

Minutes of the  
**NIU Board of Trustees**  
**Academic Affairs, Student Affairs and Personnel Committee**  
November 17, 2016

**CALL TO ORDER AND ROLL CALL**

The meeting was called to order at 11:37 a.m. by Chair Marshall in the Board of Trustees Room, 315 Altgeld Hall. Recording Secretary Wright conducted a roll call. Members present were Trustees Wheeler Coleman, John Butler, Matthew Holmes, Cheryl Murer, Tim Struthers, Board Chair Strauss, and Board Chair Marshall. Members absent were Trustee Robert Boey. Also present were Lisa Freeman, Carolinda Douglass, Murali Krishnamurthi, Eric Weldy, Derryl Block, Beverly Henry, Omar Ghrayeb, Anne Gregory, Jerry Blakemore, and Deborah Gettemy.

**VERIFICATION OF QUORUM AND APPROPRIATE NOTICE OF PUBLIC MEETING**

General Counsel Blakemore indicated the appropriate notification of the meeting has been provided pursuant to the Illinois Open Meetings Act. Mr. Blakemore also advised that a quorum was present.

**MEETING AGENDA APPROVAL**

Chair Marshall asked for a motion to approve the amended meeting agenda. He requested that item 8.a. be moved first and that item 8.d. be postponed as Dr. Edghill-Walden was not able to attend the meeting. Trustee Strauss moved to approve the agenda with the amendments, and Trustee Struthers seconded. The motion was approved.

**REVIEW AND APPROVAL OF MINUTES**

Chair Marshall asked for a motion to approve the minutes of August 25, 2016. Trustee Strauss moved and Trustee Holmes seconded. The motion passed.

**CHAIR'S COMMENTS/ANNOUNCEMENTS**

Chair Marshall welcomed everyone to the meeting. He stated that there were five action items. The first item was a request to add four emphases within the Bachelor of Science and Education Elementary Education program. The second, a request to delete minors in Electrical Technology, Energy Technology, Environmental Management Systems, Manufacturing Technology, Productivity and Safety. The third, a request to delete the Bachelor of Science and Education in Health Education. The fourth item for consideration was a request for deletion of the emphasis in Rehabilitative Services within the Bachelor of Science and Health Science and a request to create a new program, the Bachelor of Science in Rehabilitation and Disability Services. The final item is a change to the Board of Trustee regulations related to faculty and administrative employees. In addition to the action items, there were four information items. The first was the oversight of the academic programs, but with the change, the excellence awards for faculty and staff will be first, followed by the oversight item. The next item was an update on residential life at NIU. The final item will be an update on program prioritization.

**PUBLIC COMMENT**

Chair Marshall asked General Counsel Blakemore whether any members of the public registered a written request to address the Board in accordance with state law and Board of Trustee's by-laws.

General Counsel Blakemore replied that there were no requests for public comment.

Chair Marshall recognized members of the University Advisory Committee (UAC) and the Faculty Senate President, Professors Kendall Thu and Leanne VandeCreek, and Professor Greg Long respectively.

Professor Long thanked Chair Marshall. He provided support for the university recommendations regarding the academic programs. He noted that academic program decisions have undergone a lot of internal review and vetting before going to the Board. He also noted that the Faculty Senate and University Council has had Program Prioritization reports on a monthly basis, which has been very helpful, along with the support for faculty hiring that has come out from that. Professor Long stated the appreciation for the support that is moving NIU forward. He offered his most sincere appreciation to all the award winners who were present for their excellence in professional service. These individuals represent the best of the best at the university and are aspirational role models for the rest of us. He thanked them for their work.

Chair Marshall noted that he retired as a college administrator. He was most proud of being a tenured faculty member.

Chair Marshall asked Executive Vice President and Provost Freeman to present the university report.

