

Minutes of the
NIU Board of Trustees
Academic Affairs, Student Affairs and Personnel Committee
February 16, 2017

CALL TO ORDER AND ROLL CALL

The meeting was called to order at 10:27 a.m. by Chair Coleman in the Board of Trustees Room, 315 Altgeld Hall. Recording Secretary Wright conducted a roll call. Members present were Trustees Robert Boey, Matthew Holmes, Veronica Herrero, Board Chair John Butler, and Committee Chair Wheeler Coleman. Other Trustees present included Trustee Dennis Barsema, Trustee Robert Boey, and Trustee Eric Wasowicz. Also present were Lisa Freeman, Mike Mann, Derryl Block, Rena Cotsones, Carolinda Douglass, Omar Ghrayeb, Beverly Henry, Beatrix Hoffman, Balaji Rajagopalan, Rebecca Shortridge, and Mansour Tahernehzadi.

VERIFICATION OF QUORUM AND APPROPRIATE NOTICE OF PUBLIC MEETING

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

MEETING AGENDA APPROVAL

Chair Coleman asked for a motion to approve the agenda with consent items 7.e.-7. r. Executive Vice President and Provost Freeman read the consent agenda items and clarified the reason for the specific academic program changes. Trustee Herrero moved and Trustee Butler seconded. Trustee Butler motioned to add 7.e. to 7.r. to a consent agenda, Trustee Holmes seconded the motion. The motion passed.

Trustee Barsema asked how students were impacted and how were they treated when a program is deleted. Executive Vice President and Provost Freeman said that there were either less than three or four students or zero students in each of the programs being deleted. Any students still in the program will be taught out of the program. Trustee Barsema asked whether NIU would lose any students. Vice Provost Douglass said that there are not many students represented, and that most of the deletions are specializations which do not impact student degree programs. Executive Vice President and Provost said that there will be opportunities in the added programs to increase enrollment.

REVIEW AND APPROVAL OF MINUTES

Chair Coleman asked for a motion to approve the minutes of November 17, 2016. Trustee Butler moved and Trustee Holmes seconded. The motion passed.

CHAIR'S COMMENTS/ANNOUNCEMENTS

Chair Coleman welcomed the Committee and attendees to the meeting and noted the extensive agenda. He continued that there were a significant number of curricular items for approval; a request for a new degree program, a Master of Accountancy; a request for a new school, a school of Interdisciplinary Health Professions; a request for a new specialization, a specialization in Business Analytics with the Master of Science and Management Information Systems; and a specialization in System Application Products (SAP) and Business Enterprise Computing within the Master of Science and Management Information System; a request for a new specialization in Leadership and Aging Studies within the Master of Science in Applied Human Development and Family Sciences. In addition to these curricular items, we have two informational

items and one approval item related to sabbatical leaves. The committee will hear a report on the outcomes of previous sabbatical leaves followed by a presentation from Professor Beatrix Hoffman on her sabbatical leave. The board will then be asked to approve the 2017/18 faculty sabbaticals. The final item in an informational item and an update on NIU's initiative at Rock Valley College.

PUBLIC COMMENT

Before going into the agenda, Chair Coleman asked Mr. Brady whether any members of the public had registered a written request to address the board in accordance with the state law and Board of Trustee bylaws?

General Counsel Brady indicated that there were no requests for public comment.

Chair Coleman recognized members of the University Advisory Committee (UAC) and the Faculty Senate President.

Professor Shortridge, UAC representative and Chair of the Department of Accountancy, said that she was pleased to be representing the UAC. Professor Shortridge noted that as a member of the program prioritization academic task force, she was very happy to see many curricular agenda items thinking creatively and outside the box to serve students at NIU. She also noted the importance of sabbaticals for faculty to advance research agendas.

Professor Long, Executive Secretary of the University Council, noted the commitment level of the NIU faculty. NIU faculty teach, advise, serve the department, college, and university. These activities require a significant amount of time in addition to the artistry, scholarship, and research activities that our faculty are doing. Sabbaticals provide the much needed time to focus on scholarly work and bring back outcomes that benefit students and the university.

Professor Long stated that the American Association of University Professors made a statement supporting sabbaticals, they are quoted as saying "leaves of absence are among the most important means by which the teaching effectiveness of faculty members may be enhanced, their scholarly usefulness enlarged, and an institutions academic program strengthened and developed. A sound program of leaves is therefore a vital importance to a university or college and is the obligation of faculty members to make sure of the available means including leaves to promote their professional competence. The major purpose is to provide opportunity for continued professional growth and new or renewed intellectual achievement through study, research, writing and travel." Professor Long encouraged the board to continue to support sabbaticals.

