

Minutes of the
NIU Board of Trustees
**ACADEMIC AFFAIRS, STUDENT AFFAIRS
AND PERSONNEL COMMITTEE**
September 1, 2005

Before I call the meeting to order, Chair Boey said, I am a very sympathetic person but very seldom show my emotions in that regard. However, it absolutely broke my heart when I saw the first pictures of New Orleans. And, from President Peters' correspondence, I know that there are many constituents on campus that have expressed a wish to make donations.

That is correct, President Peters said. There are no words to describe this. It is horrific. Yesterday I spoke with several higher education associations, both regional and national, about how we can respond. People want to help, but they are spinning from the magnitude of this tragedy. Most of those universities, particularly in the gulf area -- Mobile and New Orleans -- will not be opened for at least a semester and probably a whole year. They were completely wiped out. So it is a matter of trying to place those students. NASULGC, the land granters and AASCUU are probably best positioned to be a clearinghouse for that. But right now, I am going to direct the Provost to make sure that our admissions people and all of our student service people sit down today and determine if we have space. Also, we want them to determine if there are students from the Chicago area who attend school in the Gulf States area that want to transfer here. If so, we will do everything we can to make that happen. Although I realize that is very problematic, I think we should make the effort. I believe the presidents and chancellors of the Illinois universities are some time today going to have a conference call to see if we should do anything collectively. We are only beginning to see the magnitude of this, and it obviously will have a great impact on the whole economy. The Governor has provided a good leadership statement, and the community colleges have made a statement. Then the Governor asked the universities to respond. So this is a reasonable and appropriate thing to do. It is more than a state problem, the President said, this is a national problem.

This is so far reaching, Chair Boey said. But the most important thing right now is the people. In today's edition of the *Chicago Tribune*, there is a summary of all the charitable organizations that are involved along with their phone numbers, for those of you who are interested.

CALL TO ORDER AND ROLL CALL

The meeting was called to order by Chair Robert Boey at 9:05 a.m. in the Board of Trustees Room, 315 Altgeld Hall. Recording Secretary Sharon Mimms conducted a roll call of Trustees. Members present were Trustees Cherilyn Murer, Manny Sanchez, Marc Strauss, Student Trustee Andrew Nelms and Chair Boey. Also present were Committee Liaison Ivan Legg, President John Peters and Board Parliamentarian Kenneth Davidson. With a quorum present, the meeting proceeded.

VERIFICATION OF APPROPRIATE NOTICE OF PUBLIC MEETING

Confirmation of Open Meetings Act notification compliance was given by Board Parliamentarian Ken Davidson.

MEETING AGENDA APPROVAL

Trustee Strauss made a motion to approve the agenda. It was seconded by Trustee Murer. The motion was approved.

REVIEW AND APPROVAL OF MINUTES

It was moved by Student Trustee Nelms and seconded by Trustee Vella to approve the minutes of the June 1, 2005 meeting. The motion was approved.

CHAIR'S COMMENTS

On today's agenda, Chair Boey said, we have five information items that include two program issues – the Programmatic Budget Request for Fiscal Year 2007 and the Fiscal Year 2005 University Performance Report, formerly known as the Results Report; an item recognizing those faculty who were granted emeritus status after retiring from the university in good standing; and an item identifying faculty and staff who are recipients of professional excellence awards. It is always a pleasure to recognize those individuals who provide the margin of excellence that makes NIU a peer among peers. I have asked Provost Legg to give an example of the process used to select those awards winners. Finally, we will hear a report on Funding for External Research, Public Service and Instructional Projects during this past year.

The Chair recognized University Advisory Committee representatives Joseph “Buck” Stephen and Ferald Bryan.

PUBLIC COMMENT

The Chair asked Board Parliamentarian Kenneth Davidson if any members of the public had registered a written request to address the Board in accordance with state law and the Board of Trustees Bylaws. Mr. Davidson noted that no timely requests for public comment had been received.