## **UNIVERSITY RECOMMENDATIONS/REPORT**

### **Agenda Item 8.a. Professional Excellence Awards**

Executive Vice President and Provost Freeman thanked Chair Marshall and the board for their flexibility in allowing the recognition of the Professional Excellence Awards to go first. The university sponsors a number of programs designed to recognize excellence in faculty and staff performance. One faculty member received the Board of Trustees Award, selected by a committee chaired by the Executive Vice President and Provost. One faculty member was recognized as a Presidential Teaching Professor, selected by a faculty and alumni committee chaired by the Vice Provost. Two faculty members were also recognized as Presidential Research, Scholarship and Artistry Professors, selected by a faculty committee chaired by the Vice President for Research and Innovation Partnerships. Two additional faculty members were recognized as Presidential Engagement Professors, selected by a committee chaired by the Vice President of Outreach, Engagement, and Regional Development. Another three faculty members received the Excellence in Undergraduate Teaching Award, and one instructor received the Excellence in Undergraduate Instruction Award, through a selection process initiated by students and reviewed by student advisory committees in each college, with the final decision made by the university-level Committee on the Improvement of Undergraduate Education. The Operating Staff and Supportive Professional Staff Councils each selected four employees for recognition following a university-wide nomination process coordinated by a subcommittee of each council.

Executive Vice President and Provost Freeman noted her appreciation of the board's request to invite the award recipients to the AASAP meeting. During very tough times in the state of Illinois, especially in Higher Education, when NIU does not have the financial resources to fill all the positions that we want to fill or to give the increased compensation that so many of our hard working employees deserve, it does not cost anything to say thank you and to say thank you more than once. Without further ado awardees stood to be recognized for receiving a professional excellence award. Executive Vice President and Provost Freeman asked each person to say their name, their position, and the type of recognition awarded.

Individuals in attendance at the meeting included: Brenda Hart, Office Administrator, Marketing; Andrew Otieno, Professor, Engineering Technology; Teresa Wasonga, Professor, Leadership, Educational Psychology and Foundations; Gregory P. Barker, Director, Testing Services; Melissa Burlingame, Research

Associate, Center for Governmental Studies; William C. McCoy, Director, BELIEF Initiative, College of Business; and Mark McGowan, Editorial Associate, Institutional Communications. The full list is published in the Board materials.

Executive Vice President and Provost Freeman noted how fortunate the university is to have excellent faculty and staff.

**Agenda Item 7.a.  
Request for New Emphases**

Executive Vice President and Provost Freeman continued to item 7.a. the request for a new emphases. This request comes from the College of Education. She invited the chair of the Department of Literacy and Early Education to present this item.

Chair Gregory said that as part of program prioritization, the department has been engaging in a process that recognizes areas of need within the program. The goal is to address the changing needs of the students and make it a unique program in the state. With that we have created four areas of emphases, those would be in LBS1 which is special education, Bi-Lingual ESL, Elementary Mathematics, and the Reading Teacher Endorsement. Three of these would add an additional endorsement to our candidates' degrees, so that upon graduation they would be licensed to teach not only in the grades 1 through 6, but also have an additional area of specialization on their licenses. This will set our students apart and be unique in the state of Illinois. Chair Gregory asked if the Board had any questions.

Chair Marshall noted that there were no questions from the Board.

Executive Vice President and Provost Freeman stated that the recommendation is that the university recommends that the Academic Affairs, Student Affairs and Personnel Committee endorse these requests and ask that the president forward them, by means of the president's report, to the Board of Trustees for approval at the December 15, 2016 meeting.

Chair Marshall asked for a motion. Board Chair Strauss moved, Trustee Butler seconded. The motion passed.

**Agenda Item 7.b.  
Request for Deletion of Minors**

Executive Vice President and Provost Freeman continued to item 7.b., the request for deletion of technology minors. Acting Dean, Omar Ghrayeb, from the College of Engineering and Engineering Technology presented the item.

Acting Dean Ghrayeb said that program prioritization has been a great opportunity for all the departments within the College of Engineering and Engineering Technology to evaluate programs. The program prioritization process has provided an opportunity to evaluate all the College offerings, specifically certificates and minors. These certificates and minors are evaluated based on whether or not they provide value to the program, and also evaluated on the competences that those programs will provide students based on feedback from employers. The Department of Technology noticed that these programs do not have enrollment in them. The reason for no enrollment within these programs is due to the additional 24 credit hours needed, which means one additional year. The fact that the demand for graduates from technology is high and that students find jobs even before they graduate, the students do not want to spend an additional year to get those minors. Therefore, the department is recommending elimination of all those minors and will be adding more specific certificates. For example, the department already proposed an undergraduate certificate in Engineering Management and an undergraduate certificate in Facilities Management.

