

Minutes of the  
NIU Board of Trustees  
**ACADEMIC AFFAIRS, STUDENT AFFAIRS  
AND PERSONNEL COMMITTEE**  
April 29, 2010

**CALL TO ORDER AND ROLL CALL**

The meeting was called to order by Chair John Butler at 8.35 a.m. in the Board of Trustees Room, 315 Altgeld Hall. Recording Secretary Sharon Banks-Wilkins conducted a roll call of Trustees. Members present were Trustees Robert Boey, Cherilyn Murer, Barbara Giorgi Vella, Student Trustee Matthew Venaas, Committee Chair John Butler and BOT Chair Marc Strauss. Not present was Trustee Myron Siegel. Also present were Committee Liaison Ray Alden and Board Parliamentarian Kenneth Davidson. With a quorum present, the meeting proceeded.

**VERIFICATION OF APPROPRIATE NOTICE OF PUBLIC MEETING**

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

**MEETING AGENDA APPROVAL**

Student Trustee Matthew Venaas made a motion to approve the meeting agenda. Trustee Murer seconded the motion. The motion was approved.

**REVIEW AND APPROVAL OF MINUTES**

It was moved by Trustee Murer and seconded by Trustee Vella to approve the minutes of the February 4, 2010 committee meeting. The motion as approved.

**CHAIR'S COMMENTS/ANNOUNCEMENTS**

On today's agenda, under University Reports, we have four items that will be presented for action, Chair Butler said. Today's meeting is of particular importance for the faculty. The committee will be acting on recommendations for faculty promotions, tenure, and promotions with tenure for the 2010-2011 Academic year. There are also three programmatic issues on the agenda: a request for new degree programs in Athletic Training, Community Leadership and Civic Engagement, and Environmental Studies; a request for degree authority at a regional site; and a request for a new Minor in Sustainable Energy.

The Chair recognized University Advisory Committee representatives Joseph "Buck" Stephen and Ferald Bryan. Professor Stephen thanked the Board for its continued support of NIU's tenure process.

I wanted to only add that today we are approving two majors and one minor that have emerged from the university's strategic planning process, Chair Butler said. This committee and the Board are committed to seeing these programs succeed, and we are aware that this is only the beginning of the journey for these new programs. We will find ourselves revisiting them to see that we are meeting the demands that they place upon us as a university and, in particular, high impacted departments that are relied on to make these programs possible.

**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 Board of Trustees *Bylaws*. Mr. Davidson noted that no timely requests had been received.

## UNIVERSITY REPORT

### **Agenda Item 7.a. – Recommendations for Faculty Promotion, Tenure, and Promotion with Tenure for 2010-2011 Academic Year**

This year, Provost Alden said, 54 individuals from 34 different departments are being recommended for faculty promotion, tenure, and promotion with tenure. Recommended are three individuals from assistant professor to associate professor; 27 from associate professor to the senior most rank of full professor, with three of those for tenure only; 23 coming forward for both tenure and promotion to associate professor; and one coming in as an administrator at the rank of associate professor with tenure.

Provost Alden stated that the tenure process is extremely rigorous. It is very key to our shared governance structure, he said. At every level, there is a faculty based committee and an administrative review of the individual's records. At the department level, it is either an elected personnel committee or, in some smaller departments, the committee of the whole, tenured faculty in a department reviewing the cases. Then the chair or director reviews the case. It then goes to the college level, where the elected personnel committee or college council, depending on the college, reviews it as well as the dean. The packages then come to the University Council Personnel Committee (UCPC), which I chair. There are a number of checks and balances to make sure that everybody gets a fair but rigorous review. In the case of full professor, letters of reference are solicited from external experts in their fields to make sure these individuals are truly nationally or internationally recognized scholars.

Faculty usually come up for tenure after their fifth year and much of the sixth year is devoted towards the review process. Some individuals who have experience before they come to the university may be on a shorter track. But, quite frankly, someone who is on a short track has to do more, better and faster, so it is very seldom that individuals come up on that shorter track. At both the UCPC level and the university level, those cases often are given extra scrutiny just to make sure that someone is not coming up too soon.

In reply to a query from Trustee Boey, the Provost stated that we try to tie tenure and the associate rank together. In some cases, he said, again, depending on circumstances, someone is brought in at or promoted to the associate level fairly quickly because they have had previous experience; but the department wants to take more time, usually to observe the teaching ability, before they give tenure. The College of Law has a different process. They generally consider promotion about half way through what is considered a typical tenure process. That is a nationwide process unique to law schools.

