

**UNIVERSITY COUNCIL TRANSCRIPT**  
**Wednesday, October 8, 2014, 3 p.m.**  
**Holmes Student Center Sky Room**

**VOTING MEMBERS PRESENT:** Abdel-Motaleb, Arado (for Arriola), Baker, Block, Brubaker, Chakraborty, Chavez, Chen, Chmaissem, Dawson, Deng, Domke, Donovan, Fredericks, A. Freeman, L. Freeman, Hardy (for Haliczzer), Hathaway, Kamholz, Khoury, Lee, Lenczewski, Liu, Long, Macdonald, S. Martin (for Farrell), Mason, McCord, Mogren, Monteiro, Moremen, Munroe, Naples, Neal, Perea, Pitney, Plonczynski, Riley, Schoenbachler, Shannon, Slotsve (for Sagarin), Starofsky, Ueckert, Vohra

**VOTING MEMBERS ABSENT:** Arriola (sabbatical), Bond, Campbell, Doederlein, Farrell (fellowship), Feurer, Frascello, Giese, Haliczzer, Henning, Holly, Jaffee, A. Martin, Mohabbat, Sagarin, Schwartz-Bechet

**OTHERS PRESENT:** Armstrong, Bryan, Falkoff, Kaplan, Klaper, O'Brien, Stafstrom, Teller, Weldy

**OTHERS ABSENT:** Nicklas, Sutenfield

**I. CALL TO ORDER**

**D. Baker:** All right, are you ready? Let's come to order. Thanks for coming in on this beautiful fall day on homecoming weekend, week, whatever it is. Everybody get their tickets and go to the parade and all that good stuff.

Meeting called to order at 3:06 p.m.

**II. APPROVAL OF THE MINUTES OF THE SEPTEMBER 10, 2014 MEETING**

**D. Baker:** Shall we start with the adoption of the agenda? Do I have a motion to adopt the agenda?

**Unidentified:** So moved.

**Unidentified:** Second.

**D. Baker:** A move and a second. Any discussion of it, corrections? All in favor?

**Members:** Aye.

**D. Baker:** Opposed.

**III. ADOPTION OF THE AGENDA**

**D. Baker:** Oh, we got to adopt the agenda. We needed to do that first actually, my bad. Can I have a motion to adopt the agenda?

**R. Chavez:** So moved.

**Unidentified:** Second.

**D. Baker:** Any discussion? All in favor?

**Members:** Aye.

**D. Baker:** Opposed? All right we got an agenda, we got minutes and it's okay we did it out of order, I think. Unless there's a concern. Thank you. Bill forgave me. That's my one transgression this year.

#### **IV. PRESIDENT'S ANNOUNCEMENTS**

**D. Baker:** A few announcements. Last night we had a new faculty welcome dinner. We had the faculty and their partners at a dinner over in Barsema and the deans and chairs introduced them. Are there any new faculty here? No they're all off doing research and teaching and outreach activities, so that's a good thing. It was an inspiring evening. We made fantastic hires this year pretty much in every department. Outstanding people that came in, and I think they're going to do a great job for us. I'm really, really impressed with them and it was a wonderful evening. Thanks to everybody that participated in that.

About ten days ago we had a leadership retreat. That was the second one we've had this year. The first was in July. We had students participate in it. Raquel spoke with some of her colleagues. We took the work that we did earlier this summer and worked on a draft strategic planning framework. We'll bring that back to this group in the near future and talk through that. But it's a way for us to think about where we're going and, unlike most strategic plans that we've developed at the university, it's short and it's one that we want to have as a tool, not a list of stuff, but a tool, for us to think about in our units. Where are we going? What do we need to be working on? And how do we affect the future of this institution in obtaining our mission? So I'm excited about it. But we'll bring it back for comment here. And I think it's a good step forward but it's gonna be – we're going to put version numbers on it and I don't think as dynamic environment as we're in, with the competition, the budget and the needs of our students, that we can write something and hope five years later it's relevant. I think we need to continually be thinking about where we're going and adapting it. And so we're going to put version numbers on it and we'll say what version we're on that we're working on.