UNIVERSITY REPORT

Agenda Item 7.a. – Fiscal Year 2007 Programmatic Budget Requests

When I first arrived at NIU just over four years ago, Provost Legg said, I thought I had come to academic heaven. I saw this list called the Programmatic Budget Requests and learned that it was a way of increasing our budget right up front and every year, we received several million dollars from it. I had never worked with a university that gave us this kind of opportunity, so it was just beautiful. A month later, that couple of million we had received, started feeding a reduction in the budgets we were receiving from the State of Illinois. And it has been that way every since. So this has been an academic exercise that we go through every year knowing that the chances of funding are almost, by definition, zero. But they do list issues that are very important to us in terms of future growth of the university. I would like to mention just a few of the most important points.

The faculty of a university are the core of the university. There is no university without faculty. So mission critical faculty is usually at the top of our list. We have lost a significant number of faculty in the tenure-track status, and that has hurt us in our ability to provide quality education to our students. Areas such as communications and others are desperately in need of tenured or tenure-track faculty.

Web-Based, Off-Campus Baccalaureate Completion Programs for Community College Students. As we develop relationships as we are now, for example, in Rockford with Rock Valley College, the methods of communicating the educational mission vary, and this item covers one of those important areas.

Finally, Enhancing Faculty Diversity. When I came here, I noted that we were doing fairly well in terms of increasing the diversity of our student body, but that the faculty diversity was not keeping up with this growth in our student body. As a result, I have been meeting with the department chairs because these chairs are core to developing the growth of the faculty in both their content and their diversity. I should note though that on issues such as retention, there are activities that we can carry on that help diversify the faculty without a huge amount of investment.

President Peters explained that these priorities are in order and have been consistent for the past several years. But because there has been no increase in General Revenue, we have only been able to nip at them with income and other funds.

Agenda Item 7.b. – 2004-2005 Faculty Emeritus Recognition

Dr. Legg explained that universities have a long tradition of granting emeritus status to faculty who retire in good standing. NIU has created a regular process for the identification of retirees for whom the emeritus designation is appropriate. Some names also include the attainment of being awarded the special status designation of Distinguished Teaching Professor (DTP) and Distinguished Research Professor (DRP).

There is a relationship between the previous item and our top priority, which is Mission Critical Faculty, President Peters commented. This list contains the names of individuals who have been granted emeritus status. Many of them are pillars of the community who have helped build these programs. Among them are Dr. Rodney Angotti, one of the most uncommon administrators and faculty members you will meet, who, as chair of the department, personally does all of the academic advising; Richard Baker, who helped to build our top-ranked accountancy program. One of the things that greatly concerns me is replenishing the professoriate. We cannot replace individuals like these. But can we attract the caliber of individuals who have the potential to fill in where these individuals are now leaving vacancies? That is why that priority becomes even more important.

In conjunction with Dr. Peters' statement regarding hard-to-replace administrators, Provost Legg said, I should also point out that another example is David Graf, who was former Dean of the College of Business for many years and played a significant role in its growth as well as in raising funds for the new business facility.

Agenda Item 7.c. – Fiscal Year 2005 University Performance Report

Dr. Legg asked Dr. Cassidy to present the Fiscal Year 2005 University Performance Report. Because the IBHE has changed the submission deadlines for this report, Dr. Cassidy said, the report has just been completed and is being printed at this time. It will be included in the packet of report items being sent to Board members next week for the September 15 Board meeting.

The report is divided into three parts. First is a report on indicators that have been selected at the state level and at the institutional level. We have set targets for our performance on those indicators. And, with the exception of one, we have met all of our targets for those indicators. Second, we have the opportunity to submit effective practices that are in place on campus. Those effective practices are outlined in the second paragraph of the agenda item, and there is more detail on each in the actual report. The third section of the report is a program review summary required by the IBHE, which was presented to this committee at its last meeting. That report also includes our recommendations for the programs.

