Academic Affairs, Student Affairs, and Personnel Committee  
8:30 a.m. – Thursday – February 16, 2023

This meeting is being conducted in person and through videoconferencing communications pursuant to Public Act 101-0640, enacted June 12, 2020, and section 7(e) of the Illinois Open Meetings Act, allowing for virtual board meetings during a disaster declaration relating to public health concerns. As Chair of the committee, I have determined that an in-person meeting is not practical or prudent because of the disaster. As such, trustees may attend today’s meeting by audio and visual conferencing and not by physical presence.

AGENDA

1. Call to Order and Roll Call
2. Verification of Quorum and Appropriate Notification of Public Meeting
3. Meeting Agenda Approval
4. Review and Approval of Minutes of November 10, 2022
5. Chair's Comments/Announcements
6. Public Comment*
7. University Recommendations
   a. Request for the Deletion of the Bachelor of Science in Hospitality and Tourism Management
   b. Request for the Deletion of the Master of Science in Taxation
   c. Request for New Minor in Sports Medicine
   d. Recommendations for Faculty and Supportive Professional Staff Sabbatical Leaves for the 2023-2024 Academic Year
8. University Reports
   a. Faculty Presentation on Sabbatical Leave
   b. Annual Report on the Outcomes of Sabbatical Leaves
9. Other Matters
10. Next Meeting Date
11. Adjournment

*Individuals wishing to make an appearance before the Board should consult the Bylaws of the Board of Trustees of Northern Illinois University, Article II, Section 4 – Appearances before the Board. Appearance request forms can be completed online in advance of the meeting or will be available in the Board Room the day of the meeting. For more information contact Crystal Doyle, ccoppel@niu.edu,
| Anyone needing special accommodations to participate in the NIU Board of Trustees meetings should contact Crystal Doyle, ccoppel@niu.edu or (815) 753-1273, as soon as possible. |
CALL TO ORDER AND ROLL CALL

The meeting was called to order at 8:32 a.m. by Committee Chair Montel Gayles in the Board of Trustees Room, 315 Altgeld Hall.

Recording Secretary Mia Hannon conducted a roll call.

Trustee Rita Athas: Absent
Trustee Veronica Herrero: Absent
Trustee Dennis Barsema: Present
Trustee Bob Pritchard: Present
Committee Vice Chair John Butler: Absent
Trustee Tim Moore: Absent
Committee Chair Montel Gayles: Present
Board Chair Eric Wasowicz: Present

Also present were President Lisa Freeman; Vice President and General Counsel and Board Parliamentarian Bryan Perry; Executive Vice President and Provost Beth Ingram; Interim Vice President for Administration and Finance and Chief Financial Officer James Cofer; Vice President for Administration and Finance and Chief Financial Officer George Middlemist; Vice President for Research and Innovation Partnerships Jerry Blazey; Vice President for Diversity, Equity and Inclusion and Chief Diversity Officer Vernese Edghill-Walden; Vice President for Student Affairs Clint-Michael Reneau; University Advisory Council Representatives Katy Jaekel and Brad Cripe; President of Student Government Association Raaif Majeed.

VERIFICATION OF QUORUM AND APPROPRIATE NOTICE OF PUBLIC MEETING

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

MEETING AGENDA APPROVAL

Committee Chair Gayles asked for a motion to approve the agenda. Board Chair Wasowicz so moved, and Trustee Pritchard seconded. The motion was approved.

REVIEW AND APPROVAL OF MINUTES OF AUGUST 18, 2022

Committee Chair Gayles asked for a motion to approve the minutes of August 18, 2022. Trustee Pritchard so moved, and Board Chair Wasowicz seconded. The motion was approved.

CHAIR’S COMMENTS/ANNOUNCEMENTS

Committee Chair Gayles welcomed those in attendance and provided a brief overview of the agenda. He also recognized the members of the University Advisory Committee. Dr. Katy Jaekel was excited to welcome the new CFO and is looking forward to working together.

PUBLIC COMMENT

Committee Chair Gayles inquired to General Counsel Perry if any members of the public registered a request to address the board in accordance with state law and Board of Trustees bylaws. General Counsel Perry advised that no requests for public comment had been received.
UNIVERSITY RECOMMENDATIONS

Committee Chair Gayles asked Executive Vice President and Provost Beth Ingram to present the following university recommendations.