Executive Vice President and Provost Freeman stated that the recommendation from the university is that Academic Affairs, Student Affairs and Personnel Committee endorse this request and ask the president forward it, by means of the president's report, to the Board of Trustees for approval at the December 15, 2016 meeting.

Chair Marshall asked for a motion.

Board Chair Strauss moved, Trustee Butler seconded. Discussion ensued.

Board Chair Strauss asked whether students were currently enrolled in any of these minors. Acting Dean Ghrayeb said that there are one or two students in some of those minors, yes. Board Chair Strauss asked whether they would be permitted to complete. Acting Dean Ghrayeb replied yes, they would be able to finish.

Trustee Murer commended Acting Dean Ghrayeb for looking at areas that need to be modified. There has been concern that the university is only adding things, but the deletions reflect a serious review of your program and a dedication to making it current. She commended Acting Dean Ghrayeb for that. Acting Dean Ghrayeb thanked her.

Chair Marshall asked if there were additional comments. Hearing none, he called the motion. The motion passed.

### **Agenda Item 7.c. Request to Delete a Program**

Executive Vice President and Provost Freeman said that item 7.c. is also a request to delete a program. The program is the Bachelors of Science Education and Health Education. Associate Dean Beverly Henry and Dean Derryl Block from the College of Health and Human Sciences were invited to provide an overview of the program deletion.

Associate Dean Henry stated that the purpose of the deletion is in response to changing of student trends. The B.S.Ed. in Health Education is primarily preparing Health Education teachers. Currently, school systems hire teachers for more than one area of content. For example, Physical Education teachers, are also being asked to be able to teach in the health area. While there has been declining enrollment trends in the major; the minor, is quite robust. Associate Dean Henry continued that some of the curriculum was found to be a duplication between offerings in public health, health promotion curriculum, and the health education. Through curriculum workgroups, faculty and staff have developed a collaboration with College of Education. The physical education major will be offered within the College of Education and the Health Education minor within health education will continue. There are currently six students continuing in the B.S.Ed. in Health Education that will continue toward completion and graduation. We feel that the students will be actually much better prepared and much stronger candidates for positions if their physical education major is within the College of Education. They are the college that handles licensure and health education standards.

Executive Vice President and Provost Freeman stated the university recommends that the Academic Affairs, Student Affairs and Personnel Committee endorse this request and ask the president to forward it, by means of the president's report, to the Board of Trustees for approval at the December 15, 2016 meeting.

Chair Marshall asked for a motion.

Board Chair Strauss moved, Trustee Murer seconded the motion. Chair Marshall asked for discussion.

Trustee Murer reiterated her comments that deletions demonstrate a sensitivity to the needs of NIU students. She thanked Associate Dean Henry and Dean Block.

The motion passed.

### **Agenda Item 7.d. Request for Deletion of Emphasis and New Degree Program**

Executive Vice President and Provost Freeman stated that item 7.d. also comes from the College of Health and Human Sciences. This item is a simultaneous request for deletion of an emphasis and creation of a degree program. Executive Vice President and Provost Freeman asked Associate Dean Henry to provide an overview of this item.

Associate Dean Henry stated that this item is a continuation of work that began a couple of years ago with the program review process. Last year, Rehabilitation Counseling became its own graduate program. There has been a positive response and increase of applications at both application periods for the graduate degree. The work with the undergraduate degree is separation of the rehabilitation major from Health Sciences. There are a few classes of overlap, but largely the curriculums are very separate. The other effort is to be more inclusive in the name and include disability services because a lot of the focus is vocational rehabilitation with people with disabilities. The program itself has about a 20% increase in students (about 240 students) in this major. The proposed major will be much better for the focus of the students, the faculty, and the curriculum to be a standalone Bachelor of Science degree. The faculty have advocated for this over the last year or so, and did a lot of hard work to justify it.

Chair Marshall asked for comments. Hearing none, Executive Vice President and Provost Freeman read the recommendation.

Executive Vice President and Provost Freeman: The university recommends that the Academic Affairs, Student Affairs and Personnel Committee endorse this request and ask the president to forward it by, means of the president's report, to the board for approval at the December 15, 2016 meeting.

Chair Marshall asked for a motion.

