 Standing Committees of the Undergraduate Coordinating Council

15.6.1 General

15.6.1.1 The Undergraduate Coordinating Council shall be assisted in its work by its standing committees. The standing committees shall be those listed in Section 15.6, plus other standing committees that the Undergraduate Coordinating Council, subject to the approval of the University Council, shall establish.

15.6.1.2 Each faculty and student representative on the Undergraduate Coordinating Council shall be appointed by the council to serve on at least one of the standing committees. Such appointments shall be for one-year terms, beginning in the fall semester, renewable so long as the appointee continues to serve on the council. Should the required number of faculty members from the Undergraduate Coordinating Council be unable to serve on a particular standing committee of the Undergraduate Coordinating Council, the Undergraduate Coordinating Council shall be empowered to select a faculty
member or members to serve on that standing committee while retaining the same balance in the colleges.

15.6.1.3 Faculty members appointed to a standing committee by a college curriculum committee shall serve a three-year, renewable term beginning in the fall semester. Terms of college appointees shall be staggered.

15.6.1.4 Student members on the committees shall serve one-year, renewable terms beginning in the fall semester.

15.6.1.5 Unless otherwise noted, the chair of each committee shall be named by the Undergraduate Coordinating Council from among the council's faculty members assigned to the committee. Chairs shall provide liaison between the council and the committee which they chair. They shall serve one-year, renewable terms of office beginning in the fall semester.

15.6.1.6 Recommendations from the standing committees regarding policy changes shall be forwarded, together with a written statement of the rationale for such changes, to the Undergraduate Coordinating Council for further action.

15.6.1.7 Minutes and reports from the standing committees are to be distributed to all University Council members and copies are to be deposited in the university archives.

15.6.2 Admission Policies and Academic Standards Committee (APASC)

15.6.2.1 Composition

(A) Faculty Representation

1. One faculty representative from the Undergraduate Coordinating Council shall be chosen by the faculty of the Undergraduate Coordinating Council.

2. One faculty representative shall be appointed by the curriculum committee of each undergraduate degree-granting college except the College of Liberal Arts and Sciences.

3. Two faculty representatives shall be appointed by the curriculum committee of the College of Liberal Arts and Sciences.

4. Faculty members shall serve a three-year renewable term beginning in the fall semester. Terms of college appointees shall be staggered.

5. The chair shall be elected by the voting members of the Admissions Policies and Academic Standards Committee and shall serve a one-year renewable term beginning in the fall semester.

(B) Student Representation

1. Three student members shall be selected by the Admissions Policies and Academic Standards Committee from nominees submitted by the
student advisory committees of the undergraduate degree-granting colleges.

2. Student membership shall include at least one native and one transfer student.

3. Student members shall serve one-year renewable terms beginning in the fall semester.

(C) Administration Representation

1. One advisor shall be elected by and from the persons with overall responsibility for undergraduate student advisement in each of the undergraduate degree-granting colleges. The person shall be a voting member.

2. The following, or their designees, shall serve ex officio without vote: vice provost responsible for undergraduate education; vice president for student affairs and enrollment management; director of Admissions; a representative of Educational Services and Programs appointed by the vice provost; Transfer Center coordinator.

15.6.2.2 Duties

(A) Within the policies defined by the Illinois Board of Higher Education, the Board of Trustees, the University Council, and the Undergraduate Coordinating Council, to review and, as necessary, recommend to the Undergraduate Coordinating Council changes in undergraduate policies and regulations dealing with:

- Admission of entering freshman students;
- Admission of transfer students;
- Academic probation; Academic dismissal;
- Readmission;
- Admission to impacted and restricted programs;
- Retention, both in the university and in particular programs.

(B) To recommend guidelines governing college, school, and department policies regarding admission, retention, academic standards, and graduation requirements for their individual programs; and establishing a process by which such policies will be reviewed by the next higher level of academic authority.

(C) To study and make recommendations regarding the impact of college, school, and department admission, retention, and academic standards policies upon other academic units of the university.

(D) To recommend a procedure by which individual student progress toward graduation will be continually monitored.

(E) To monitor and make recommendations for the improvement of the university's undergraduate advisement policies and procedures.
To make recommendations as needed to improve coordination among the Undergraduate Coordinating Council, the office of community college relations, and the persons with overall responsibility for undergraduate student advisement in each of the undergraduate degree-granting colleges.

To coordinate the policies and procedures of the undergraduate college reinstatement committees, and, if necessary, recommend changes in university policies regarding the work of such committees.

To perform such other duties as the Undergraduate Coordinating Council may prescribe.

15.6.3 General Education Committee

15.6.3.1 Composition

(A) Faculty Representation

1. Two faculty representatives from the Undergraduate Coordinating Council shall be chosen by the faculty of the Undergraduate Coordinating Council.

2. One faculty representative shall be appointed by the curriculum committee of each undergraduate degree-granting college except the College of Liberal Arts and Sciences.

3. Three faculty representatives shall be appointed by the curriculum committee of the College of Liberal Arts and Sciences, including one from the humanities, one from the social sciences, and one from the other sciences.