Professor Long continued to discuss the merits of tenure and that the tenure process was developed to assure the academic freedom to explore, research, create and advocate without fear of retaliation. The nature of academic freedom and tenure is very, very important because professors begin their careers as assistant professors. On a normal track, they have six years to demonstrate their competence in research, artistry, teaching and service; and if they are successful, they are promoted to associate professors and along with this promotion comes tenure. Tenure advances the admission of the university by giving faculty the freedom to explore, teach and serve. Professor Long urged the board to show continued support for academic freedom and the concept of tenure within the university.

Committee Chair Coleman thanked Professor Long. He stated that he appreciated the comments and all the work that NIU faculty does for the university as well as for our students.

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

UNIVERSITY RECOMMENDATIONS/REPORT

Agenda Item 7.a.

Request for a New Degree Program

Executive Vice President and Provost Freeman thanked Committee Chair Coleman and continued to item 7.a. This item was the request for a new degree program Master of Accountancy. Dr. Freeman noted that all new degree programs require the approval of the Board of Trustees as well as the Illinois Board of Higher Education. When a new program request is sent to the board, it has received all required curricular approvals at the department, college, and university levels and the concurrence of the provost. Dr. Freeman thanked the board for adjusting their schedules to have a full board meeting today in order to approve these items. This provides the opportunity to forward all of today's approved programs to the Board of Higher Education and offer the program in the coming academic year. This would not be achievable without the board's flexibility.

Dr. Freeman read the recommendation, the university recommends that Academic Affairs, Student Affairs and Personnel Committee endorse this request and asks that the president forward it, by means of his report, to the Board of Trustees for approval at its special meeting today. Dr. Freeman asked Dean Rajagopalan to address the board.

Dean Rajagopalan thanked Executive Vice President and Provost Freeman. He also thanked the committee for the opportunity to present the program and for the acceleration of the process in order for the program to be offered in fall 2017.

Dean Rajagopalan presented a brief overview of the program with Chair Shortridge. Currently, the Department of Accountancy offers a Masters of Accounting Science (MAS). The proposed Master of Accounting (MAC) would be a related, but a distinct degree option for graduate students that have an undergraduate degree other than Accountancy. Students in this program take a set of courses focused on foundational areas within the accountancy discipline to enhance their understanding of the role of accounting in business and organizations and prepare them for a career in accountancy. Students completing the program will also be qualified to sit for the CPA exam in Illinois. The program will be offered at our Naperville campus.

Dean Rajagopalan stated that the department and the college received many requests for a part-time, evening, weekend program for suburban working professionals. Beginning last October through now, there have been about thirty-seven prospects that have called in asking when the program would launch. The MAC will be a self-supporting program with costs covered by the differential tuition generated from enrollments. Whenever possible, existing resources, including faculty, will be leveraged. The national unemployment rate for the accounting profession is around 2.5%. Many economists consider this to be an attractive career where most people find employment. There are two programs in the region, UIUC and DePaul, that offer this program. The breakeven point for the program is around seven students, and we are very confident that, given the number of requests that we have already received, we will exceed that considerably. He opened the floor for questions.

Committee Chair Coleman asked for a motion to approve the recommendation as read previously by Dr. Freeman.

Trustee Butler moved for approval. Trustee Herrero seconded the motion.

Trustee Butler thanked Dean Rajagopalan and Chair Shortridge for creating this innovative and competitive curriculum to attract students. He asked for clarification on the time it takes for a student to complete the program.

Chair Shortridge replied that the program is 36 credit hours of accounting education. Each student would take two classes a semester in a cohort model; two in the fall, two in the spring, two in the summer, for two years to complete the degree.

Trustee Butler asked whether there are aspects of the curriculum that are internship oriented or credit for time in the profession?

Chair Shortridge replied that all admitted students must have the two Principles of Accounting courses completed and have some business core competency. Those classes can be obtained outside of NIU. The business core competency classes offered by the NIU MBA program are through a Harvard Business Review process that is online. Students would be able to complete those classes through the Harvard Business course sequence. As far as internship opportunities, we do not have that built into this program as most of these students are already working in the Chicagoland area. This is a program for those professionals, which is different from the Masters of Accounting Science which offers internship opportunities.

Trustee Holmes asked whether or not there would be opportunities to offer this program in DeKalb.

Chair Shortridge noted that the MAS program is offered on campus in DeKalb, primarily for students with an undergraduate degree in Accountancy. To become a CPA in most states, you have to complete 150 hours of education, therefore, most students primarily continue into the Masters of Accounting Science program that have an undergraduate degree in Accountancy. The MAC provides an opportunity for people without an undergraduate degree in accountancy.

Trustee Holmes asked whether or not this is a program that other comparable institutions offer, or if NIU is a leader starting with a strong accounting program and providing this opportunity to non-accounting majors?