Eric, could you tell us a little bit about a couple of the hires that are going on in your area? Eric Weldy has got a couple of hires in process that are semi-completed.

**E. Weldy:** Good afternoon. Just a couple of quick updates. Currently we have an interim Director of Admissions, Elaine Vincent, who started a couple of weeks ago. As some of you may know, we had an interim for almost a year serving really as a consultant as well working with Admissions, making some improvements, and so forth, with the admissions process and staff. But Elaine, she comes to us highly recommended. She has spent time at Case Western, at Cleveland State and so she has hit the ground running with the Admissions staff.

We've also hired five new admission counselors as well this year so doing some training with our new admission counselors.

And some of you also may know that we're also in the process of looking for an AVP for Enrollment Management. And we had a candidate that was on campus on Monday and Tuesday and so lots of things occurring, lots of things happening.

In regards to finding a permanent Director of Admissions, we're doing a national search and we have dwindled, narrowed the candidate pool down to three candidates and we're working to have on-campus interviews. My hope is that the on-campus interviews for the Director of Admissions position that they will be on campus the last week of October. If not, then it will be early November. But a very strong pool and very happy in regards to the kind of response that we've been getting for that position.

**D. Baker:** And the positions that Eric is talking about are not new positions, but open positions. That's important for us to fill those key positions around enrollment, around the recruitment side of the house, obviously a very important piece for us. I appreciate the staff's hard work, Eric's hard work, in keeping it together when the staff's been down so much in recent years. So critical hires for us and thanks for doing that.

And I mention the retreat that we had. That was essentially the top, well it was department chairs up in the academic area and then those kind of level supervisors in the non-academic area. So it was about 130 people. It was a great turnout and I really felt like we had a lot of positive energy. We're starting regular departmental workshop meetings. Do you want to say anything about that, Lisa, about just that we're having department chair workshops? Hand the mic down to Lisa.

**L. Freeman:** Given the important role of chairs in everything that we do at the university and their desire to have the best tools and preparation for fulfilling their obligations, I asked Murali Krishnamurthi, the Vice Provost for Faculty Affairs, to put together a small committee of chairs and to conduct a survey of chairs to find out what they believe the critical gaps in knowledge and professional development and information needs were. And we received the feedback from the chairs and grouped their responses into a number of areas. I don't think any of them would be as a surprise: Information about budget, fiscal situations and both strategy and tactics for managing those were at the top of the list. Other things that were important included conflict resolution, conflict of interest training. And so we're starting to have regular chairs workshops. The first will be held on October 29, and Nancy Sutenfield and I will be there providing more budget information. We expect that deans and associate deans will be interested in attending this workshop. Although some of the others may be of less interest to the more senior leadership and, of course, being in Illinois these are open meetings and anybody is able to come and sit on the wall, but we really look forward to being able to spend more time directly addressing the professional development needs of our chairs.

**D. Baker:** Thanks. Any questions on that? Thanks for doing that. Chairs are critical to moving the academic mission forward and I appreciate you taking on that development activity. A couple more items: 1) Therese Arado has some information about Open Access Week.

**T. Arado:** I'm just here on behalf of a couple of colleagues of mine who are on the planning committee for the Open Access Week that's coming up the week of October 20. They just

wanted me to help them get the word out and to remind everybody on campus that they are welcome to join them for the open access activities.

There is going to be a number of different presentations. Some presentations will be on Open Access 101 so, if you know nothing about open access to scholarly communications and scholarly writing, those are some great programs to go to on open access. Also there will be sessions on how open access – accessing journals and using journals that provide the information that way or writing for open access journals, how that can be done and how you can do that here at NIU. Also copyright issues related to that will be discussed. There are also some sessions on open access as an educational resource, how it can also be done in a very economical manner which can benefit both us and our students in higher education.