4. Faculty members shall serve three-year staggered terms beginning in the fall semester.

5. The chair shall be elected by the voting members of the General Education Committee and shall serve a one-year renewable term beginning in the fall semester.

(B) Student Representation

1. Three student members shall be selected by the General Education Committee from nominees submitted by the student advisory committees of the undergraduate degree-granting colleges.

2. No more than one student shall be appointed from any college.

3. Student members shall serve one-year renewable terms beginning in the fall semester.
(C) The vice provost responsible for undergraduate education, the general education coordinator and the associate vice provost for academic outcomes assessment shall serve as ex officio, nonvoting members.

15.6.3.2 Duties

(A) To monitor and evaluate the university general education program.

(B) To recommend policies and procedures which will provide continuing evidence which can be used to evaluate both the program as a whole and individual components of that program.

(C) To make suggestions to colleges and departments regarding improvements that can be made in the general education curricula.

(D) To recommend additions, modifications, and deletions of courses which are a part of the general education curriculum.

(E) To make recommendations regarding the improvement, including the redesign, of the general education program and of individual components of that program.

(F) To perform such other duties as the Undergraduate Coordinating Council may prescribe.

15.6.4 Committee on the Undergraduate Curriculum (CUC)

15.6.4.1 Composition

(A) Faculty Representation

1. One faculty representative from the Undergraduate Coordinating Council shall be chosen by the faculty of the Undergraduate Coordinating Council.

2. One faculty representative shall be appointed by the curriculum committee of each undergraduate degree-granting college except the College of Liberal Arts and Sciences.

3. Three faculty representatives shall be appointed by the curriculum committee of the College of Liberal Arts and Sciences to represent the areas of the humanities, the social sciences, and the other sciences.

4. Faculty members shall serve three-year, staggered terms.

5. The chair shall be elected by the voting members of the Committee on the Undergraduate Curriculum and shall serve a one-year renewable term beginning in the fall semester.
(B) Student Representation

1. Two student members shall be selected by the Committee on the Undergraduate Curriculum (CUC) from nominees submitted by the student advisory committees of the undergraduate degree-granting colleges.

2. Student members shall serve one-year renewable terms beginning in the fall semester.

(C) The vice provost responsible for undergraduate education shall be an ex officio, nonvoting member.

15.6.4.2 Duties

(A) To recommend general policies regarding the design of the undergraduate curriculum.

(B) To receive decision from the college curriculum committees regarding the substitution, alteration, addition, or deletion of undergraduate courses and programs not in the area of general education. All curriculum decisions involving course content, description, title, and number shall be reported to the Undergraduate Coordinating Council without committee action or comment unless they involve course duplication or overlap between colleges, cross-college concerns, or university standards.

(C) To review and approve, or return to the originating department or college with appropriate comment, all curricular proposals involving course duplication or overlap between colleges, cross-college concerns, or university standards. Proposals approved by the committee shall be reported to the Undergraduate Coordinating Council.

(D) To negotiate and resolve questions concerning course duplication or overlap between colleges, cross-college concerns, or university standards that arise from or concerning proposals for curriculum change. If the committee is unable to resolve such questions to the satisfaction of the affected colleges and departments, the questions shall be forwarded to the Undergraduate Coordinating Council for final action.

(E) To make recommendations regarding university policies governing programs of undergraduate study.

(F) To review proposed new programs of undergraduate study and make recommendations to the Undergraduate Coordinating Council regarding them.

(G) To perform such other duties as the Undergraduate Coordinating Council may prescribe.

(H) To serve as the curricular body for interdisciplinary undergraduate curricular material not located in an academic college or colleges, such as UNIV 101 and curricular offerings from the Division of International Programs and the Center
for Black Studies. This responsibility includes usual curricular activity (new, revised, and deleted courses as well as other catalog changes), general education submissions/resubmissions, and review of these units' overall curricular offerings.

15.6.5 Honors Committee

15.6.5.1 Composition

(A) Faculty Representation

1. One faculty representative from the Undergraduate Coordinating Council shall be chosen by the faculty of the Undergraduate Coordinating Council.

2. One faculty representative shall be appointed by the curriculum committee of each undergraduate degree-granting college except the College of Liberal Arts and Sciences.

3. Three faculty representatives shall be appointed by the curriculum committee of the College of Liberal Arts and Sciences to represent the areas of the humanities, the social sciences, and the other sciences.

4. One faculty representative shall be appointed by the faculty of the university libraries.

5. Faculty members shall serve three-year staggered, renewable terms beginning in the fall semester.

6. The chair shall be elected by the voting members of the Honors Committee and shall serve a one-year renewable term beginning in the fall semester.

(B) Student Representation

1. Five student members shall be selected by all students enrolled in the honors program from among the students in the program, one to be nominated to serve on the Undergraduate Coordinating Council.

2. Student members shall serve one-year renewable terms beginning in the fall semester.

(C) The vice provost responsible for undergraduate education and the associate vice provost for university honors shall be ex officio, nonvoting members.