Other than meeting the performance requirements, Trustee Boey asked if there were any comparisons to performance reports among other universities. Dr. Cassidy stated that some comparisons to state-level data were included. Also, reports are compiled with the data submitted by each public university, and we can compare ourselves to the average performance across the state universities. In addition, she said, on many of the indicators, we also report our three-year trends in the data, which gives us an opportunity to compare our current performance with past performance. In state results, NIU compares very favorably. One of our indicators is related to our tuition rates, Dr. Cassidy said, and we compare very favorably with the Illinois public doctoral institutions.

In reply to a query from Trustee Murer, Dr. Cassidy said the indicators that were adopted statewide for all the Illinois public institutions are posted on the IBHE web site and are also incorporated in this report. The performance against those indicators was determined individually by each of the public universities. So, while we were provided a set of indicators on which to report, we were not assigned a performance target, so the target was what we selected as an institution. Our final report is posted on the NIU web site.

The *Illinois Commitment*, which is the statewide master plan for higher education, has six policy areas. For each of those six areas, there is at least one indicator selected on which all of the Illinois public universities are to report. In addition, Northern Illinois University, in consultation with the Provost's staff,

the deans, the University Assessment Panel and the Academic Planning Council, selected the indicators and then selected the targets that Northern would meet on those indicators.

Following up on Trustee Murer's thoughts, Associate Vice President for External Affairs and Economic Development Kathy Buettner said, we are working with our national associations aggressively through the Reauthorization of the Higher Education Act. This issue of posting indicators on a web site that will be owned, operated and run by the Department of Education nationally is becoming a major point of discussion. Also in question is exactly what those indicators would be; how they would be selected; how to take data from community colleges, private colleges, for-profit institutions, public institutions, and try to get a matrix that could adequately report the differences and the variables amongst the entire national public and private higher education systems. That bill will probably be passed in Congress and signed by the President within a year. Then, it will probably take a year or two to be implemented.

I would like to see us stay ahead of the curve and be aggressive about it because it is going to happen, Trustee Murer said. The more we help to control the determination of what the national indicators should be and be supportive of communicating what our results are to consumers, the better position we will be in.

Because I monitor the actions of the IBHE for the Board, President Peters said, let me give you my impression of what happens to these performance reports when they go to the IBHE. Essentially, they write a pretty good report that picks out best practices or good examples in each of the six areas of the *Illinois Commitment*, which I think is a good document. They are sensitive to making sure that every institution in the state has something in the report. In Illinois, that does not plug into any performance budgeting. There is no incentive nor disincentive in the budgeting process as there happens to be in some states, such as the state of Tennessee, where we came from, where there was a performance factor if you hit your standards. I have seen a draft of the report that we are submitting, and it is extremely thorough. I want to commend Virginia Cassidy. She is the heart and soul of this along with many people who provide the data. We take it seriously, and we use it in our decision-making. Illinois has a very extensive expectation in its various reports and marks, Provost Legg said, and Virginia Cassidy does a phenomenally good job with each of them.

Agenda Item 7.d. – Professional Excellence Awards for Faculty and Staff

I have said this before, Provost Legg said, and there is absolutely no question that faculty are the heart and soul of a university. There is no university without a quality faculty. The faculty are also supported by staff. In my research, through my work as a department chair, dean and provost, I would have never been able to do my job without the staff that I had working with me. So, this recognition covers both faculty and the staff that support us in the work that we do. I will mention just briefly how the Presidential Research Professors are selected, because they are distinctly different from the other positions in that we are recognizing their scholarship and research versus what they do in the classroom. There is an intimate relationship between the research and scholarship of the faculty and their teaching mission, both in the classroom and outside the classroom. Not only does a faculty member's research keep that faculty member up to date and knowledgeable of his field or her field, it also engenders and reflects the enthusiasm and the excitement that they get out of doing the scholarship and solving some of the challenging issues they address. That carries over into the classroom and in the manner in which they teach. That is the ideal function and relationship between scholarship and teaching. There is a committee of faculty, chaired by the Dean of the Graduate School and Vice President for Research, that reviews all the necessary criteria and determines those who will be named Presidential Research Professors. We are recognizing three Presidential Research Professors today: Psychology Professor James Corwin, Physics Professor Stephen Martin and Literacy Education Professor Donald Richgels. Also present was Joanne Dempsey, President and Executive Director of the Illinois Council on Economic Education, who was a recipient of the Presidential Supportive Professional Staff Award for Excellence.