Trustee Murer moved, Trustee Strauss seconded. The motion passed.

### **Agenda Item 7.e. Appointments-Faculty and Administrative Employees**

Executive Vice President and Provost Freeman stated that item 7.e. is a recommendation for minor revisions to the Board of Trustees regulations related to faculty and administrative employee appointments. A preliminary version of this was presented by Vice Provost for Faculty Affairs Krishnamurthi at the Ad Hoc Committee on Governance meeting. Vice Provost for Faculty Affairs Krishnamurthi presented an overview on how the requested revisions will serve our students better, serve our employees better, and allow us to eliminate the affiliate category without damage to our academic mission. Executive Vice President and Provost Freeman asked whether or not he had additional information to add.

Vice Provost for Faculty Affairs Krishnamurthi stated that there were changes suggested by the trustees at the Ad Hoc meeting and that all of the changes have been incorporated. Once the changes were incorporated, they were reviewed by the Office of General Counsel and Human Resource Services. The document in the materials today is the revised document resubmitted for consideration.

Executive Vice President and Provost Freeman stated that her understanding is that after today, this will go to the special board meeting and then to the board so that there will be two readings of it. In that context, the university recommends that the Academic Affairs, Student Affairs and Personnel Committee endorse this request and ask the president to forward it, by means of the president's report, to the Board of Trustees for approval at the special meeting on November 17, 2016.

Chair Marshall asked for a motion.

Trustee Butler moved, Chair Marshall seconded the motion. The motion passed.

### **Agenda Item 8.b. Oversight of Academic Programs**

Executive Vice President and Provost Freeman continued to agenda item 8.b., the oversight of academic programs. This is an item presented annually to the Board of Trustees. She asked Vice Provost for Institutional Effectiveness Douglass to present an overview of this item.

Vice Provost for Institutional Effectiveness Douglass stated that as Executive Vice President and Provost Freeman mentioned, this is an item that comes annually to the board. It reports on the academic programs and centers that have been reviewed in the previous year, 2015-2016. In addition to this item, the Board also received the program review report identifying the 21 academic programs in two centers that we reviewed during 2015-2016. Program prioritization was in progress during that year, but we did not stop program review. This is the program review that was underway during program prioritization. Additionally, we have now incorporated the program prioritization narratives that were not completed last year into the program review process going forward.

Executive Vice President and Provost Freeman asked for questions from the Board.

Board Chair Strauss asked for the full report to be distributed to the Board.

Executive Vice President and Provost Freeman apologized for the oversight and noted the turnover in the Assessment Office.

Executive Vice President and Provost Freeman said they would be happy to bring the item back as needed or address any questions individually with the Trustees.

### **Agenda Item 8.c. Residential Life Update**

Executive Vice President and Provost Freeman moved to agenda item 8.c. Vice President of Student Affairs and Enrollment Management Weldy provided an update on residential life that was requested by the committee co-chairs.

Vice President for Student Affairs and Enrollment Management Weldy provided a brief overview in regards to some of the general benefits of on-campus living here at NIU.

Vice President for Student Affairs and Enrollment Management Weldy presented on select programs and services that exist within the NIU residence halls. He presented a broad overview, noting the positive aspects of students living on campus. These included the opportunities to build and strengthen relationships with faculty, with staff and with other members of the campus community including peers. Also, students become fully engaged within the university community. This is more than students being actively involved with activities, but also students knowing the resources on campus that will help them

move forward if they have issues or need assistance. That is a very important piece. Finally, students many times are introduced to a more diverse community than what they may have experienced back home. This is essential for preparing them for life after graduation and entering the workforce.

National Survey of Student Engagement (NSSE) data publishes a report every few years on student engagement across the nation. This is a voluntary survey. Not only is it from the standpoint of how students are engaged on their campus, but comparisons can be made nationally. In a recent national survey of student engagement, some of the things that they found related to on-campus living are quite interesting. The study found that first year students living on campus reported more high-quality interactions with other students than those living off campus. Moreover, there is a greater perception or awareness among students who live on campus versus those who live farther than walking distance; that universities do provide opportunities for students to be involved socially on campus, that there is a greater perception or awareness by these students that the university that they attend does support their overall well-being; and finally that there is a greater perception or awareness that there are opportunities on campus for them to attend events and activities and be actively engaged on campus.