Chair Butler asked for a motion to approve the Recommendations for Faculty Promotion, Tenure, and Promotion with Tenure for the 2010-2011 Academic Year. Trustee Boey so moved, seconded by Trustee Strauss. Due to the fact that the Student Trustee does not vote on tenure and promotion matters, the Chair asked for a roll call vote which was as follows:

Trustee Boey	Yes	Trustee Murer	Yes
Trustee Vella	Yes	Student Trustee Venaas	Abstain
Trustee Butler	Yes	Trustee Strauss	Yes

The motion was approved with five voting yes, and the Student Trustee abstaining.

### **Agenda Item 7.b. – Requests for New Degree Programs**

We have several requests for new degree programs, the Provost said, and I would like to go through them all first and then, if there are any specific questions, there are individuals present who can answer those for you. The first one is a B.S. in Athletic Training, a large part of which is already an active program. It is a requirement of the Commission on the Accreditation of Athletic Training Education that programs they review have athletic training in the title of the degree. Since we have a very active, robust and growing program, we want to make sure that we comply with that request. Right now, this degree is an emphasis in the Department of Kinesiology and Physical Education within the College of Education, so the necessary resources are currently in place and no new resources are needed to implement this

degree program. This recognizes the new program as a program separate from the current B.S. in Kinesiology with an Emphasis in Athletic Training.

The next new degree is a B.S./B.A. in Community Leadership and Civic Engagement which will be offered both on campus and in Regions 1 (North Suburban) and 3 (West Suburban). This is one of the programs that arose from NIU's Great Journeys Strategic Planning process. It is a multidisciplinary program for providing knowledge and skills for community leaders in a number of areas of civic improvement. They could be in the private sector, in a government agency or in a nongovernmental organization. This has a number of potential emphasis areas such as advocacy, arts and humanities, enterprise, environmental and global, and these will be noted as well on the student's transcript. It is going to be a very rich part of a growing program which will probably include a number of advanced degree certificates as well as research areas in the long run. We have hired a new director for the NGO Leadership Development Center. The costs are a combination of existing courses and existing faculty, with some supplementary resources from the strategic plan budget.

The final degree program is a B.S. and B.A. in Environmental Studies. This too came out of the strategic planning process and involves a number of different departments and colleges. There are six emphasis areas in this particular degree program: Biodiversity, Environmental Restoration, Energy Studies, Human Experience, Environmental Policy, and Water. All of those would be of interest to students wanting the richness of a multidisciplinary degree. This, too, will be supported by existing courses in three colleges as well as existing faculty supplemented by the strategic planning budget.

I am delighted to see this, Trustee Murer said, because the three degrees are very current, they are contemporary in nature, and it shows a dynamic university. I want to commend the deans who participated in this and the faculty who supported this through strategic planning. They are current not only today but in tomorrow's market, and it will allow students who are concerned about jobs in this kind of an environment greater opportunities. In particular, I would like to know what our law school is doing in environmental law, as well as looking to our College of Engineering and the environmental sciences. Trustee Boey echoed Trustee Murer and said that it is not too farfetched to think in the future that there would be an inter-college discipline degree of law, liberal arts and engineering.

This is part of a rich array of programs that are just now being evolved, the Provost said. We are in the final steps of doing a search for a director for the Environmental Institute. We fully expect this to evolve into graduate programs as well. They would be specializations within the various master's and doctorate programs at first, but it probably will be a doctorate program eventually. On the research agenda, we are working very closely with Argonne National Lab right now, and one of its mission areas is environment, alternate energies and such related areas as transportation. So as we look at our hiring plan to fill any gaps in some of these emphases, we are looking to them to help in joint hires and providing facilities and resources. It will be a well-coordinated, advanced education and research agenda that we develop with that group.

I would like some context, specifically with regard to the B.A./B.S. in Community Leadership and Civic Engagement, Trustee Strauss said, particularly, how many students you forecast being enrolled, and of those that might be enrolled, how many would be on campus and how many within each region, and then some idea of the magnitude of the additional cost of this program. Provost Alden called on Dean McCord to address these specifics. As I indicated, the Provost said, this will be a mix of existing personnel, the new director being a resource for both leadership and some teaching.