Chair Shortridge replied that there are programs that do this across the country. NIU Accountancy is pursuing this due to the strong reputation in accountancy and the number of calls that we get for this weekly. This is an opportunity to provide an education for students that had explored other fields when they were undergraduates and worked in different professions. Currently in the MAS program, there are students that have worked in many different fields. These students come on campus full-time, day-time and this is frequently challenging for them. The MAC provides an opportunity for students to do this in the suburbs part-time while maintaining their other positions.

Trustee Barsema asked what the competitive advantage of the NIU program is compared to the two other regional programs Dean Rajagopalan mentioned. Why would a student choose NIU over one of the other two schools?

Chair Shortridge replied that a significant advantage of the NIU program over other programs is value. NIU provides a Master's of Accountancy from a top ranked program at a lower cost than competitors.

Trustee Herrero asked whether or not NIU has partnerships with firms in Naperville to promote this program among employees.

Chair Shortridge stated that from a CPA firm perspective, NIU has tremendous relationships in the Chicagoland area. For example, NIU hosts a career fair for accountancy students in September and January, and over fifty employers attend to hire accountancy students at those career fairs. NIU also has a lot of support from industries. Career fairs include companies like Caterpillar, Kraft Foods, Allstate and a variety of other businesses that would be interested in hiring, as well as supporting students. There are significant amounts of scholarship monies provided to our students.

Dean Rajagopalan added that the Board of Executive Advisors in the College of Business along with a very strong advisory board for the Department of Accountancy, has representation from over fifty companies in the region which will serve to help us in this effort as well.

Committee Chair Coleman called the question. The motion passed.

**Agenda Item 7.b.
Request for New School**

Executive Vice President and Provost Freeman continued to item 7.b., the request for a new School of Interdisciplinary Health Professions. The university recommends that the Academic Affairs, Student Affairs, and Personnel Committee endorse this request for a school of Interdisciplinary Health Professions and ask that the president forward it by means of his report to the Board of Trustees for approval at this afternoon's special meeting. Dr. Freeman asked Dean Block to address the board.

Dean Block thanked Dr. Freeman and the board. She explained the request is a creation of a new academic unit called the School of Interdisciplinary Health Professions. If approved, this will be the fifth school in the College of Health and Human Sciences. Hundreds of students, including freshmen and transfers, come to NIU planning to get a degree in a competitive health program. Sometimes plans change. When pre-nursing students find out there is a good possibility they will not be admitted to our nursing program because of their grades and/or prerequisite courses, then they leave NIU. These are the students who have lower than average retention rates.

The creation of the School of Interdisciplinary Health Professions will allow for improved academic support through advising, core instructors, and mentoring by faculty. It will also allow for expanded course work and internships to prepare students to be job ready or graduate school ready, and improved community engagement. The instructional staff in this new school will continue to work collaboratively with faculty across the college. The school would consist of a Health Sciences major with three emphases. The first emphasis is pre-physical therapy, the second emphasis is a general emphasis including pre-nursing students, and the third emphasis will house the current Bachelor of General Studies program, which we just eliminated, and is a degree completion program for holders of an AAS degree who also hold a professional credential in a health or human science field and who want to advance their careers. That includes professionals such as dental hygienists, EMT's, etc. The school will also house the current Rehabilitation and Disability Services undergraduate major, Rehabilitation Counseling Masters program, and eventually the Doctorate in Health Sciences program. The creation of this school aligns with the action plans derived from program prioritization. It is also based on feedback from multiple student focus groups and allows for a cohesive arrangement of academic programs in the college. The school will improve student success and preparation for health-related occupations and it will increase retention.

Committee Chair Coleman asked for a motion to approve the recommendation as read previously by Dr. Freeman.

Trustee Butler moved for approval. Trustee Herrero seconded the motion.

Committee Chair Coleman opened the floor for questions.

Trustee Butler asked for clarification as to whether or not someone with this degree could go on to become a nurse or what the career field would be for a graduate.

Dean Block replied that this is an opportunity for people that cannot get into the nursing program to broaden their outlooks. This degree provides another option for health-related professions. It could mean administration or a multitude of health professions, but not hands-on nursing. If they were still interested in nursing and dedicated to that career, and unable to meet the requirements for the NIU

nursing program, they may go elsewhere for an associate degree program or a bachelor's program. This program gives NIU the opportunity to retain them in a health field.

Trustee Herrero commented that this is a wonderful idea. In her experience, students may only focus on nursing or pre-med when considering health fields and forget that there is an array of other fields and often times students not doing well in the courses give up and do not continue their education. It is exciting to see that the college is coaching students, creating programs, and making space for students when nursing is not viable for them. Trustee Herrero continued that she would appreciate hearing what is being done on the advising side to compliment this change. There should be an advising structure that recognizes indicators that students may not be successful, and advising should have a plan to provide these options early on.