Agenda Item 7.a. Appointment of Vice President for Administration and Finance and Chief Financial Officer

EVPP Ingram presented Agenda Item 7.a. Appointment of Vice President for Administration and Finance and Chief Financial Officer

Committee Chair Gayles asked for a motion to approve item 7.a. Board Chair Wasowicz so moved, and Trustee Pritchard seconded. The motion was approved.

Agenda Item 7.b. Recommendations for Faculty Tenure and/or Promotion Effective 2022-2023

EVPP Ingram presented Agenda Item 7.b. Recommendations for Faculty Tenure and/or Promotion Effective 2022-2023

Committee Chair Gayles asked for a motion to approve item 7.b. Board Chair Wasowicz so moved, and Trustee Butler seconded.

Committee Chair Gayles opened the floor for discussion and then asked Ms. Hannon to conduct a roll call vote.

Trustee Rita Athas: Absent  Trustee Veronica Herrero: Absent
Trustee Dennis Barsema: Yes  Trustee Bob Pritchard: Yes
Committee Vice Chair John Butler: Yes  Trustee Tim Moore: Absent
Committee Chair Montel Gayles: Yes  Board Chair Eric Wasowicz: Yes

The motion was approved.

UNIVERSITY REPORTS

Committee Chair Gayles asked Executive Vice President and Provost Beth Ingram to present the following informational item.

Agenda Item 8.a. Oversight of Academic Programs

EVPP Ingram presented Agenda Item 8.a. Oversight of Academic Programs.

Agenda Item 8.b. Vice President for Research and Innovation Partnerships Search Update

EVPP Ingram presented Agenda Item 8.b. Vice President for Research and Innovation Partnerships Search Update.

*Trustee Herrero arrived at 8:55 a.m.*

Agenda Item 8.c. Presentation on Student Government

SGA President Majeed presented Agenda Item 8.c. on the Student Government Association, how it functions, it’s structure and the purpose it serves.

OTHER MATTERS

Committee Chair Gayles asked if there were other matters. There were none.

NEXT MEETING DATE

The next meeting of the Academic Affairs, Student Affairs, and Personnel Committee will be Thursday, February 16, 2023.
Committee Chair Gayles asked for a motion to adjourn. Trustee Herrero so moved, and Board Chair Wasowicz seconded.

Committee Chair Gayles asked Ms. Hannon to conduct a roll call vote.

Trustee Rita Athas: Absent
Trustee Dennis Barsema: Yes
Committee Vice Chair John Butler: Yes
Committee Chair Montel Gayles: Yes

Trustee Veronica Herrero: Yes
Trustee Bob Pritchard: Yes
Trustee Tim Moore: Absent
Board Chair Eric Wasowicz: Yes

The motion was approved.

Meeting adjourned at 9:30 a.m.

Respectfully submitted,

Mia Hannon
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.
REQUEST FOR THE DELETION OF THE BACHELOR OF SCIENCE IN HOSPITALITY AND TOURISM MANAGEMENT

**Summary:** Public university governing boards have the final authority to delete major programs. If the board approves this deletion, the university will report it in the Annual Listing of Changes sent to the Illinois Board of Higher Education in June 2023. These requests come to the Academic Affairs, Student Affairs, and Personnel Committee after receiving approval from the curriculum committees at the department, college, and university levels and the concurrence of the provost.

**Description:** The University proposes to delete the Bachelor of Science (B.S.) in Hospitality and Tourism Management offered by the School of Family and Consumer Sciences in the College of Health and Human Sciences.

**Rationale:** The Bachelor of Science (B.S.) in Hospitality and Tourism Management program has been closed to new enrollment since May 2021; we request the deletion of the catalog entry for the upcoming catalog. In 2020, the College of Health and Human Sciences and the School of Family and Consumer Sciences began work with the College of Business to shift this program to the Department of Management in the College of Business. The program is now offered with an emphasis in Hospitality and Tourism Management through the B.S. in Business Administration. Students currently pursuing this degree are advised by the College of Health and Human Sciences and will be supported to finish B.S. in Hospitality and Tourism Management in the College of Health and Human Sciences.