Vice President for Student Affairs and Enrollment Management Weldy discussed the programs and services available for NIU students within the residence halls. First, currently, NIU has a nationally recognized residential curriculum that is focused on specific learning outcomes such as managing personnel relationships and learning habits that contribute to academic success. The Association of College Personnel Administrators (ACPA) is the second largest student affairs professional organization in the nation. The institution's residence hall curriculum was recognized by ACPA.

There are various resources made available to students in the residence halls, including; tutoring labs in Grant Tower South and in New Hall, a university writing center located in Stevenson South, residential computer labs; and a collaborative learning space in Grant South. In addition, the halls offer regionally and nationally recognized leadership opportunities through the Residence Hall Association (RHA) which is the equivalent to a student residence hall government; as well as the National Residence Hall Honorary (NRHH). The NRHH is the premier honorary in the residence halls. Students in this group include the top one percent of student leaders in the halls. These students promote solid leadership principles, serving the NIU community and the DeKalb communities, and excelling in their academic pursuits.

Vice President for Student Affairs and Enrollment Management Weldy shared examples of various living/learning communities that are on campus. Living/learning communities promote the transformational experiences of students. Living/learning communities have a positive impact on academic performance, intellectual development, civic engagement, and the smooth transition of first year students into college life. NIU hosts 14 such communities as of today. He provided an example of the Foreign Languages program.

Vice President for Student Affairs and Enrollment Management Weldy continued that there are also themed learning communities on campus, which consist of two to three courses that the same group of students, usually approximately 25, take together to explore an academic theme. These are managed by the Office of Student Engagement and Experiential Learning. Student Affairs is exploring ways to create better synergy between the themed learning communities and our living/learning communities. Vice President for Student Affairs and Enrollment Management Weldy opened up the floor for discussion.

Trustee Struthers commented on NIU's value proposition and the potential to expand student engagement opportunities in a strategic way, in order to target potential students. He also added another dimension, referring to the School of Nursing and how far removed it is from the campus, as well as the Monsanto Building location. He asked whether there were ideas to bring cohesion to the campus. How can NIU market itself?

Vice President for Student Affairs and Enrollment Management Weldy replied that yes, within the two major programs, the themed learning communities and the living/learning communities, we are evaluating how we can increase student participation, while being very strategic from the standpoint of student interests, career interests, etc. These programs have been around for a long time nationally, about 40 plus years. We have been in the midst of that since the beginning, since the early 80's. As we move forward, recognizing what our student's interests and needs are, we can improve upon what we are doing. As students are registering for orientation for the summer they're also registering for our living/learning communities and our themed learning communities and they fill up very quickly. And so I think that's an added advantage for us from the standpoint of attracting students in the residence halls.

Executive Vice President and Provost Freeman added excitement for the strategic opportunities associated with living/learning communities. President Baker asked them to evaluate the living/learning and the themed learning communities in order to create constructs that link with the pathways and NIU Plus. He also requested the formulation of marketing materials to be added to the housing packets distributed to potential students. We put together a working group and are meeting that deadline and are very excited about being able to use our residence halls to take advantage of the NIU Plus and NIU graduate experience as part of our overall value proposition. This discussion has been mostly talking about the undergraduate residence life experience, but Dr. Dannenmaier, the new Dean of Law, sees great potential in using the apartments that serve as our graduate and married student family housing, a little quieter, less exciting than the undergraduate residence halls which is good if you are a first year law student, and trying to create a law student community there that he can program around and that we can use as part of a financial aid package and part of a community building activity for the law school. She stated appreciation for Trustee Struthers comments and noted the work being done toward those ends.

Trustee Struthers thanked Executive Vice President and Provost Freeman.

Trustee Butler asked for an explanation regarding the second year experience community.

Vice President for Student Affairs and Enrollment Management Weldy asked Senior Director of Housing and Residential Services to assist in answering the question.

Senior Director Gettemy said there is no specific housing for second year students, so they do not have the same type of living/learning communities. However, there are specific programmatic opportunities that are open to our second year students. For example, there is an event at the beginning of the year that we call Y2 at NIU. It is a resource fair that is geared toward second year students that we work with the First and Second Year Experience Office to put on. They also provide an event for students in their second year related to be halfway to graduation.