Trustee Barsema commended Dean Block on the reorganization of the college. He noted the incremental cost of the new program would be approximately a quarter million dollars. Is there a business case in terms of how many students are needed in this program so that the program is paying for itself? If so, how long do you estimate that will take?

Dean Block said that the business case is based on the increase in student retention and the ability to attract new students. The estimation is probably 6 or 7 years until the program would break even and that would depend on the market.

Committee Chair Coleman called the question and the motion passed.

Agenda Item 7.c. Request for New Specializations

Executive Vice President and Provost Freeman continued to agenda item 7.c., the request for new specializations within the Masters of Science in Management Information System, specifically a specialization in Business Analytics within the Masters in Management Information Systems (MIS) and a specialization in System Application Products (SAP) and Business Enterprise Computing within the same masters. The university recommends that the Academic Affairs, Student Affairs, and Personnel Committee endorse this request and asks that the president forward these requests, by means of his reports, to the board for approval at this afternoon's special meeting. Executive Vice President and Provost Freeman asked Dean Rajagopalan to present this item.

Dean Rajagopalan thanked Executive Vice President and Provost Freeman. He also thanked the committee for the opportunity to present the program. The Masters in Information Systems was in the enhanced category in the program prioritization outcomes. Five years ago, in fall of 2012, there were about 70 students enrolled in the program. In fall 2016, we had 234 students enrolled in the program. The growth of the program has been phenomenal.

The two specializations being proposed build upon the strengths of the faculty and also build upon where the industry is going. The Business Analytics specialization speaks for itself. The demand for professionals with an analytics background is rising at a faster rate than we can produce graduates. The SAP in Business Enterprise Computing has been a strength of the MIS program for many, many years. The specialization solidifies the students' deep knowledge in these areas and provides more marketability. Both of these specializations are driven by very high industry demand.

Committee Chair Coleman asked for a motion to approve the recommendation.

Trustee Holmes moved for approval. Trustee Butler seconded.

Committee Chair Coleman, hearing no discussion, called the question. The motion passed.

**Agenda Item 7.d.
Request for New Specialization**

Executive Vice President and Provost Freeman introduced agenda item 7.d., the request for a new specialization in Leadership in Aging Studies with the Masters of Science in Applied Human Development and Family Sciences. The University recommends is that the Academic Affairs, Student Affairs, and Personnel Committee endorse the request and asks that the president forward it, by means of his report, to the board for approval at this afternoon's special meeting. Dr. Freeman asked Dean Block to present the item.

Dean Block stated that the College of Health and Human Sciences is requesting a new specialization called Leadership in Aging Sciences in the newly named Human Development and Family Sciences Masters of Science degree. This specialization is intended for students interested in pursuing careers, especially leadership positions, in aging such as long term care, social services, service management and research and evaluation. The program is designed to meet competencies of the Association for Gerontology in higher education, and graduates will be able to sit for the Illinois Nursing Home Administrator's license. The focus for the academic program in the unit will encompass the aging adult and this is certainly consistent with Applied Human Sciences covering the span of developmental age groups. If approved, the new specialization will be one of two specializations in Human Development and Family Sciences. The other is Marriage and Family Therapy.

Chair Coleman asked for a motion to approve the recommendation.

Trustee Holmes moved approval. Trustee Butler seconded the motion.

Committee Chair Coleman called the question. The motion passed.

Consent Items 7.e.-7. r.

Trustee Butler moved to approve consent agenda items 7.e.-7. r. Trustee Holmes second the motion. The motion passed.

**Agenda Item 7.s.
Annual Report on the Outcomes of Sabbatical Leaves**

Executive Vice President and Provost Freeman moved to agenda item 7.s. This is an information item and the first of three items related to sabbaticals by faculty and staff.

Executive Vice President and Provost Freeman said that Professor Long spoke very eloquently about the value of sabbatical leaves to NIU faculty. Many of the same things could be said about the value of sabbatical leaves to our staff, but I really want to focus on the value of sabbatical leaves to the institution. Sabbatical leaves are a privilege granted to faculty, but they are also a privilege granted to the institution because it allows us to use a very cost effective mechanism to provide our faculty and staff with opportunities to stay current in their discipline, to have time to think to be creative and to bring that energy, curricular innovation, research, scholarship, and artistry back to NIU to enhance our university's reputation, and to enhance the experience of our students inside and outside the classroom.