15.6.5.2 Duties

(A) To advise the associate vice provost for university honors on the administration of the program.
(B) To monitor and evaluate the university honors program, and to make recommendations for its improvement.

(C) To evaluate individual components of the honors program and make recommendations to the colleges and departments for their improvement.

(D) To participate in the selection of the associate vice provost for university honors.

(E) To advise the associate vice provost for university honors on extracurricular components of the program.

(F) To perform such other duties as the Undergraduate Coordinating Council may prescribe.

15.6.6 Committee on the Improvement of Undergraduate Education

15.6.6.1 Composition

(A) Faculty Representation

1. One faculty representative from the Undergraduate Coordinating Council shall be chosen by the faculty of the Undergraduate Coordinating Council.

2. One faculty representative shall be appointed by the curriculum committee of each undergraduate degree-granting college except the College of Liberal Arts and Sciences.

3. Three faculty members shall be appointed by the curriculum committee of the College of Liberal Arts and Sciences to represent the areas of the humanities, the social sciences, and the other sciences.

4. One faculty representative shall be appointed by the faculty of the University Libraries.

5. Faculty members shall serve three-year staggered, renewable terms beginning in the fall semester.

6. The chair shall be elected by the voting members of the Committee on the Improvement of Undergraduate Education and shall serve a one-year renewable term beginning in the fall semester.

(B) Student Representation

1. Six students shall be selected so that there are two undergraduate student members from within the different divisions in the College of Liberal Arts and Sciences and one undergraduate student member from each of the remaining undergraduate degree-granting colleges.
2. A representative of the Student Association, appointed by the president of the Student Association, shall serve as an ex officio, nonvoting member of the committee.

3. If the above selection procedures do not produce a minority student, the president of the Student Association shall appoint such a student as a nonvoting member.

4. Student members shall serve one-year renewable terms beginning in the fall semester.

(C) Alumni Representation A representative from the NIU Alumni Association, appointed by that association, shall be an ex officio, nonvoting member.

(D) Administration Representation The following shall be ex officio, nonvoting members of the committee:

- vice provost responsible for undergraduate education;
- associate vice provost for university honors;
- director of one of the special academic units focusing on minority student concerns.

(The executive vice president and provost shall annually, by September, designate the director who is to serve on the committee during that academic year.)

15.6.6.2 Duties

(A) To recommend changes or experiments in the undergraduate program at the university to the Undergraduate Coordinating Council.

(B) To establish the policies and procedures for the annual awards to outstanding undergraduate teachers at the university.

(C) To explore ways of aiding faculty members in improving their methods of teaching.

(D) To report its activities and recommendations related to purpose and duties annually to the Undergraduate Coordinating Council.

15.6.7 Committee on the Undergraduate Academic Environment

15.6.7.1 Composition

(A) Faculty Representation

1. One faculty representative from the Undergraduate Coordinating Council shall be chosen by the faculty of the Undergraduate Coordinating Council.
2. One faculty representative shall be appointed by the curriculum committee of each undergraduate degree-granting college.

3. One faculty representative shall be appointed by the faculty of the university libraries.

4. Faculty members shall serve three-year staggered, renewable terms beginning in the fall semester.

5. The chair shall be elected by the voting members of the Committee on the Undergraduate Academic Environment and shall serve a one-year renewable term beginning in the fall semester.

(B) Student Representation

1. Four undergraduate student members, at least one to be a nontraditional student, shall be selected by CUAE from nominees submitted by the student advisory committees of the undergraduate degree-granting colleges.

2. A representative of the Student Association, appointed by the president of the Student Association.

3. A student representative from the Campus Activities Board, appointed by the chair of that board.

4. Student members shall serve one-year renewable terms beginning in the fall semester.

(C) Administration Representation The following shall be ex officio, nonvoting members of the committee: vice president for student affairs and enrollment management or designee; a representative from Housing and Dining appointed by the executive director; a representative from Student Involvement and Leadership Development appointed by the director; vice provost responsible for undergraduate education.

15.6.7.2 Duties

(A) To promote a campus atmosphere which will be maximally conducive to learning, and to stimulation of an appreciation for learning, and for the arts, the humanities, the sciences, and the professions.

(B) To monitor and evaluate the campus environment from the perspective of its compatibility with, and support for, the learning process and the development of an appreciation for learning, and to recommend policies and programs to strengthen that environment.

(C) To evaluate the interface between the curricular and the extracurricular aspects of campus life, and to recommend policies and programs to strengthen that interface.
(D) To evaluate the impact of campus housing policies and facilities upon the learning environment, and, when necessary, to recommend policies and programs designed to make that impact more constructive to the learning environment.

(E) To analyze the adequacy of the campus' support facilities for the learning environment, and to make recommendations for their improvement.

(F) To undertake such specific studies and analyses of the campus learning environment as may be prescribed by the Undergraduate Coordinating Council.
NIU CONSTITUTION
ARTICLE 2:
MEMBERSHIP ON THE UNIVERSITY COUNCIL

2.9 Removal from University Council Membership

2.9.1 An elected member of the University Council shall be subject to removal by a two-thirds vote of the total University Council voting membership after three successive absences from regularly scheduled meetings of the University Council.