Trustee Coleman asked how success is measured related to these programs. Has NIU been able to trace individuals that have participated in these learning communities to graduation rate, retention rate or anything of that nature?

Vice President for Student Affairs and Enrollment Management Weldy said that he has done research nationally, and there is a direct relation in regard to engagement for students in these programs and an indirect connection as it relates to academic performance, GPA, and so forth. He stated that he has read a number of case studies like University of Massachusetts, Amherst that have looked at student performance in the classroom. One of the next steps at NIU is looking at specific data as it relates to our programs in regards to GPA performance. That is information that we can pull personally as an institution, which may not necessarily be available nationally.

Executive Vice President and Provost Freeman added that the Trustees have heard Vice Provost Birberick previously present on high impact practices which any of these examples would be. When student have



the opportunity to engage in more than one high impact practice, the success with which they graduate from NIU increases. We probably could disaggregate those data to get a little more information specifically about the residence experience, but definitely by virtue of being in more than one high impact practice, we are impacting the graduation rate of our students at NIU.

Board Chair Strauss recalled seeing data previously that shows that there is a higher graduation rate. While we have not seen data that suggested that there were higher GPAs from our programs, we have previously seen data which we understand represents national trends again that we get a higher persistence rate from students who live in the residence halls. It is important to note that. The GPA is irrelevant if they are not here.

Vice President for Student Affairs and Enrollment Management Weldy agreed. Hearing no additional discussion, Chair Marshall asked Executive Vice President and Provost Freeman to move to the final item.

### **Agenda Item 8.e. Program Prioritization Update**

Executive Vice President and Provost Freeman noted the final item would be an update on program prioritization. The board endorsed this initiative in June of 2015 and asked to be updated periodically on it. She continued to provide a brief history on the program. Program prioritization is an opportunity for NIU, as an institution to align resource allocation and strategic priorities with our mission, our budget, to increase program efficiency and quality. We built a process that was inclusive, transparent, and engaged our shared governance bodies. Although program prioritization was not created as a response to the current budget challenges, it certainly does offer an opportunity to inform the way we react to the situation that we are facing here in Illinois for both where to reduce spending and where to grow opportunities. The task force reports were issued in May, our feedback was received by the end of that month, and since then there has been a lot of deliberation regarding implementation of the recommendations, continued efforts to communicate with the campus through formal presentations like the town hall, through the presentations Professor Long alluded to where we update the Faculty Senate and the University Council. We have invited representatives from the Academic Planning Council and the Resource, Space and Budget Committee to come to the Executive Budget Committee to talk about the infrastructure that we are building to make sure that when the initial implementation phase of program prioritization is through, we stay a data informed institution with infrastructure that links our priorities to our budgets and allows us to check in. President Baker is issuing a progress report on program prioritization that will include specific comments on every administrative program. I will issue an academic action plan at the same time to reflect the progress that we have made. Those will be coming out on November 28, 2016, a week from this coming Monday.

Executive Vice President and Provost Freeman noted that since July, there has been a lot of dialogue to make sure that programs had an opportunity to respond if they felt the data were not accurate. Additionally, that we were able to take advantage of things that have happened in the state of Illinois or on our campus with respect to opportunities for matching funds or opportunities to restructure as the result of personnel changes.

The executive budget committee is using the criteria that are aligned with program prioritization to rank order requests for new resources, and to track resources that are recovered and to identify opportunities for external resources to come in either through targeting grant applications or philanthropy and that we are communicating from the executive budget committee to the Academic Planning Council and Resource, Space and Budget Committee representatives. The first meeting was to talk about the structure that we built. We will plan to meet with them again after the president's report comes out and we will keep them engaged in a conversation and use them to communicate with our shared governance system, and ultimately President Baker will make recommendations that will come to this board based on the program prioritization process.

Executive Vice President and Provost Freeman said that as they looked implementing the action plans, or what came out of the task force in terms of recommendations, the vice president's responses, and how those broke into individual actions; we recognized that we needed slightly different pathways to implement what is coming out of the academic planning process versus what is coming out of the administrative process. The academic planning process includes curricular recommendations. In fact, we saw a number of them here today earlier in the meeting in the deletion of emphases and programs as well as the restructuring of programs. The university has a well-established process for taking curricular action. It involves the faculty, the college curricular committees, the Baccalaureate Council or Graduate Council, the Academic Planning Council, and ultimately this board of trustees and then in some cases the Illinois Board of Higher Education (IBHE). We did not need to build a new structure because we have those and we have the Provost's Office.