The first item is the annual report on the outcomes of sabbatical leaves. Sabbatical leaves help faculty be more successful in bringing in federal grant money to support research, scholarship, and artistry. The outcomes report is from the 2013-14 academic year. Faculty have the opportunity to apply for the privilege do so every six years and the sabbatical applications are very rigorously reviewed using the same type of review that we do for promotion and tenure. There is both a faculty review and administrative review at the level of the department, by the departmental personnel committee and the

department chair or school director, at the college level by the dean and the college council; and then at the university level by the University Council Personnel Committee (UCPC) and the provost.

Faculty members are asked to provide a brief report 30 days after they return from their sabbaticals, but the more extensive report occurs with a two-year time lag because we want faculty to be able to report after time when we can really see the benefits to the institution. There were 44 faculty sabbaticals from 2013-14 that generated 170 publications and 230 presentations, 47 grant submissions, 54 curricular development projects, 8 awards and honors, 33 outreach engagement activities, 32 performances, 11 exhibitions, 12 other significant contributions, 39 submitted works in progress. Of the 47 internal and external grant applications submitted, 28 were funded, which brought in almost \$4.5 million to the university, and the 54 curricular development projects impacted approximately 1,081 students.

Trustee Barsema asked for a brief description of when and how somebody qualifies for sabbatical. At what point can they apply?

Executive Vice President and Provost Freeman noted that both faculty and staff are eligible to apply for sabbaticals. For faculty, only tenured faculty are eligible to apply. The first time a faculty member would have that opportunity is in the year when they are being granted tenure and every six years or seventh year thereafter. The faculty member puts together a detailed proposal of what they will use the sabbatical for, and we have very strict guidelines for what sabbaticals can be used for.

Sabbaticals are used in connection with proposed and ongoing programs that promise to enhance the professional competence of the faculty or improve their professional standing. They are not granted for things that faculty members ordinarily do in the course of work. These types of items that would not be included are book revisions, preparing for another job, performing full-time duties at another institution, completing a doctoral or a terminal degree; those are not things we grant faculty/staff sabbaticals for. Sabbatical proposals are required to benefit the institution.

The process is as follows. The faculty member prepares a proposal. That proposal is reviewed at the department and then college and then university levels, which is the University Council Personnel Committee (UCPC). They proposals come to the UCPC in ranked lists from the colleges. Those rankings have been revised and approved by the dean. The resource requests related to the proposals are managed at the level of the colleges, if there are costs associated with the sabbatical. Faculty members receive their full salary for a six-month sabbatical, or a half salary for a twelve-month sabbatical. Once the sabbatical is finished, a 30-day report is due, and then a two-year outcomes report is due. If a faculty member does not file those outcomes reports or shows unsatisfactory outcomes, that may prevent them from receiving another sabbatical.

Trustee Barsema thanked Executive Vice President and Provost Freeman. He noted that 47 sabbaticals were offered and 44 were accepted he asked Executive Vice President and Provost Freeman to clarify what that means.

Executive Vice President and Provost Freeman replied that a formula is used to determine the number of sabbaticals per year. There is a set number of slots each year and each year the number of slots is subject to change. Each year the UCPC reviews all of them regardless of the number. If there are more than the allotted, the UCPC ranks the excess proposals and marks them as alternates.

Trustee Butler pointed out that the outcomes report on sabbatical leaves has been a developing item for the board for several years now. He has no question that there was a level of accountability internally, but this report prepared for the board is extremely useful. It is consolidated in a way that is easy to understand and interpret.

Executive Vice President and Provost Freeman recognized Vice Provost Carolinda Douglass, Vice Provost for Institutional Effectiveness, as she makes sure that everything we do is assessed and prepares these helpful communications to the board.

Trustee Wasowicz asked whether or not covering the duties is part of the process that you go through when sabbaticals are being approved.

Executive Vice President and Provost Freeman replied yes. The sabbatical applications are forwarded to the university level only if the department chair and dean are confident that the work can be covered.

Trustee Herrero asked what happens when the faculty do not come back from sabbatical? She noted that some departed the university or retired.

Executive Vice President and Provost stated that faculty are obligated to return to the institution when they perform a sabbatical. Retirement is a unique case. It really was not a challenge for the institution until two years ago when the state of Illinois made massive changes to the retirement formula that would have impacted the faculty tremendously. In cases where faculty felt that it would be financially disadvantageous not to retire, we worked with them to make sure that their sabbatical contribution was passed on even in their departure from the university.

Agenda Item 7.t.

Faculty Presentation on Sabbatical Leave

Executive Vice President and Provost Freeman stated that item 7.t. is a faculty presentation recounting the experience of a sabbatical leave. She noted that Professor Hoffman is valued by her students and does much to enhance the international reputation of the university with her work. Professor Beatrix Hoffman, a tenured faculty member for the History Department introduced herself and her project.