Agenda Item 7.e. – Fiscal Year 2005 External Funding for Research, Public Service and Instructional Projects

Provost Legg asked Dr. Rathindra Bose, Vice President for Research, to brief the Board on Fiscal Year 2005 External Funding for Research, Public Service and Instructional Projects. It is my distinct pleasure to report to you a remarkable progress in external funding by faculty and staff for Fiscal Year 2005, Dr.

Bose said. I would like to highlight some of the activities and perhaps tell you the trend of funding at Northern and what our faculty are doing in terms of advancing the research and academic mission. Total funding in Fiscal Year 2005 was just over \$60 million, which represents a 24 percent increase over Fiscal Year 2004. NIU has increased this funding by 33 percent over 2003 and 2004 combined. Included in this total is about \$14 to \$15 million in marked funds that President Peters was able to get for a variety of projects.

For awards by source, fund contributions were 66 percent federal, 15 percent state, 8 percent corporate and 12 percent other. This is not a typical distribution in other states. Normally, about 50 to 55 percent of funding in other states would be from the federal government as well as many projects funded by the state. However, this is not the case in the state of Illinois. In the last few years, we have gone from 20 percent of our external funding from the state to around 15 percent.

Funding awards by the college show the College of Liberal Arts and Sciences as the primary recipient of external funding. The College of Engineering and Engineering Technology includes the federal earmark funding secured by President Peters and Ms. Buettner.

Some of the top fund recipients at NIU were Physics, which received \$5.7 million and Psychology which received \$4.6 million. Geology and Environmental Geosciences recently received \$30 million from the National Science Foundation along with the University of Nebraska and other partners. Because it was not received until July, that funding was not included in this report.

Many of our colleagues often ask how research integrates with teaching. Provost Legg articulated this in his statement a few minutes ago – research, scholarship and teaching are intertwined. You cannot build an academic institution without having first class faculty who are pursuing research. Research and scholarship are the markers of academic excellence. We create jobs, technologies, processes and products. In a broader perspective, we provide security, prosperity, jobs, health and sustainability. They are all related to research and scholarship. As President Peters and Provost Legg mentioned earlier, it is important that we address these issues in faculty hires and in diversifying faculty and graduate students. You can see what their commitments are, and I am delighted to be part of this team to force this issue beyond Northern Illinois University.

I was invited to speak at IBHE recently, and they were delighted to learn that Northern Illinois University is so committed. This commitment was apparent in the fact that NIU had the largest percentage of graduate students in the minority category. Over 1,000 minority students are enrolled in the graduate program, which represents 18 percent of our graduate students, the highest among doctoral institutions in the state of Illinois. This has been accomplished with the help of the Provost's Office and Vice President Eddie Williams through a matching funds program that helps support the recruitment of top quality minority students.

Dr. Clyde Kimball, Executive Director of the Nanoscience Institute and I are working to create a multidisciplinary Ph.D. program for Nanoscience and Engineering. We are almost there, and Argonne National Laboratory is going to fund almost 50 percent of this particular doctoral program.

The NIU Press published 23 books. Before I came to NIU, I believe money was lost with University Press. That was very typical across the United States. But I am proud to report that for the last two years we have made some money, and the plan is for the Press to be self-sustaining in the next five years or so.