In terms of personnel and hiring for the academic units, there is a well-established personnel process, but we were able to introduce program prioritization linked criteria into the hiring process.

On the administrative side, there is not a comparable infrastructure to take the recommendations forward. We knew that we would be building that ship essentially while we were sailing it and so we added some crew. President Baker is still the captain, and I am still assisting in whatever ways possible, but we charged two valued members of the administrative task force, Dean Chris McCord of the College of Liberal Arts and Sciences and Professor Matt Streb from Political Science with helping us just keep track of things during the initial phase of the implementation so that as Vice President Phillips and I worked with our colleagues to make sure we had the IT platforms and personnel structures necessary to track what comes out of program prioritization. We had someone keeping the eye on the ball in helping us construct the report and making sure things did not fall through the cracks. The university owes a tremendous debt of gratitude to Dean McCord and to Professor Streb. I am sure they will celebrate with us as the university matures enough to have the structure to track program prioritization actions that include not only the changes in academic and administrative programs, but also hiring of faculty and staff, resource reallocation, attraction of new resources, and then of course as Vice President Phillips and I have always said our real goal is to do cost analysis and forecasting so that these inform multi-year budgets.

Program prioritization is not just that we did this once and then we do it again, it is that we do it and we live it and we live it by building the appropriate structures to have this become the way that we do business.

Executive Vice President and Provost Freeman highlighted a few of the actions that have come out of the task forces to date. The Financial Aid and Scholarship Office used the recommendations of the administrative task force to combine their operations to acquire a software platform called Academic Works that will make scholarship opportunities more obvious and accessible to our students. It will also allow the university to deploy scholarships in a more strategic fashion so that we help more students at an appropriate level and that will lead to not only an increase in recruitment but also in retention and completion.

The next example is related to the data and assessment function on campus. The task force asked us to look at institutional effectiveness and that moniker as a way of uniting and creating increased synergy among five units that exist at the university. We accepted that challenge. We engaged in an action planning process with five units. Those included accreditation and assessment services as well as academic analysis and reporting, institutional research, and testing services. The goal was not just to create more synergy, but also to get more human resources dedicating to doing the important work of decision support analysis and data tracking, decrease middle management, decrease the number of one person offices that have kind of grown up organically at the university and because we had turnover in assessment we were able to almost immediately, with the start of the fall semester, create a new office that does accreditation, assessment, and evaluation with one director, a decreased number of staff who

are structured to allow them to deliver services more effectively. In doing that, we eliminated an Associate Vice Provost position and that was a position with a \$90,000 plus salary and we were able to restructure the Human Resources in a way we believe will serve campus better and we realized the net savings. We are proud of that and hope that we will be able to continue to make changes like that for the benefit of the university community.

Phase 2 of the institutional effectiveness planning is well under way and we are looking at taking the functions of institutional research and reporting, data decision support and analysis, and having the staff in those units do cross-training and deploy them in a way that will help the campus again realize it's vision of making more data informed decisions.

Within academic programs, we are eliminating programs that have low enrollment, poor performance or are no longer relevant off the books, always being respectful of the fact that we need to teach out students who are in those programs. In some cases, as you heard from Dean Ghrayeb and Associate Dean Henry we are replacing those programs with things that are more visible, more in tune with what students want, and more linked to the market needs. You heard about the technology minors today, the Bachelors of Science in Health Ed, and soon you will be hearing about the elimination of a master's in French that will allow the foreign languages department to focus more on creating multi-lingual graduates interested in translation. We will have less duplication on our campus of program that are available elsewhere in Illinois.