Professor Hoffman stated that she is currently in her twenty-first year at NIU. She teaches in the Department of History, including general education and upper division courses in the History of Medicine, as well as other topics and graduate courses. This is her second sabbatical. A historian of the U.S. healthcare system, Professor Hoffman's training is in American History. She received her Ph.D. from Rutgers in 1996 and since then has published three books on the topic. One is a co-edited collection, the other two are single authored and the book on the right, *Healthcare for Some* was the product of my first sabbatical. Her last book ended with the adoption of Obamacare. The epilogue was all about how the Affordable Care Act was adopted and following that, the next project is the issue of what is going on in our country and the relationship of healthcare and immigration. During the debate about the Affordable Care Act, there was a big controversy over whether undocumented immigrants would be included in the new law. President Obama was actually shouted down by a congressman over this issue. The famous "you lie" comment was made about Obama claiming that undocumented people would not be covered by the act. It actually was the case and the undocumented population is not included in the Affordable Care Act. This created an interest in writing about the history of the notion of whether or not immigrants should be included or excluded in American healthcare. That is the topic of the sabbatical project which is entitled "Immigration, Migration, and the Right to Healthcare."

Professor Hoffman continued and provided a brief overview of the project. The sabbatical enabled her to look at the history of inclusion of undocumented immigrants, including emergency room treatment, which is mandated for all regardless of status. Also, evaluating specific public health programs that have been available to immigrants. The book is a history of the tension between these two competing ideas of inclusion and exclusion of immigrants. Additionally, the sabbatical allowed Professor Hoffman to view this from an international context.

The sabbatical work should become a third book, and include articles, including two that are coming out soon. She discussed the timeliness of the project, and the collaborative opportunities with practitioner

groups who are also interested in this topic. Due to this work, Professor Hoffman was invited to deliver the commencement address at the Stritch School of Medicine, which is the Loyola University School of Medicine. Also, it produced a new opportunity to do museum exhibition work. This includes collaboration with the National Library of Medicine, a part of the National Institutes of Health on an exhibition on healthcare reform that is currently traveling around the country, and a second exhibition that is in progress is on immigration and healthcare. The National Library of Medicine exhibits, also available online, reached about 40,000 viewers in the course of their travels and will be around for two years, so it will reach many more people.

Professor Hoffman continued that the sabbatical has provided the opportunities to develop two new courses. The courses are Latinos in the US and Latinos in US Legal History. The sabbatical also enhanced her History of Medicine class, and she is developing another course on history of immigration. Two research rookies have been mentored and two student engagement fund students, one of whom is Betsy Salgado who could not be here today, although she does appear in the slides. Betsy was a student in the Latino History class and is a pre-nursing major. Her main interest is healthcare. She is also very interested in Latino history. Professor Hoffman encouraged her to develop a research project on the role of nurses in providing healthcare for immigrants. And that is what Betsy has been working on for the past year, and if she were here today, she would talk about her work in the Chicago History Museum archives where she discovered the work of the Visiting Nurse Association of Chicago. They were one of the first organizations to work with immigrants back in the 1890's. she also found examples of migrant health projects throughout Illinois including DeKalb that were created with the Migrant Health Program funding from the federal government in the seventies. So she also included some local history in her project. Professor Hoffman expressed how excited she was to present some of the results of Betsy's project to the American Association for the History of Nursing last fall. Professor Hoffman concluded saying her sabbatical was amazing and thanked everyone for supporting her project, as well as this important option for faculty.

Committee Chair Coleman thanked Professor Hoffman and opened the floor for discussion.

Trustee Butler thanked Professor Hoffman for her presentation and her work. He asked what the next steps for the project were in terms of publications of her work and her findings?

Professor Hoffman replied that she hopes to publish a book, which has already received some interest from the University of Chicago Press. There is a bit more research to complete before that stage, but the publishers think that there would be a lot of interest. The title will be *Health Across Borders*, and articles as well, but I would like to see this taken into more outreach projects as well. She is also in discussions with the Latino Medical Students Association about developing advising programs for students at NIU who are interested in pre-health careers and having them get together with some of the students in Rockford who are already in medical school as mentors.

Trustee Butler asked what some of the main myths around the issue of migrants and immigrants in healthcare are?

Professor Hoffman noted that the biggest one probably is that immigrants come to this country to get healthcare and to take advantage of health programs. The opposite is true. Immigrants, especially undocumented immigrants, use the least amount of healthcare of any group in the population mostly due to difficulties of access, but also due to fear of detection. And also, as I mentioned earlier, public health programs and insurance like Medicare and Medicaid and the Affordable Care Act are not available to undocumented immigrants at all. So the idea that they come here to use these services is simply wrong, and there is historical evidence to prove that that is the case.

Committee Chair Coleman said that he appreciated the topic and the timeliness of it. He asked whether or not Professor Hoffman looks at the financial impact of not providing healthcare or providing healthcare and what some of her findings are surrounding the financials?