**Recommendation:** The University recommends that the Academic Affairs, Students 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 its meeting on March 23, 2023.
REQUEST FOR THE DELETION OF THE MASTER OF SCIENCE IN TAXATION

Summary: Public University governing boards have the final authority to delete major programs. If the board approves this deletion, the university will report it in the Annual Listing of Changes sent to the Illinois Board of Higher Education in June 2023. These requests come to the Academic Affairs, Student Affairs and Personnel Committee after receiving approval from the curriculum committees at the department, college and university levels and the concurrence of the provost.

Description: The University proposes to delete the Master of Science (M.S.) in Taxation offered by the Department of Accountancy in the College of Business.

Rationale: The Master of Science in Taxation (MST) program was designed for working professionals desiring an in-depth education in taxation. Enrollment in the MST program declined to a point where the program was no longer sustainable. Class sizes have fallen below thresholds that provide a rigorous and meaningful academic experience for our students. Hence, the Department of Accountancy and the College of Business have decided to terminate the program. All active students have completed the program.

Recommendation: The University recommends that the Academic Affairs, Students 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 its meeting on March 23, 2023.
REQUEST FOR NEW MINOR IN SPORTS MEDICINE

**Summary:** New subdivisions of existing undergraduate programs, including minors, require the approval of the Board of Trustees. If the board approves this addition, the university will report it in the Annual Listing of Changes sent to the Illinois Board of Higher Education in June 2023. These requests come to the Academic Affairs, Student Affairs, and Personnel Committee after receiving approval from the curriculum committees at the department, college, and university levels and the concurrence of the provost.

**Description:** The University proposes to offer a Minor in Sports Medicine in the Department of Kinesiology and Physical Education within the College of Education.

**Rationale:** Sports medicine and allied health are increasingly growing fields that require a transdisciplinary approach to interprofessional collaboration and education. Several medical disciplines treat patients suffering from sport-related pathologies, including athletic training, physical therapy, physician, physician assistant, nursing, and occupational therapy. The purpose of the minor in sports medicine is to expose students from different colleges across the campus to the many parts of sports medicine and the sports medicine team.

The transdisciplinary minor, which includes coursework from three different colleges and six different departments, provides students with a better understanding of the sports medicine team. The minor provides applied fundamentals for students seeking enrollment in allied health care programs, including athletic training and a well-aligned complement to majors such as Health Sciences (Pre-Physical Therapy), Biology, Psychology, Kinesiology, and other majors/minors at NIU. Additionally, this minor will serve as an additional recruitment tool (and seamless prerequisite requirement fulfillment) for the graduate program (MS) in athletic training and exercise physiology program at NIU.

This minor would offer an additional credential to assist students who desire to enter various industry sectors (most of which have high projected growth in employment opportunities over the next 8-10 years). For example, according to the Bureau of Labor Statistics athletic training jobs are projected to grow by 17% and personal training jobs are projected to grow by 19% from 2021 to 2031, much faster than the average for all occupations.

In addition, the required and elective courses for this minor do not entail additional cost since the courses are currently offered. Finally, this minor aligns well with NIU's university goal for transdisciplinary studies.

**Funding:** Additional resources are not required to support the new minor.

**Recommendation:** The University recommends that the Academic Affairs, Students 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 its meeting on March 23, 2023.
## RECOMMENDATIONS FOR FACULTY AND SUPPORTIVE PROFESSIONAL STAFF SABBATICAL LEAVES FOR THE 2023-2024 ACADEMIC YEAR