2.9.2 Vacancies created by removal shall be filled for the balance of the term remaining by the procedures established in the bylaws for filling vacancies in that office.
PROPOSED

The policies described here are intended to provide an opportunity for student participation in the course evaluation process. This participation will assist the university in accomplishing two goals:

- Faculty development of courses and instructional skills;
- Inclusion of data from the evaluation of instruction in the faculty personnel process.

The policies are based on the belief that individual academic departments are best suited to devise, administer, and interpret a system of course evaluations. Alignment of evaluations with the university’s student learning outcomes is encouraged. Cooperation across departments or colleges is also encouraged where appropriate.

The success of the policies set forth here depends on the care with which they are implemented by students, faculty, and personnel committees. Students are asked to take a conscientious approach to their evaluating task, and to avoid confusing leniency or entertainment with sound instruction. Faculty members are obligated to consider the information gained from the course evaluations in a constructive manner, supportive of appropriate academic requirements and values. Personnel committees are charged with the responsibility of using the results of these evaluations ethically.
and consistently, considering other appropriate indicators of teaching effectiveness in addition to the student evaluations. Failure on the part of an instructor to administer course evaluations or the use of improper protocol in their administration shall be considered during department and college personnel processes.

**Courses to be Evaluated**
All sections of courses offered for NIU credit, in which there is an enrollment of at least 5 students as of the end of the add/drop period, are to be evaluated. The inclusion of workshops, or non-credit courses is optional. Departments or instructors may also elect to evaluate some or all of those courses with lower enrollment than those listed above.

**Evaluation Form**
Each department/program, with approval by faculty vote and appropriate student input, shall adopt a series of questions for the student evaluation of instruction which shall be filed with the college council. The decision to use online or paper evaluation forms will be determined by faculty vote at the department/program level. The college council, with the participation of the college student advisory committee, may establish a standard evaluation form (standard in both content and format) for the entire college. Different forms may be established for graduate and undergraduate courses.

All evaluations, written and electronic, must include the following question, normally at the end of the evaluation: My overall rating of the instructor's effectiveness in meeting the course's stated goals and objectives is:

- Outstanding = 5
- Very Good = 4
- Average = 3
- Below Average = 2
- Inadequate = 1

Additional questions directed toward that same determination can, and should, be included. In constructing this series of questions, departments and colleges are referred to Bylaw 5.2.1.6 of the NIU Constitution, which lists several aspects of effective teaching as defined for the personnel process. In addition, paper and electronic forms shall provide an opportunity for students to offer qualitative feedback on the instructor's effectiveness.

Instructors shall be provided the opportunity to ask questions for that instructor's own use, and may use any evaluation technique considered appropriate, such as adding multiple choice questions or requesting that additional comments be written on the back of the answer sheet or in space provided in electronic evaluations. Student responses to questions (quantitative or qualitative) added by the instructor will be provided only to the instructor and will not be used by the department or college in any way except with the written permission of the instructor.
Administering Procedures
Evaluations shall take place during the last quarter of the semester but not during the final exam period. Each department, with the participation of its student advisory committee, shall establish procedures for distributing, completing, and collecting the paper or electronic questionnaires and then processing and evaluating them. These procedures should be designed to provide for the differing circumstances of day, evening, and extension courses. Instructors shall not be present while the evaluation procedures are taking place but may designate an observer. Online student evaluation of courses is permitted but not mandatory.

Distribution of Results
No data or other material from the evaluation shall be distributed until the final exam period is over and grades have been submitted. The student responses to both the department evaluation and the instructor's additional questions shall be sent to the instructor involved not later than five weeks after the beginning of the subsequent academic term. Student responses, both quantitative and qualitative, to the department evaluation shall be sent through the department chairperson to the personnel committee of the department to be used as an integral but not exclusive component of the personnel process. The explicit written permission of the instructor shall be required for any further distribution of the raw quantitative and qualitative data beyond the department. Requests from departments for data for legitimate research/analysis purposes will be honored by Testing Services upon approval by the Provost or their designee.

Use of Evaluation Data
It is recognized that determining teacher effectiveness is a difficult task. It is the responsibility of those engaged in personnel decisions to recognize the values and the limitations of student evaluations and to utilize them only in conjunction with all other available indicators. Continual efforts shall be made to enhance the validity and reliability of the evaluation instrument through periodic review.

Implementation of Procedures
It shall be the responsibility of each college council to see that these procedures are being satisfactorily instituted within the college to prevent abuse and to advise departments accordingly.

Review
The University Council shall provide for a review of the above procedures at five-year intervals.

Approved by the University Council, January 31, 1979
Revised by the University Council, April 28, 1982; April 9, 1986
Reviewed by Ad Hoc Committee of the University Council, 1993-1994 [No changes]
Amended (but not reviewed) by the University Council, May 3, 1995
Revised by the University Council, May 4, 2005; March 30, 2010; April 6, 2011; December 5, 2012
CURRENT

Goals
The policies described here are intended to provide an opportunity for student participation in the course evaluation process. This participation will assist the university in accomplishing two goals:

a. Faculty development of courses and instructional skills;

b. Inclusion of data from the evaluation of instruction in the faculty personnel process.