We took advantage of the university's engagement with Hanover Research Council to ask them to do a market analysis, Dean McCord said. This is an emerging discipline. There are very few degree programs like this in the country, but we see more and more of them emerging. Most of them are currently at the graduate level or have slightly different foci than ours. So, in a way, we are out in front on this, and that makes it a little difficult to estimate exactly what demand will be; but the programs we have looked at that are even in the ballpark are seeing robust enrollment growth. Surveys among our students show that this could generate a hundred to two hundred majors when it reaches full strength. There are indications from looking both at peer institutions and at expressions of interest from our own students that this will not be a specialty program serving a small number of students, but a larger program with a robust undergraduate enrollment. Two hires came out of strategic planning funds dedicated to this program. The faculty who

built the curriculum have worked very hard to identify existing courses that can fit appropriately into this curriculum. So much of the program initially will be able to take existing capacity and existing courses. This will be a joint venture with the College of Liberal Arts and Sciences and the College of Business. We are very careful about the College of Business's accreditation issues, and have watched carefully how we incorporate their curriculum, but they are lending vital skill set courses that these students will need. The College of Visual and Performing Arts is also contributing some courses for this program. We have the commitment in our college that as this grows and there are increased capacity demands, this will simply become part of our staffing mix and we will direct hiring resources towards areas of demand.

President Peters made some observations on the program. First, this package that you are being asked to approve is a result of our strategic planning, he said. Even in these most difficult times, it is extremely important that we pursue our top priorities for the future. That is difficult because it means we are putting scarce resources and some new resources into these programs and expecting reallocation of existing resources toward a set of academic programs that we think make sense and fit this university and the region. In this time, when we have a modified hiring freeze on, it is important to know that. Second, in my estimation, this whole NGO area, which the U.S. calls nonprofits, is an explosive area of credentialing. The Chicagoland area, has 9,000 NGO's. Think of internships in business or think of our Master of Public Administration where students get internships in city government, and that is the analogy. We will be placing interns in these NGO's, some of which are small but need help, so there will be a good partnership. Looking at the surveys of college freshmen done out of UCLA, in the past few years, what you see among the millennials and the new generations is a thirst for social service, where maybe a generation or two ago, students would be interested in a degree in finance or business administration. They are still interested in those degrees, but many of these same students now are interested in serving in the nonprofit area. If you think about the positioning of Northern Illinois University and our region, first in with this degree makes a lot of sense, just from a marketing point of view. Right now, we are limiting this to two regions and on campus. Maybe in time we should consider offering this degree to other regions, particularly Chicago, Region 10. Strategic planning takes time at a university. This has been a bottom-up, interactive process, and this is just the beginning of some very good things that are going to come out of our strategic plan.

I too agree that these are wonderful new degree programs, Trustee Vella said. They are proactive, and I am glad to see they are part of our strategic plan. We want to make sure we market these so that we get students involved, she commented. Also, we are going to have to make sure they get academic help and planning on how to prepare themselves for whatever they want to do, because being multidisciplinary, there are so many different choices and different tracks that can be taken.

These are very new, exciting, dynamic programs that catch these emerging fields, Student Trustee Venaas said. Dr. Peters said it best, especially in the community leadership area, that there really is a thirst for social service. It is something that I am seeing, especially as a political science major. Many students are planning to go into this nonprofit field, and this is something that caters to that area. I agree that accurately investing our resources and properly marketing these areas are concerns that we need to be sure are addressed going forward.

Chair Butler asked the Provost to give the committee a progress update on the degrees a year from now to see how they are developing.

The Provost stated that these programs were developed through the participating departments and they will be treated the same as majors in those departments as far as access to the courses. Another part of the strategic plan under student success in the next year is to place transition specialists in each advisory center so that if someone has a hard time negotiating between colleges, that individual knows who to contact to pave the way and make sure that transition is smooth, whether they are transferring, or changing their degree program or working in one of these multidisciplinary programs.

Chair Butler asked for a motion to approve the request for a new B.S. in Athletic Training, a new B.A./B.S. in Community Leadership and Civil Engagement on Campus and in Region 1 (North Suburban) and Region 3 (West Suburban), and a new B.A./B.S. in Environmental Studies. Trustee Murer so moved, seconded by Student Trustee Venaas. The motion was approved.

### **Agenda Item 7.c. – Requests for Degree Authority at Regional Site**

We have long had a very successful M.B.A. program that has been offered at Hoffman Estates and at Naperville, Provost Alden said. Due to an increasing presence in Chicago, it was decided that it would be appropriate at this time to offer this degree in the Region 10, Chicago, area so that it can be expanded to a larger group of potential students.