<table>
<thead>
<tr>
<th>Name</th>
<th>Department/School/Unit</th>
<th>Time Period</th>
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<tbody>
<tr>
<td><strong>COLLEGE OF BUSINESS (in alphabetical order)</strong></td>
<td></td>
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</tr>
<tr>
<td>Gur, Furkan</td>
<td>Management</td>
<td>Fall 2023</td>
</tr>
<tr>
<td>Liu, Chang</td>
<td>Operations Management and Information Systems</td>
<td>Spring 2024</td>
</tr>
<tr>
<td>Mellon, Mark</td>
<td>Accountancy</td>
<td>Spring 2024</td>
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<td><strong>COLLEGE OF EDUCATION (in alphabetical order)</strong></td>
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<tr>
<td>Burch, Kerry</td>
<td>Leadership, Education Psychology &amp; Foundations</td>
<td>Fall 2023</td>
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<td>Hu, Xiaodan</td>
<td>Counseling &amp; Higher Education</td>
<td>Spring 2024</td>
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<td>Ressler, James</td>
<td>Kinesiology and Physical Education</td>
<td>Spring 2024</td>
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<td>Smith, Thomas</td>
<td>Educational Technology, Research and Assessment</td>
<td>Spring 2024</td>
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<tr>
<td>Werderich, Donna</td>
<td>Curriculum and Instruction</td>
<td>Spring 2024</td>
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<tr>
<td><strong>COLLEGE OF ENGINEERING AND ENGINEERING TECHNOLOGY</strong></td>
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<tr>
<td>Butail, Sachit</td>
<td>Mechanical Engineering</td>
<td>Fall 2023</td>
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<tr>
<td>Hwang, Jaejin</td>
<td>Industrial and Systems Engineering</td>
<td>Fall 2023</td>
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<tr>
<td><strong>COLLEGE OF LAW</strong></td>
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<tr>
<td>Rosenfeld, David</td>
<td>Law</td>
<td>Spring 2024</td>
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<tr>
<td><strong>COLLEGE OF LIBERAL ARTS &amp; SCIENCES (in alphabetical order)</strong></td>
<td></td>
<td></td>
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<tr>
<td>Aygen, Gulsat</td>
<td>English</td>
<td>Fall 2023</td>
</tr>
<tr>
<td>Chen, Xuwei</td>
<td>Earth, Atmosphere and Environment</td>
<td>Spring 2024</td>
</tr>
<tr>
<td>Clifton, Nicole</td>
<td>English</td>
<td>Spring 2024</td>
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<tr>
<td>Coutrakon, George</td>
<td>Physics</td>
<td>Spring 2024</td>
</tr>
<tr>
<td>Crowley, Lara</td>
<td>English</td>
<td>Spring 2024</td>
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<tr>
<td>Daskal, Stephen</td>
<td>Philosophy</td>
<td>Spring 2024</td>
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<tr>
<td>Faretta-Stutenberg, Mandy</td>
<td>World Languages and Cultures</td>
<td>Fall 2023-Spring 2024</td>
</tr>
<tr>
<td>Geline, Michael</td>
<td>Mathematical Sciences</td>
<td>Fall 2023</td>
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<tr>
<td>Gunkel, David</td>
<td>Communication</td>
<td>Fall 2023</td>
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<td>Jaeger, Frances</td>
<td>World Languages and Cultures</td>
<td>Fall 2023-Spring 2024</td>
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<tr>
<td>Li, Tao</td>
<td>Chemistry and Biochemistry</td>
<td>Spring 2024</td>
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<tr>
<td>Ogg, Julia</td>
<td>Psychology</td>
<td>Fall 2023</td>
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<tr>
<td>Rho, Eunju</td>
<td>Public Administration</td>
<td>Spring 2024</td>
</tr>
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</table>
Thurmaier, Kurt
Public Administration
Fall 2023

Wilcox, Virginia
Economics
Fall 2023

COLLEGE OF VISUAL & PERFORMING ARTS (in alphabetical order)

Barnes, Michael
Art and Design
Fall 2023-Spring 2024

Beyer, Gregory
Music
Fall 2023

Klonoski, Ed
College of Visual and Performing Arts
Fall 2023

Labatte, Jessica
Art and Design
Fall 2023

Martinovich, Mary
Theatre and Dance
Spring 2024

Morrissey-Doherty, Mary
Music
Fall 2023

UNIVERSITY LIBRARIES

Garcia, Larissa
University Libraries
Fall 2023

ALTERNATES (in alphabetical order)

De Rosa, Deborah
English
Fall 2023

Garivaltis, Alexander
Economics
Fall 2023

Rizzo, Nina
Art and Design
Spring 2024

Shin, Euikyung
Curriculum and Instruction
Fall 2023-Spring 2024

Recommendation: The University recommends that the 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 its meeting on March 23, 2023.
FACULTY PRESENTATION ON SABBATICAL LEAVE

Associate Professor Holly Jones, Department of Biological Sciences, recently completed a sabbatical leave and will present a brief report on the scholarly work she completed during her leave.