All of the events will be held in this room so we all know how to get here, and they are all the week of October 20. So the card that is at your seat has a web address on it and you can go to that and get additional information on the various programs. This is the second year that there is going to be an Open Access Week here at NIU and I think it's a great way to start promoting another way to get scholarly communications out there and a much more affordable way for many of us to get access to information. So we hope to see lots of you there. Thanks.

**D. Baker:** Any questions for Therese? Thanks to you and the library for taking that on. I see Pat in the back, thank you. Next item, a number of you in my first year have commented on our web page and how accessible it is for people on- and off-campus, not only from an accessibility perspective – Greg, as you might use the term – but as a user perspective from the broader public. And people on campus and our team has been working diligently on that and so I'd like to introduce our Interim Vice President for Marketing and Communications, Harlan Teller. I don't think Harlan has been here before. He joined us a couple months ago. Comes from Chicago, is a graduate of NIU, and spent a few decades having a very successful career, much of it in Chicago where he's one of the most well respected marketing/communications people in the city and has an amazing skill set. So I'm really appreciative of him coming in and helping us. We don't need to be the best kept secret in Illinois. We've got great programs, great faculty and staff, and fantastic students and we need to let the world know that. And so he's here to help us with that and, as part of that, we've done a revision of the website and he and his team, I see Jennice is with us today, and they're gonna give us a little overview of it, a preview. Harlan.

**A new NIU.edu – [presentation](#)**

Harlan Teller, Interim Vice President for Marketing and Communications  
Jennice O'Brien, Director of Web Communications

**H. Teller:** This is a fortuitous timing for this meeting because we are actually going live tonight, nine o'clock, [new website](#). So be there. Be there or be square.

**D. Baker:** Do that or the baseball game? Watch the baseball game?

**H. Teller:** There will be a lot of diversion from the baseball game over the website. And that's actually the point because this is our front porch to the world. We want people to hop on it and walk inside and see what we have available. When I got here about three months ago, I was looking for low-hanging fruit opportunities to show a new look and a new way of communicating. And I was happy to find out from Jennice, our Director of Web

Communications, that we were already underway with an objective of refreshing the website. My own personal point of view is that our website has got a lot of great content, but it's not exactly the warmest, most personal and inviting website you'll see. And I don't think it really is reflective of the kind of personality and character that we represent here at NIU. So part of the effort here is to move from what I call an institutional tone of voice to a more personal tone of voice. That's number one. Second of all, to really just make it more visually compelling and inviting for people to hop on. And the third objective here is to make it more easy to navigate and just make it easier for people to access the various resources and opportunities we have as an enterprise. So those are the three things that we really are looking at. Very excited about this. I think it really heralds a new way of communicating because the website really leads to a lot of other things we want to be doing. But this is our face to the community. This is our face to the world.

I'm going to have Jennice talk about how we got here. We did a lot of benchmarking, we looked at a lot of other websites, talked to a lot of people around campus to get a sense as to what their perspectives were as to what we needed to do. And I think the result through a real team effort is going to be something that we can all be proud of. So whatever you're doing tonight at nine o'clock, I don't know which game is on tonight but, whatever it is, try to multi-task a little bit and check out the website. So with that I'm going to have Jennice go very briefly through what we did to get to where we are at the various component parts and to show you what you're going to see live and interactively tonight. With that I'm gonna try to move this over. Jennice.

**J. O'Brien:** Thank you. Actually if you could wait until 9:30, 9:45 that would be great because I have like six dozen pages to publish and we're gonna want to check them and everything. So, even tomorrow morning would be super. I'll have all the bugs worked out by then. Just an overview, kind of reiterating what Harlan said. Our current design has an institutional tone. It's four years old. We launched it in August of 2010, we updated it with a new branding in August of 2011, and then we launched a mobile-friendly version in August of 2013 in response to the increase in mobile traffic.