Professor Hoffman replied that examples of that would be the topic of when emergency rooms became a kind of a primary healthcare center for immigrants in the eighties. That is not a cost effective way of delivering healthcare to population groups. The lack of access in other parts of the system led to increased costs to hospitals. There is also certainly cost benefit analysis to be made of the public health impact of immigrant's lack of access to healthcare, like the cost of chronic and long-term care that somebody has to end up paying for when people do not get treated early on for diseases like diabetes. One of the arguments she's actually made through all her work, which is that denying people healthcare, which is unfortunately something the United States is very good at, is actually very expensive. It does not actually save money. It ends up costing us more in the long run.

Trustee Herrero asked whether Professor Hoffman did a comparison with the economic impact here and the impact that it has on other countries that do have a more comprehensive public health program?

Professor Hoffman said that the simple answer to that is countries that provide universal healthcare to everybody spend way less per person than we do. It is paradoxical maybe to Americans to think that they cover more and they spend less. But that is true in every single country. The United States covers fewer people and we spend more.

**Agenda Item 7.u.
Recommendations for Faculty and Supportive Professional Staff Sabbatical Leaves for the
2017-2018 Academic Year**

Executive Vice President and Provost Freeman stated that agenda item 7.u is an action item. It is the approval of the recommendations for faculty and supportive staff sabbatical leaves for the 2017-18 academic year. Prior to reading the recommendation, Executive Vice President and Provost Freeman stated that given the financial situation in the state of Illinois, sabbatical leaves are approved, but the actual taking of the sabbatical leaves is always subject to the availability of funds as determined by the administration in the normal course of their activity. The reason approval of sabbaticals must happen now for 2017 and 2018 is that the faculty are working very hard to make arrangements with the sponsoring institutions, the funding agencies, and they need to have some clarity regarding who will be covering their anticipated absences. There are 42 sabbatical leaves to approve today.

The university recommends that Academic Affairs, Student Affairs, and Personnel Committee endorse this request and asks that the president forward it, by means of the president's report, to the Board of Trustees for approval at the March 9, 2017 meeting.

Committee Chair Coleman asked for a motion to approve the recommendation.

Trustee Butler made a motion. Trustee Herrero seconded the motion. The motion passed.

**Agenda Item 7.v.
NIU Engineering @ RVC**

Executive Vice President and Provost Freeman said that the final agenda item 7.v. is an update on the NIU Engineering at Rock Valley College program.

Executive Vice President and Provost Freeman presented an overview of the NIU Engineering program at Rock Valley College. She thanked President Baker for his support of the program, and the individuals that worked tirelessly to establish the partnership including, Rena Cotsones, Associate Vice President for

Engagement, Mansour Tahernezehadi, Associate Dean in the College of Engineering and Engineering Technology, and Omar Ghrayeb, Acting Dean of the College of Engineering and Engineering Technology. NIU has a long standing commitment to the Rockford region. Rockford is the home of an aerospace and aviation industry cluster and the partnership that NIU has had with Rock Valley College, as well as the Rockford industry. NIU has partnered with Rock Valley College to offer a degree completion program in Mechanical Engineering and Applied Manufacturing Technology on the Rock Valley College campus. The funding for this in terms of facility renovations, equipment, instructional support, and student scholarships has been a joint fundraising exercise between Rock Valley College, NIU and the industry partners. We started this year with a small cohort of twelve students. However, there over 100 students currently enrolled in the two-year program pipeline at Rock Valley College. In addition, there is an opportunity for NIU to partner with Project Lead the Way, which consists of high schools who would like to accelerate senior year and create one-plus-three programs in Rockford that will recruit students from diverse backgrounds into engineering careers. This is important for us meeting our access and affordability mission and our dedication to the Rockford region. It is important for the industry because that's how they retain jobs and business in Rockford, and it helps us partner with Rock Valley College. This is an opportune time to update the new trustees aware and note the final development, and execution of a Memorandum of Understanding (MOU) with Rock Valley College and their Board of Trustees.

Committee Chair Coleman opened the floor for questions.

Trustee Barsema noted the almost million-dollar investment into the program and asked at what number of students can we say this is a financial success?

Associate Dean Tahernezehadi stated that the break-even rate is about twenty students based on the calculations that have been done. The FY18 total cost would be in excess of approximately \$250,000, which is a conservative estimate. Based on twenty students, we would surpass the \$250,000 in the amount of tuition dollars paid. Given the fiscal challenge, the goal is to be as cost conservative as possible with respect to building the pipeline for this program. Presently the feeder courses for this program go into the junior year because NIU kicks in at the junior year. There are about thirty students in the feeding classes for the junior year. Given the nature of this program that a lot of these students are already working in the Rockford area, which means many of the students will be part-time.