The university awards sabbatical leaves for the purpose of supporting and encouraging research, scholarship, creativity and artistry that strengthen its academic programs. Proposals for sabbatical leaves prepared by tenured faculty and members of the supportive professional staff undergo a rigorous set of reviews at the department, college and university levels to determine if they meet the criteria that address the quality of the proposed sabbatical work, the capacity of the applicant to conduct the work and the likelihood of completion of the proposed project. In the sabbatical leave proposals, applicants include information about their program of research, scholarship, creativity and artistry, how that program would be advanced by the leave and the proposed outcomes of the sabbatical.
ANNUAL REPORT ON THE OUTCOMES OF SABBATICAL LEAVES

Executive Summary of Sabbatical Report for 2019-2020 Academic Year

The purpose of the sabbatical leave program is to maintain and improve the quality of the educational programs of Northern Illinois University by creating opportunities for academic and eligible staff to acquire new methods and techniques, to broaden outlooks, and to improve professional competency and stature through study, research, and other professional development activities. The university awards sabbaticals to faculty and SPS staff based on the following criteria: the quality of the proposed scholarship, the capacity of the applicant to conduct the proposed work, and the likelihood that the proposed project will be completed. At the request of the Northern Illinois University Board of Trustees, the university conducts an annual process to enumerate the products that result from sabbatical leaves, faculty and staff are asked to report on awards and honors; curricular developments; outreach; grants and projects; performances, exhibitions and recordings; presentations; publications; other outcomes; and works in progress.

This report provides a summary of the outcomes for the 2019-2020 faculty and staff sabbatical recipients. For the 2019-2020 academic year, 43 sabbaticals were awarded. Sabbaticals were accepted by faculty and staff from six colleges and university libraries. Of these, 29 (67%) were from the College of Liberal Arts and Sciences, six (14%) were from the College of Education, three (7%) were from the College of Health and Human Sciences, two (5%) were from the College of Business, two (5%) were from the College of Visual and Performing Arts, and one (2%) was from the College of Engineering and Engineering Technology. Of these recipients, three have retired, two have resigned, and one declined the sabbatical offer. Reports of sabbatical outcomes were requested from the remaining 37 faculty recipients. This report contains the outcomes of these 37 sabbatical recipients.

Sabbatical recipients’ outcomes were organized into one of nine major categories: publications, presentations, grants, artistic works, curriculum development, other significant contributions, awards and honors, outreach, and works in progress. The table below summarizes the number of outcomes for each category.

<table>
<thead>
<tr>
<th>Sabbatical Outcomes by Category</th>
<th>N</th>
<th>%</th>
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</thead>
<tbody>
<tr>
<td>Publications</td>
<td>162</td>
<td>30%</td>
</tr>
<tr>
<td>Presentations</td>
<td>120</td>
<td>22%</td>
</tr>
<tr>
<td>Grants</td>
<td>62</td>
<td>11%</td>
</tr>
<tr>
<td>Artistic Works</td>
<td>26</td>
<td>5%</td>
</tr>
<tr>
<td>Curriculum Development</td>
<td>62</td>
<td>11%</td>
</tr>
<tr>
<td>Awards and Honors</td>
<td>7</td>
<td>1%</td>
</tr>
<tr>
<td>Outreach</td>
<td>47</td>
<td>9%</td>
</tr>
<tr>
<td>Other Significant Contributions</td>
<td>35</td>
<td>6%</td>
</tr>
<tr>
<td>Works in Progress</td>
<td>26</td>
<td>5%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>547</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

Sabbatical recipients also submitted 54 external and eight internal grant applications. Of the 54 external grants applications submitted, 32 were funded, and a total of nearly $12.38 million was awarded. For internal grants, all eight were funded, and a total of $53,504 was awarded.

Sabbaticals provide faculty with the time to develop research, artistic works, curricular redesign,
outreach and engagement that support NIU’s mission, vision and values. Each of our faculty reflected on their experience and its contribution to NIU. All recipients expressed their deep appreciation for the time they received as part of these competitive awards and discussed how the resulting opportunities and experiences renewed their connections to their research, teaching, and service missions.