The policies are based on the belief that individual academic departments are best suited to devise, administer, and interpret a system of course evaluations. Cooperation across departments or colleges is encouraged where appropriate.

The success of the policies set forth here depends on the care with which they are implemented by students, faculty, and personnel committees. Students are asked to take a conscientious approach to their evaluating task, and to avoid confusing leniency or entertainment with sound instruction. Faculty members are obligated to consider the information gained from the course evaluations in a constructive manner, supportive of appropriate academic requirements and values. Personnel committees are charged with the responsibility of using the results of these evaluations ethically and consistently, considering other appropriate indicators of teaching effectiveness in addition to the student evaluations. Failure on the part of an instructor to administer course evaluations or the use of improper protocol in their administration shall be considered during department and college personnel processes.

Courses to be Evaluated
All sections of all regularly offered on-campus or off-campus courses, including summer and intersession courses, in which there is an enrollment of at least 10 undergraduate students or 5 graduate students as of the end of the add/drop period are to be evaluated. The inclusion of short courses, workshops or internships is optional. Departments or instructors may also elect to evaluate some or all of those courses with lower enrollment than those listed above. Departments are encouraged to use special paper or electronic evaluation forms when courses are offered for the first time, or offered in a nonconventional format, or in other special circumstances.

Form
Each department/program, with approval by faculty vote and appropriate student input, shall adopt a paper or electronic form for the student evaluation of instruction which shall be filed with the college council. The decision to use online or paper evaluation forms will be determined by faculty vote at the department/program level. The college council, with the participation of the college student advisory committee, may suggest a standard evaluation form for the entire college. Different forms may be established for graduate and undergraduate courses or in accordance with the special circumstances mentioned in Section 1 (Courses to be Evaluated) above.
All evaluation forms, written and electronic, must include the following question, normally at the end of the evaluation: **My overall rating of the instructor's effectiveness in meeting the course's stated goals and objectives is:**

- Outstanding = 5
- Very Good = 4
- Average = 3
- Below Average = 2
- Inadequate = 1

Additional questions directed toward that same determination can, and should, be included. In constructing this series of questions, departments and colleges are referred to Bylaw 5.216 of the NIU Constitution, which lists several aspects of effective teaching as defined for the personnel process. In addition, paper and electronic forms shall provide an opportunity for students to offer qualitative feedback on the instructor's effectiveness.

For efficiency of processing, when paper evaluations are preferred a standard multiple answer sheet provided by Testing Services should be used for responses to quantitative questions. In addition to the approved paper or electronic form for department use, instructors shall be provided the opportunity to ask questions for that instructor's own use, and may use any evaluation technique considered appropriate, such as adding multiple choice questions or requesting that additional comments be written on the back of the answer sheet or in space provided in electronic evaluations. Student responses to questions (quantitative or qualitative) added by the instructor will be provided only to the instructor and will not be used by the department or college in any way except with the written permission of the instructor.

**Administering Procedures**
Committee "A" (Academic Policy) of the University Council will provide a standard script to be read by a student to each class completing a paper questionnaire or provided as instructions for electronic evaluations. By departmental arrangement with the instructor, evaluations shall take place during the last quarter of the semester but not during the final exam period. Each department, with the participation of its student advisory committee, shall establish procedures for distributing, completing, and collecting the paper or electronic questionnaires and then delivering them to Testing Services. These procedures should be designed to provide for the differing circumstances of day, evening, and extension courses. Instructors shall not be present while the evaluation procedures are taking place but may designate an observer. Online student evaluation of courses is permitted but not mandatory.

**Distribution of Results**
No data or other material from the evaluation shall be distributed until the final exam period is over and grades have been submitted. The student responses to both the department evaluation and the instructor's additional questions shall be sent to the instructor involved not later than
five weeks after the beginning of the subsequent academic term. Student responses, both quantitative and qualitative, to the department evaluation shall be sent through the department chairperson to the personnel committee of the department to be used as an integral but not exclusive component of the personnel process. The explicit written permission of the instructor shall be required for any further distribution of the raw quantitative and qualitative data beyond the department. Requests from departments for data for legitimate research/analysis purposes should be approved by the Provost and honored by Testing Services.

**Use of Evaluation Data**
It is recognized that determining teacher effectiveness is a difficult task. It is the responsibility of those engaged in personnel decisions to recognize the values and the limitations of student evaluations and to utilize them only in conjunction with all other available indicators. Continual efforts shall be made to enhance the validity and reliability of the evaluation instrument through periodic review.

**Implementation of Procedures**
It shall be the responsibility of each college council to see that these procedures are being satisfactorily instituted within the college to prevent abuse and to advise departments accordingly.