Dean Schoenbachler explained that the initial plan, if this program is approved, would be to utilize the Chicago facility that NIU rents currently. It has a conference room that can accommodate up to 20 students. If we developed and grew, we would then look for another location there. In spring 2009, the dean said, we did a market analysis of the Chicago and surrounding region for M.B.A. and graduate programs to help us determine strategically where we wanted to go and what we wanted to do with our graduate programs, including the M.B.A. Currently our M.B.A. program is offered at Hoffman Estates and Naperville. The program content is the same, but we have different delivery formats. We have a part-time evening M.B.A. at both Hoffman Estates and Naperville; an Executive M.B.A. program in Naperville; and a professional M.B.A. format that is offered in Hoffman Estates. Currently, there are over 500 M.B.A. students enrolled in these three programs. The proposed program delivery format would be a cohort model similar to our P.M.B.A. (Professional M.B.A.), with an initial cohort of about 20 students. Part of our market analysis was to determine if we have enough of a Chicago-based constituency that would be interested in our program. Chicago is a very competitive market, but the spot we fill is the one-year, very concentrated cohort, and it is at a price point way below our competition.

We have between three and four thousand alums who work in the Loop between the ages when you would expect that an M.B.A. would be a desirable certificate, President Peters said, and we have had quite a few requests for this.

Chair Butler asked for a motion to approve the Request for Off-Campus Degree Authority for the Master of Business Administration in Region 10, Chicago. Trustee Boey so moved, seconded by Student Trustee Venaas. The motion was approved.

### **Agenda Item 7.d. – Request for New Minor**

This request for a new Minor in Sustainable Engineering also came out of the strategic plan as a component of this focus on environment sustainability and alternate energies, the Provost said. It is going to be administered out of the Department of Industrial and Systems Engineering within the College of Engineering and Engineering Technology. It will also involve courses in the College of Liberal Arts and Sciences and, therefore, will be multidisciplinary in nature. It provides course work in areas such as energy management systems, green engineering product and process design, and is a potentially high demand area, because students who are interested in various disciplines and various career paths want to also be experts on sustainability and manufacturing green products and green industry.

In reply to a query from Trustee Boey, Dean Vohra explained that the term Sustainable Engineering relates to the high cost of labor, the high cost of technology and global competition. In those three environments, sustainability makes a lot of sense, he said. We are trying to cut down the cost of manufacturing and also look at energy conservation within the manufacturing process by employing lean manufacturing and Six Sigma principles and also making our graduates much more competitive. Business is competitive in a global environment and that is why we use the word sustainability. Coincidentally, the new institute being formed on this campus is the Institute for Environment, Energy and Sustainability, and that will be consistent with the overall picture of where we want to go in the next three to five years.

In reply to a question from Trustee Murer, Dean Vohra stated that the term sustainable engineering is not unique to NIU. It is catching up in the marketplace, he said, especially in the manufacturing area as well as the environmental arena. They are asking how can we, with minimum resources, sustain what we have? When global competition came into play, industries became much more cognizant of the fact that they needed to cut down their expenses from all angles, internally and externally. People understand that when the word sustainable is used it is cost cutting, it is optimization, and it is basically giving them a chance to be much more competitive in a global environment.

Some other universities are using this as a degree or a minor, Dean Vohra said, but this is a new attempt for us because we have two programs that basically specialize in product innovation, and we have a department that specializes in process innovation. So while students obtaining those two degrees will become product specialists, they get little information about how to make the manufacturing or the design process more competitive and sustainable. If they have a minor in sustainable engineering, they will become more comprehensive engineers so they will not only be able to design new products, but also design and produce them in a way that is much more cost effective. This Sustainable Engineering minor meshes well with the industrial engineering degree. In the last year, we have started a new program called Engineers in Residence through which we are sending our graduate students into companies as research residents. We have signed with seven companies so far and are seeing many responses from these companies that are very positive.

I would like to remind the committee that minors are unique, in that they do not or should not require that one necessarily be within the major that the minor may be connected to, Chair Butler said, so one does not have to be an engineering major to achieve this minor.

Chair Butler asked for a motion to endorse the request for a new Minor in Sustainable Engineering. Trustee Strauss so moved, seconded by Trustee Boey. The motion was approved.

#### **NEXT MEETING DATE**

The Chair announced that the next meeting of the Academic Affairs, Student Affairs and Personnel Committee will be Thursday, August 26.

#### **ADJOURNMENT**

Chair Butler asked for a motion to adjourn. Trustee Strauss so moved, seconded by Trustee Vella. The meeting was adjourned at approximately 9:21 a.m.

Respectfully submitted,

Sharon M. Banks-Wilkins  
Recording Secretary