Many of the recipients said that the time allowed them to develop new areas of research or to expand current areas of activity. Exemplar comments from faculty scholars:

My sabbatical gave me time to work on several papers related to unemployment, wages, inflation, and the Phillips curve (which shows the relationship between unemployment and inflation). My paper, “The Hybrid New Keynesian Phillips Curve with Multiple Lags of Inflation,” was published in Theoretical Economic Letters. Another paper I worked on was “The Hybrid New Keynesian Phillips Curve with Unemployment as a Measure of Economic Activity,” and I presented a draft of this paper at the Royal Economic Association Annual Meetings in April 2022. I plan to submit this paper to a journal in the near future. My sabbatical also gave me the time to work on several other papers related to the dynamics of wages, inflation, and unemployment....I continue to work on these research projects with the goal of submitting these papers to highly regarded economics journals.

I enjoyed extraordinary successes – not only in quantitative output but in qualitative experiences – during my Fall 2019 sabbatical, successes which will propel the next stages of my scholarly career, ensuring continued high-level productivity in publications as well as the opening up of new perspectives and prospects for research. Allowing the time to oversee multiple production processes, the first months of my Fall 2019 sabbatical witnessed the finalizing of proofs, cover, index and publicity materials for The Qur’ān and Kerygma – my fourth monograph, which advanced to press in October 2019, published with endorsements from leaders in the fields of Islamic Studies and Muslim-Christian relations. My sabbatical also supported a decisive pivot in my research, initiating a new phase of my career dedicated to publishing high-impact monographs linking U.S. presidential history with Middle Eastern influences – a phase requiring my final-stage production work during Fall 2019 on Jefferson’s Muslim Fugitives, my fifth monograph which was selected by Oxford for inclusion in its “trade list”, appearing ultimately both in audiobook format (May 2020) and as a hardback book (July 2020).

This sabbatical was extremely helpful to me at what we can all agree was a profoundly disruptive time for everyone. It allowed me to complete work on my 2021 book published by Oxford University Press and to complete work on my book in press with Routledge, which will appear later this year. ... My primary goal for the sabbatical was to do the research and groundwork for my upcoming book Defining God, initially submitted to Oxford under the title Faith, Word, and Meaning. Based on feedback from Oxford, I have restructured the book completely, done a great deal more research into the history of the term and concept of ‘God’, narrowed the focus of the work, and changed the title. I’m excited about this work because it represents a unique interweaving of linguistic theory, theological history, and translation theory. Given that I needed to learn a vast amount of additional history and translation theory to complete this work, I would never have had the time to prepare it without the sabbatical. In that way, the sabbatical has permitted me to stretch my existing research specializations (linguistic theory, semantics, pragmatics, and reference) into a new area.

The sabbatical leave enabled me to embark on new directions in my research, building on my previous work on crime, mental illness, and social control. This resulted in several articles published in top-tier scholarly journals. The sabbatical also allowed time to develop a successful application for a Fulbright Scholar award, at the invitation of the Institute of Criminology and Legal Policy at the University of Helsinki, one of the world’s leading research centers. This was
an extraordinary honor and opportunity for international collaboration. Finally, the sabbatical provided time to retool and update my courses.

During my sabbatical, I worked with my graduate students to evaluate an intervention to help shy students during the transition to college. Opportunities to follow-up this interesting research have been limited due to COVID restrictions; the transition to college during the two years since my sabbatical has been atypical, with many fewer social demands placed on incoming college students. This barrier to research has delayed the most important of the follow-up studies. Nevertheless, the preliminary results are quite promising, my enthusiasm for the research remains high, and I plan to continue pursuing this line of research with, eventually, an external grant application. I am grateful to the NIU community, the administration, and the board of trustees for their support during the past semester so that I could dedicate my time and efforts to moving my work on shyness mindset in college students forward, and to plan for the next steps in my research program – Thank you! Despite the barriers and lost opportunities created by the pandemic, the sabbatical semester allowed me to lay the foundation for my current and future work.

The investment that NIU makes in its faculty and staff yield dividends in cutting edge research and artistic activity, more research opportunities for NIU’s students, exciting new pedagogical approaches and courses, and allows NIU to bring its expertise to the region, state, nation, and world.