**Review**
The University Council shall provide for a review of the above procedures at five-year intervals.

Approved by the University Council, January 31, 1979
Revised by the University Council, April 28, 1982; April 9, 1986
Reviewed by Ad Hoc Committee of the University Council, 1993-1994 [No changes]
Amended (but not reviewed) by the University Council, May 3, 1995
Revised by the University Council, May 4, 2005; March 30, 2010; April 6, 2011; December 5, 2012
Date: April 7, 2016

To: President Douglas Baker

From: Greg Long
   Executive Secretary of the University Council
   President of the Faculty Senate

Mark Riley
   Chair of Resources, Space and Budgets Committee

Laura Beamer
   Faculty Senate Liaison/Spokesperson to Resources, Space and Budgets Committee

Re: Committee on Resource, Space, and Budget Statement of Budget Priorities – Spring 2016

This Annual Statement of Budget Priorities was drafted by the University Council (“the UC”) / Faculty Senate (the “FS”) Committee on Resources, Space, and Budget (“the Committee”) and approved by the FS on March 30, 2016 and the UC on April 6, 2016.

Committee Activities
The committee has met monthly, with the exception of January, during the academic year. At each meeting NIU Chief Financial Officer (CFO) Dr. Alan Phillips and/or representatives from his office have been present to brief the committee on NIU’s financial situations. Dr. Phillips was present at all but one of our meetings. The financial briefings have been very informative and are representative of the openness and transparency NIU’s administration has shown the committee. In addition to receiving updates on NIU’s financial situation, the committee has held meetings at which NIU Provost Dr. Lisa Freeman addressed the issue of NIU administrative salaries as well as meetings at which we received updates on efforts to increase enrollment, and other relevant issues. Committee members have also met with Deans and other persons to learn first-hand the effects that the current financial situation have had on NIU’s day-to-day operations.

As mentioned above, during the 2015-16 academic year, the committee has received regular updates on NIU’s financial status from Dr. Alan Phillips and his staff. This information has informed committee discussions and has allowed committee members to go back to their departments to share factual information about NIU’s financial status. From an informational perspective, the committee and administration have made great strides this year. We recommend that the administration continue to work with the committee during the 2016-17 academic year to further improve information provided to the committee. In particular, the committee can better serve as an advisor to the administration if it receives more detailed information on available funds and decisions about their allocation. Again, the committee appreciates the progress made in this area during the past academic year.
Current Financial Situation at NIU and in the State of Illinois

The State of Illinois is over nine months into fiscal 2016, yet remains without a budget. As a result, four-year state universities have received no appropriated funds from the State. During fiscal 2015, NIU received $91 million, or approximately 20% of its budget, from state appropriations. In addition, the State has yet to fund any student MAP grants for fiscal 2016. This results in an additional shortfall for NIU of $20 million. Compared to last year, the combination of no state appropriations and no MAP funding creates a $113 hole in NIU’s operating budget.

Moving Forward Without a State Appropriation

Thus far, NIU has survived the current financial situation without any layoffs or furloughs. As we understand it, NIU is in a position to survive at least through the fall 2016 semester with no state funding from appropriations or MAP grants. The committee applauds all NIU stakeholders, including students, staff, faculty, and the administration, for contributing to NIU’s ability to reach this point. We urge the administration to continue to monitor expenses in order to minimize the effect of the State financial crisis on NIU.

We also urge the administration to continue its outreach in communicating with NIU students, staff, and faculty about the institution’s financial situation and prospects. While the news that the administration has communicated thus far has not always been as positive as we would all like, the administration’s willingness to communicate in a forthright and transparent manner has helped stakeholders to maintain an appropriate, but not excessive, level of concern about the situation.

Moving Forward If the State Appropriates Funds to NIU

The committee understands that no one is certain how the State budget crisis will end. However, if the State eventually returns to some level of funding for higher education, specifically for four-year universities, and also restores funding for MAP grants, the committee offers the following guidance:

- It has been several years since NIU staff and faculty received merit pay increases. This puts these individuals in difficult situations. Without merit increases, employees have fallen behind economically, as inflation has not stopped during this time. The lack of merit pay increases has damaged staff and faculty morale. NIU employees have received lower pay on an inflation-adjusted basis and have experienced increasing uncertainty about their continued employment status as the State’s financial crisis has worsened. In addition, it has become increasingly difficult to recruit and retain staff and faculty. A continued lack of merit-based pay increases will put NIU’s employees and the institution itself in peril. For these reasons, a return to regular merit-based pay increases for staff and faculty must be a priority. A related priority involves addressing salary inversion, which is an issue in some departments around campus. Salary inversion creates morale problems and further challenges in retaining faculty.

- During this academic year, NIU has undertaken a program prioritization effort aimed at making resource allocation more effective and efficient. As the program prioritization task forces issue their conclusions, the committee understands that you and your cabinet will use those findings as the basis for decisions about allocating resources to specific programs in the future. The
committee asks that you make the process of program prioritization-based decision making as transparent as possible and that you involve representatives from NIU constituencies in the decision-making process. Such involvement will add to the support that the decisions receive from such constituencies. We suggest that, at a minimum, the following individuals be involved in the decision-making process.