There are emerging opportunities in biotechnology research, energy research, nanoscience, engineering, social science and environmental science. University technology transfer offices have created over 4,000 companies with over a million employees. In 2003, income from these endeavors was about \$232 billion.

It is difficult to compare ourselves with other institutions because programs at different institutions have different emphases and different formats. For example, Ohio University has \$56 million, but they have a medical school. Southern Illinois University also has a medical school. The University of Vermont has \$125 million; but when asked how much the medical college brought in, the answer was 70 percent of

that total. NIU does not have a medical college. So, our research and scholarship missions are doing very well.

Here at the beginning of FY06, Dr. Bose said, faculty are working hard, and the proposals are going out. The first month has been a tremendous success due to a large grant from NSF. It is very difficult to tell how the rest of the year will go due to the declining tenure and tenure-track faculty who are the key people writing grant proposals. We need to hire top notch faculty in order for the institution to sustain this level, otherwise it will be a very difficult task.

A key statistic to look at when making comparisons, President Peters said, is competitive R&D research and development per scientist and engineer. That is kind of the standard across land-grant institutions. In order to attract a lab scientist or an experimental scientist, for example, it is not only the cost of the acquisition or the market value of the faculty, it is also the instrumentation that may be needed for research. It is also commitment for graduate students and postdoctoral fellows. So you have to have on the front end a pretty high investment curve, and the state does not provide the funding for that. So we have to generate it through a return of overhead and external grant funding and other non-General Revenue sources.

To amplify what President Peters just said, Provost Legg commented, per capita funding is not normally taken care of in the formal analyses. A group of professors at Arizona did a study some time ago ranking the universities by dividing through the number of engineers and scientists who were serving in the university, which completely changed the order. And if you normalize it against the total number of faculty, you get a different number.

In reply to question from Trustee Strauss, Dr. Bose said that what he reported was external funding, which is not part of the university's permanent budget. Faculty develop their research plan for either an instruction-related or research-related grant and those activities are funded through that mechanism. Some of these are continuing grants that have a life of three to five years and are prorated over that time. Some years the base is lower than others, he said, but we never start a new year with a zero base.

It is a complex interactive mix of factors that go into setting target goals for external funding for this kind of research, President Peters said, and some of it depends on the area under discussion. In the sciences, for instance, our goal is to have major competitive continuation funding. The other thing is to be competitive for grants. It takes time and resources to write grants. When I came to NIU, I said I wanted to double our research within three years, and we have. When Dr. Bose came to NIU, he said he wanted to triple it, and we are getting close to that goal.

President Peters said that we do have in place the infrastructure for commercialization. That is a special case of taking something from the lab, doing the finishing touches and trying to move it to market.

In response to Trustee Strauss' question, Dr. Bose said, the university holds 70-plus patents right now. We are not generating a lot of revenue from that. At Kent State, some of the licensing I did had a beginning price of a million dollars. I will not sign any agreement with a company without knowing the market value. I do not think we have done the market analysis of the research or the product the faculty are making, but we are making progress on that particular initiative.

When you came on board initially, Trustee Sanchez said, I recall that I thought it was kind of hyperbole when you talked about your goals. So I want to compliment you, particularly in these times of very difficult budgetary constraints, to see the dramatic increase in external funding. It is a compliment to you and your team. The Board is indebted to you for your effort, and we can only hope that it will continue on this excellent road.

OTHER MATTERS

I would like to introduce Dr. Tom Krepel, President Peters said, who I convinced to join the President's Office and the NIU team. Tom just finished a stint of seven years as president of Chadron State College in Nebraska. He is well known in the academic and higher education communities. Tom is known for his

strategic thinking and planning. And he is going to help us with benchmarking and institutional effectiveness.

ADJOURNMENT

There being no Other Matters, Chair Boey asked for a motion to adjourn. Trustee Sanchez so moved, seconded by Trustee Siegel. The meeting was adjourned at 10:09 a.m.

Respectfully submitted,

Sharon M. Mimms
Recording Secretary