Just a side note on responsive web design, this is something that our developer does in-house here so, depending on what screen you're looking at the website from, it optimizes how the website looks so that it has larger buttons for mobile, kind of a hybrid for tablet, and a different look for desktop. And that requires quite a bit of coding. Brian Walk in Anne's [Kaplan] shop, he's in Outreach Creative Services, he does all of the coding and design.

Just another note that our websites have to be accessible. This is something that Brian does really well. He takes care of all of that coding behind the scenes, skip navigation, all those types of things. If you need it, it's there. So our goals with the revamp were a fresh look to de-clutter. We wanted to provide access to the most important content and tools for students while acknowledging that the home page has many audiences. We wanted to designate more space for campus events and student career success. We are trying out a new tagline, *Your Future, Our Focus*, and we want to present an impression of the benefits of a large university, the atmosphere of a small classroom.

This speaks to the mobile audience. You can see our desktop visits from April of 2013 until April of 2014 declined almost 17 percent but, during that same time period, mobile was up almost 50 percent and tablet was up about 17 percent.

We want to continue the consistent branding that we have which we accomplished pretty well with our template system through Cascade server and continue with the consistent rendering across browsers. So we made our content decisions based on three factors. We track everything with Google Analytics so we look at those weekly and monthly. We also use a heat map that shows us where people are clicking, that's very revealing. We did usability testing with students and we benchmarked 15 competitor sites. This is a sample of a heat map on our current home page. It's lit up where people are clicking. If it's really bright, they're clicking there a lot. If it's dark, they're not clicking there. And this is a tool that we can use on any web page. It's something that we can set up for you in Web Communications if it's something you're interested in trying on any of your own sites.

So the new design, like Harlan said, clean, bold, personal, intimate, colloquial. We want to tell the story of the student experience tailored to the individual, and our main audiences are prospective and current students.

Okay, Pat, you can click the link. We're going to take a look at the site. So it's a little different. There's no more beige. So when you see it, take a moment and take a look around. The navigation, I think, is very intuitive; the design really lends itself to the navigation structure. What we've done is we've made some changes to the top nav: You'll see some things aren't there that were there before. We have some additions like tuition and financial aid to put that sort of information make it more readily accessible to students. Life at NIU encompasses the material that was there under Student Life previously. We've added Research to the top nav and, Pat, would you mind clicking on Academics? We have these mega menus so they'll expand and then you can see the entire menu of options that are available from those landing pages. We've got these big feature stories here with some great photography. And then, Pat, would you mind clicking on Quick Links up on the top right. This is where we've nested everything that people might want to log in to. Here's where your Blackboard, you're MyNIU, Anywhere Apps, Office 365 – this is where you can find just about anything you'd want to log in to.

We also took all of the audience buttons and nested them up on top next to the search bar under Information for. This was something that was taking up a lot of real estate on the current website and it wasn't getting a lot of traffic. So, if you click on Information for, you'll see that the audience buttons are there and still accessible. And then, Pat, would you mind scrolling to the lower portion of the page. No more tabs. All the content is right up front. We have a rotating news feature. We have the events right up front, and then we have this new section called Career Success Starts Here. Did you want to talk about that?

**H. Teller:** This is our cornerstone goal. I think we felt that we needed to really plant a stake in the ground and to put it on the home page. So this is a portal that will – when you click on Alumni Advice, for example – these are capsule interviews with various alums that we've done interviews with over the last month or two, to get a sense from them what they did at NIU that positioned them for success later in life and what advice they would have for NIU grads or students that are going through NIU right now to develop their own approach to success. We're also gonna have links to other resources both NIU-generated content as well as general content about how to dress for success, how to do an effective interview, those kinds of things. It's all gonna be in that section of the website. But again, it really puts our stake in the ground, it drives the impression that we are really all about helping our students succeed and it also connects the

dots between our alums and the value proposition that they bring to the table and the faculty and the students. So you're going to see a lot more of that sort of thing going forward in the future.