Executive Vice President and Provost Freeman noted that the joint fundraising campaign has generated the funding to support the start-up phase of this program. The plan has been to break even in year three as the pipeline from Rock Valley College matriculates.

Trustee Barsema asked whether these students were counted under our student enrollment or Rock Valley's enrollment or both?

Executive Vice President and Provost Freeman stated that these are students who are post-associate degree and considered NIU students.

Committee Chair Coleman noted the reference to the million dollar investment. Where is that investment coming from?

Associate Dean Tahernezehadi replied that the fundraising effort has raised five million dollars and Rock Valley is undergoing a major renovation to bring a woodwork technology center. Much of those funds are currently going to an extremely first-class modern facility. The million dollars that you are referring to is funding mostly for the laboratory and furnishing of the equipment. To date, at least \$250,000 has already been spent for the first year, and an additional \$250,000 is being spent currently brings the total to half a million. There will be an additional half a million expended for the furniture and computers. Rock Valley is paying for that.

Trustee Wasowicz asked whether public or private partnerships have been pursued help defray some of NIU's costs?

Associate Vice President Cotsones said that the level of industry integration in this program is remarkable. All five of the six million dollars the campaign already raised is largely coming from industry partners. We have internships with several different aerospace, aviation, and other small engineering companies throughout the region. This is really a collaborative workforce development solution in the Rockford area. Rockford can really absorb about 100 new engineers per year and there are not enough engineers who are willing and able and wanting to be connected to Rockford or stay in Rockford. This is an attempt to have a home grown workforce and is a part of the work NIU has been doing in Rockford for over a decade. Rock Valley College has been just a terrific partner in welcoming us onto their campus. As you will see from the MOU, there are not carrying costs for us being on their campus. We are working together to try and make sure that Rockford has the engineering workforce that it needs.

Trustee Barsema noted that it would be nice to see the detail on the business case because it sounds very intriguing. Is this a model that we can replicate other places in the state or other places in the region?

Associate Vice President Cotsones replied that yes, this can be an opportunity. In fact, while recently speaking at an Association of Public and Land-grant Universities (APLU) meeting, an audience member commented that this is the future direction. A level of engagement when you sit down with industry partners and collaborate to meet the needs of the workforce and the students.

Executive Vice President and Provost Freeman added that NIU definitely looks at this as a pilot for what we could do elsewhere. This is a great opportunity to be able to enter into this pilot with a trusted partner to understand what the challenges and opportunities of scaling and placing it elsewhere would be.

Trustee Barsema encouraged the possibility of replicating this model elsewhere with the right partners.

Associate Dean Tahernezehadi added that community buy-in to the program is key. The Rockford community and industry is what makes this program possible.

Trustee Herrero confirmed that these are mostly non-traditional students, and that the goal of the program is to bring students through a K-12 pipeline. Associate Dean Tahernezehadi confirmed. She continued that the students would then come through the two-year Rock Valley program and transition to the NIU program.

Associate Dean Tahernezehadi said yes, and to ultimately maintain the character of this program in terms of ties to the industry, as that is the selling point to the community.

Trustee Herrero noted that would be through the internship opportunities and commitments to hiring students after graduation. Associate Dean Tahernezehadi replied that we have that commitment from the industry partners for internships and hiring after graduation. Associate Vice President Cotsones noted that close to 100% of NIU students are placed into internships. There are also a high number of alumni in the Rockford area. There is work being done to partner with them so that they can be mentors. We want every single student to have a mentor and an internship. The goal is a seamless transition from K through 12, community college, NIU, and right into jobs.

Committee Chair Coleman asked for a point of clarification of whether there is or is not a financial matter that the board would need to vote on.

Trustee Butler replied that from a governing standpoint, this is an item that has a provision in our regulations whereby the university president advises us on matters that are not necessarily or specifically required by law, but as a matter of sound management practice, should be brought to the board's attention for a number of different reasons. One would be that there might be financial obligations at some point as a result of the matter, substantial public interests or ethical considerations that might involve what is referred to a material change in, or deviation from, standard contractual provisions or obligations. This is an information item, but like any other endeavor that we involve ourselves in, this may produce expenditures that are paid for by revenue that we will have to approve and we would do that at that time.

OTHER MATTERS

No other matters were discussed.

NEXT MEETING DATE

The next meeting of the Academic Affairs, Student Affairs, and Personnel Committee will be May 18, 2017.

ADJOURNMENT

Chair Coleman asked for a motion to adjourn. Trustee Holmes moved and Trustee Herrero seconded. The motion was approved. Meeting adjourned at 11:54 a.m.

Respectfully submitted,

Liz Wright
Recording Secretary

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