- Executive Secretary of University Council / Faculty Senate President
- Co-chairs of the Academic and Administrative Program Prioritization Task Forces
- Supportive Professional Staff Council President
- Operating Staff Council President
- Student Association President
- Speaker of the Student Association Senate

Again, the committee recognizes the efforts of the administration, as well as other NIU stakeholders, in cutting expenditures to allow NIU to be in position to continue to operate through the State financial crisis. However, we view the current operating procedures as untenable in the long-run. NIU cannot continue indefinitely without providing its employees adequate pay increases, making necessary capital expenditures, and providing more funds to departments that are currently functioning in what might be termed emergency modes. We, therefore, have identified the following strategic priorities, in addition to pay increases and program prioritization efforts mentioned above, that we feel should be addressed when State funds become available.

- Capital expenditures – The committee understands that the administration is currently funding only the most urgent capital projects. We ask the administration to return to funding capital projects including repairs to and renovations of campus buildings, replacement of aging computers and other equipment around campus, and other needs as appropriate.

- Student Recruitment and Retention Efforts – Tuition revenue is the financial life-blood of most universities, including NIU. In addition, recruitment and retention of a diverse, high-quality student population is critical to our institutional mission. The committee believes that efforts to increase our presence in high schools and community colleges all over northern Illinois will be critical to recruitment efforts, as will efforts to communicate the value of an NIU education to prospective students. However, recruiting is not the whole answer to enrollment concerns. We must seek to retain students once they arrive at NIU. Scholarships for existing students could form an important part of retention efforts as could programs that give NIU students a feeling that while they are enrolled here, this is truly their home. Therefore, the committee urges the administration to allocate additional resources, in a strategic manner, to recruitment and retention efforts when those resources become available.
The committee recognizes that the rebound that occurs at NIU will not be a mere return to business as usual, but will represent a focused and strategic reallocation of resources across the university. This process will inevitably involve change. We believe that the administration should carefully involve NIU stakeholders in making decisions about NIU’s post-crisis direction and strategy. Again, it is only through transparency and involvement of all stakeholder groups that we can succeed as an institution.

Finally, committee chair Mark Riley (College of Business), Faculty Senate liaison Laura Beamer (College of Health and Human Sciences), and I would like to thank the following committee members for their hard work and thoughtful input this academic year:

- Terry Bishop, Department of Management
- Gary Chen, Department of Industrial and Systems Engineering
- Dhiman Chakraborty, Department of Physics
- Elvia Arriola, College of Law (fall semester)
- Therese Arado, College of Law (spring semester)
- Jana Brubaker, University Libraries
- Mitch Irwin, Department of Anthropology
- Rebecca Hunt, Department of Educational Technology, Research and Assessment
- Geoerge Slotsve, Department of Economics
- Mike Konen, Department of Geography
- Rich Grund, School of Theatre and Dance
- Dillon Domke, Student Association, Speaker of the Senate
- Deborah Haliczer, Supportive Professional Staff Council President (fall semester)
- Steve Builta, Supportive Professional Staff Council President (spring semester)
- Holly Nicholson, Operating Staff Council President
- Promod Vohra, Dean, College of Engineering and Engineering Technology
- Al Phillips, Chief Financial Officer
- John Heckmann, Associate VP, Facilities Management and Campus Services
- Lawrence Pinkelton, Associate VP, Finance and Budget

Thank you again for the willingness of your administration to work with our committee this year. We look forward to a bright future at NIU and to continued partnership between NIU’s students, staff, faculty, and administration.
**ACADEMIC CALENDAR 2025 – 2026**

### FALL SEMESTER 2025

<table>
<thead>
<tr>
<th>Date</th>
<th>Day</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>August 18-22</td>
<td>Monday - Friday</td>
<td>Faculty meetings</td>
</tr>
<tr>
<td>August 25</td>
<td>Monday</td>
<td>Classes begin</td>
</tr>
<tr>
<td>September 1</td>
<td>Monday</td>
<td>Labor Day (university closed)</td>
</tr>
<tr>
<td>November 26</td>
<td>Wednesday</td>
<td>Thanksgiving break begins (no classes on Wednesday)</td>
</tr>
<tr>
<td>December 1</td>
<td>Monday</td>
<td>Classes resume</td>
</tr>
<tr>
<td>December 6</td>
<td>Saturday</td>
<td>Classes end</td>
</tr>
<tr>
<td>December 8-13</td>
<td>Monday - Saturday</td>
<td>Final examinations</td>
</tr>
<tr>
<td>December 13</td>
<td>Saturday</td>
<td>Fall graduate commencement</td>
</tr>
<tr>
<td>December 14</td>
<td>Sunday</td>
<td>Fall undergraduate commencement</td>
</tr>
</tbody>
</table>