The academic hiring plan is really the first obvious link of the program prioritization task force to our academic excellence mission. This year the process for authorizing the searches for tenure-lined faculty was based heavily on program prioritization outcomes and criteria. We have always said program prioritization was a longer process. It was not a budget cutting exercise and at first real tangible links would be in fiscal year 2018, but if you don't start searching this year for faculty you cannot hire faculty in fiscal FY18. All of the deans worked with a set of criteria. When they requested a position they had to map it to an academic program or to a research cluster and then the highest priority was given to hires that were linked to programs that were either recommended by the task force for enhanced resources or transformation with enhanced resources. There was also an opportunity for deans, who worked with their department chairs and faculty members, to provide a very good justification for why I should refute the program prioritization task force recommendation, they had space to provide that. And then we looked at contribution to academic excellence, to revenue growth, the sustainability and to risk management and compliance. I want to make the point that excellence revenue growth; sustainability and risk management were also among the criteria that our campus voted on to make program prioritization criteria. So this rubric actually allows us to use the things we have identified as important to the campus, but to update what happened at the time that we did the original task force report. Coming out of this we authorized 60 faculty searches. That included searches that were preapproved or contingent on announced retirements. Of those 60, 40 were new. That came out of program prioritization and as always those will be subject to the availability of funds at the time of hiring but Dr. Phillips and I worked closely to make estimates of the number of searches we could reasonably afford to conduct without having to pull back at the same time. This really allowed us to put faculty in high demand programs.

The outcomes of authorizing these searches have already begun to be encouraging. For example, the recent Accreditation visit for the College of Engineering and Engineering Technology, the accreditors were excited to learn of the approved faculty searches that will be in progress. Not every hire was a task force recommendation, some departments said that they could recruit more students with additional faculty due to the loss of many faculty over the last few years. The Department of Communications is an example where if they can recruit and retain more faculty it will be of high value to the university.

We believe this was a very good process. In addition to high priority hires, the college has turned in medium and low priority hires. At this time, the funding is not available to authorize a search for every

hire that was even ranked high priority, but next year we will have a starting point for discussion and it will be what changed since last year. Is there something different in the market? Is there something different in the terms of your makeup of the faculty? We have put structure in place that is very useful and we are in process of trying to create similar type of criteria to be turned in with requests for every staff hire.

The Executive Budget Committee also used program prioritization mapping very similar to this in creating the criteria with which we will consider unfunded request for equipment or renovations. We are pleased that we are linking program prioritization to our overall budget infrastructure. Executive Vice President and Provost Freeman opened the floor to discussion.

Trustee Struthers requested a dashboard of personnel, turnover trends, and a historic view of people. Two things that are on my mind; after the president's report comes out later this month, we might get a high-level kind of strategy on these outcomes. The big themes and what two or three or four things we are going to do with targets, would be one. Second, I would like to receive a high-level dashboard on personnel. I was at a meeting yesterday and I ripped out a page that I'll share with you guys, but it would show the head count over a seven year period of – and I wouldn't know what that is at all. I know it's down, but I wouldn't know if it's down two or ten percent, and where that's been over time. That would be one. Surely another one would be turnover. I would have no idea what the turnover had been. Is that something we're proud of or something we're concerned about? I don't know, but again any measure over time would be very helpful. Another measure would be what our hiring and/or open positions have been. Providing these simple kinds of measures at a high-level, with a historical view would give great insight into where the personnel part of our business is.

Executive Vice President and Provost Freeman suggested using full time equivalent (FTE) as a measure in addition to headcount: We can certainly provide that, and I would suggest that maybe in addition to headcount we would want to provide FTE as a measure.

Trustee Struthers replied yes and thank you. Executive Vice President and Provost Freeman said she looks forward to it.

Chair Marshall requested that the number of minority faculty hires over the course of the last 3 years should be included in the dashboard.

Executive Vice President and Provost Freeman: That concludes the university report.

#### **OTHER MATTERS**

No other matters were discussed.

#### **NEXT MEETING DATE**

The next meeting of the Academic Affairs, Student Affairs, and Personnel Committee will tentatively be February 16, 2017.

#### **ADJOURNMENT**

Chair Marshall asked for a motion to adjourn. Trustee Strauss so moved and Trustee Holmes seconded. The motion was approved. Meeting adjourned at 12:39 p.m.

Respectfully submitted,

Liz Wright  
Recording Secretary

*In compliance with Illinois Open Meetings Act 5 ILCS 120/1, et seq, a verbatim record of all Northern Illinois University Board of Trustees meetings is maintained by the Board Recording Secretary and is available for review upon request. The minutes contained herein represent a true and accurate summary of the Board proceedings.*