### SPRING SEMESTER 2026

<table>
<thead>
<tr>
<th>Date</th>
<th>Day</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>January 5-9</td>
<td>Monday - Friday</td>
<td>Faculty meetings</td>
</tr>
<tr>
<td>January 12</td>
<td>Monday</td>
<td>Classes begin</td>
</tr>
<tr>
<td>January 19</td>
<td>Monday</td>
<td>Martin Luther King, Jr. Birthday</td>
</tr>
<tr>
<td>March 8-15</td>
<td>Sunday - Sunday</td>
<td>Spring recess</td>
</tr>
<tr>
<td>March 16</td>
<td>Monday</td>
<td>Classes resume</td>
</tr>
<tr>
<td>April 19</td>
<td>Sunday</td>
<td>Honors Day</td>
</tr>
<tr>
<td>April 30</td>
<td>Thursday</td>
<td>Classes end</td>
</tr>
<tr>
<td>May 1</td>
<td>Friday</td>
<td>Reading Day</td>
</tr>
<tr>
<td>May 2, 4-8</td>
<td>Saturday, Monday - Friday</td>
<td>Final examinations</td>
</tr>
<tr>
<td>May 8</td>
<td>Friday</td>
<td>Spring graduate commencement</td>
</tr>
<tr>
<td>May 9</td>
<td>Saturday</td>
<td>Spring undergraduate commencement</td>
</tr>
</tbody>
</table>

### SUMMER SEMESTER 2026

<table>
<thead>
<tr>
<th>Date</th>
<th>Day</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>June 15</td>
<td>Monday</td>
<td>Classes begin</td>
</tr>
<tr>
<td>July 3</td>
<td>Friday</td>
<td>Independence Day observed (university closed)</td>
</tr>
<tr>
<td>August 9</td>
<td>Sunday</td>
<td>Summer session ends</td>
</tr>
</tbody>
</table>
1. Instruction in the fall semester will begin on the last Monday in August and end on a Saturday in December that falls between December 5 and 11. Final examinations for the fall semester will begin on the first Monday after the last day of classes and conclude on Saturday of that same week. Dates for the first day of examinations will range from December 8 to 14.

If the last Monday in August is August 29, 30 or 31, the instruction for that fall semester will begin on the fourth Monday in August and conclude on the first Saturday in December. In any of these events, final examinations will run from December 5 to 10, December 6 to 11, or December 7 to 12, respectively. Graduate commencement will be held on the Saturday that is the last day of final examination week. Undergraduate commencement will be held on the next day, which is the Sunday immediately following final examination week.

2. Instruction in the spring semester will begin on the second or third Monday in January that falls between January 11 and 17, unless this date coincides with Martin Luther King Jr.’s birthday (the third Monday in January). In such an event, instruction will begin on the Tuesday following Martin Luther King Jr.’s birthday. The spring semester will conclude on a Thursday that falls between April 30 (April 29 in some leap years) and May 6. The Friday immediately after the last day of classes will be Reading Day.

University Honors Day will be included in the academic calendar so as to occur each spring on the second Sunday prior to Reading Day (two weeks before the end of the spring semester). In those years when this date is also Easter Sunday, University Honors Day will be scheduled on the third Sunday prior to Reading Day.

Final examinations for the spring semester will begin on the first Saturday after Reading Day and continue Monday through Friday of the next week. Graduate commencement will be held on the Friday that is the last day of final examination week. Undergraduate commencement will be held on the next day, which is the Saturday immediately following final examination week.

3. Fall and spring semesters will formally begin one week prior to the beginning of classes and conclude within one week after final examinations. When classes start on Monday, August 22, faculty meeting week will be adjusted to take place from Tuesday to Friday, August 16 to 19, in order to comply with nine-month faculty contracts (which begin August 16 and conclude May 15).

4. Summer session will begin on the sixth Monday after final examinations of the spring semester and conclude on a Sunday, eight weeks later. Some academic departments may offer limited enrollments in workshops, field trips, or other classes during the four weeks prior to the traditional start of the summer session.

5. Student-faculty vacation periods and holidays will include:
Thanksgiving – the Wednesday prior to the fourth Thursday through Sunday
Period between Christmas and New Years – university usually closed
Martin Luther King Jr.’s birthday – the third Monday in January
Spring recess – the ninth week after the beginning of classes, Sunday - Sunday
Memorial Day – observed the last Monday in May
Independence Day – one day only, observed on Friday when July 4 occurs on Saturday and observed on Monday when July 4 occurs on Sunday
Labor Day – the first Monday in September

6. The academic calendar for the College of Law will conform to the student-faculty vacation periods and holidays in section 5, as amended from time to time, but may otherwise vary from the above guidelines and principles.

These guidelines will provide the necessary 35 days between the end of pre-registration in the fall and the first day of registration in the spring; provide the requested one-week recess between the end of the summer session and the first contract day for faculty in the fall; and allow early access to the summer job market in May for NIU students.

Approved by the University Council April 12, 1978; revised and approved on May 2, 1979; revised and approved on May 2, 1984; revised and approved on March 9, 1988; revised and approved March 20, 1996; revised and approved March 18, 1998; revised and approved February 12, 2003; revised and approved February 16, 2011; revised and approved February 22, 2012; revised and approved April 3, 2013.