**J. O'Brien:** I just want to mention, under Career Success, there's a playlist with 20 videos and they're closed-caption. That was good. You realize how often people say "um" when you're transcribing videos. The footer is expanded. We've moved Athletics down to the bottom of the page with the Huskie logo and then it says Northern Illinois Official Athletics site: niuhuskies.com. One of the things we found with the usability testing when we were testing the current site, was that, if you asked a student to find information on the rec center or hours or anything like that, they would click on the Athletics button that was up on the top nav and that took them straight to niuhuskies.com. So that wasn't intuitive. We resolved that by putting it in the footer and making sure it's clear that it's Athletics. We've really expanded the footer too with more links. We look at the data on what people are searching for and what people are clicking on in the A-Z so that's why you'll see things on the left side there like Housing, Bookstore, Veterans, those types of links. Those are links that weren't there before and we brought them up because the data shows that people are looking for them there. We also condensed our social media links. We have all of them up right now and so we decided to just stick with the primary one and nest the rest of them under the Social Media Directory.

So that's kind of a tour of the homepage. Like I said, it's the top level of the NIU site so it's about 60 pages and, after we get this launched, we're gonna work on changing the look of the current sites that are beige and grey just to kind of bring them more into the same color family. It's something that we can do just in the background without having to republish everything. So that will be our first step to kind of bringing everything under the same umbrella. And then from there we'll work on starting to migrate departments into these new templates and into this responsive design. That's the other thing, when you look at this on your phone or on your tablet tomorrow, it's optimized for that experience.

**D. Baker:** Questions? Comments?

???: What's under Academics?

**D. Baker:** Can you click on Academics, please? Okay any other questions? Feedback? Does it look better?

Applause

**D. Baker:** So, let's ask our students. Any things that stick out to you on these pages?

**R. Chavez:** Hi everybody, I'm Raquel, I'm the Vice President of the Student Association. So I like the *Your Future, Our Focus* and, actually, we were just talking about it a little bit. It kind of goes with our mission which is *Your Voice, Our Mission*, our little statement and such. So I like that those two are kind of similar. I don't know if that was deliberate or not but I'm just going to think it is. I do like that it's cleaner and it's a lot easier to use. It's a lot less cluttered for sure. I definitely like that.

**D. Domke:** I like the What's Going On right on the home page there. I know that's a lot of when we talk to students what they say is, "Oh, I didn't know it was happening." Well now that it's on

the home page of the website, that excuse should hopefully go right out the window.

**Unidentified:** I have a question. Did you guys change the MyNIU?

**J. O'Brien:** No.

**Unidentified:** Because it doesn't work for certain things on your cell phone.

**J. O'Brien:** The MyNIU?

**Unidentified:** Yeah.

**J. O'Brien:** The next version that will be released should be mobile optimized.

**Unidentified:** Okay, cool. Thank you.

**Unidentified:** So, I know you guys are focused on the main home page for the website for launch today. How long do you guys figure you guys can get these sub-pages and other links around this same template, same design?

**J. O'Brien:** I think it's something we can do pretty quickly since it's all template-based in our content management system so that's what we're going to be taking a look at next. I think it's something that we can accomplish by the end of the school year.

**D. Baker:** Jennice, do you know how many pages we have? Have you ever audited the full gamut?

**J. O'Brien:** Thousands.

**D. Baker:** Tens of thousands

**J. O'Brien:** Tens of thousands. Yeah, we have over 200 sites in Cascade server and 1000 users.

**D. Baker:** Did you want to volunteer to help with that? I'm sure they'd be happy to have you come over. It's a lot of work but this is, I think, a nice start. And then we'll monitor this and see how it's working. Keep your heat map turned on and then look at the traffic.

**Unidentified:** Just an aesthetic comment. Just looking at it right now to me the white background just seems a little intense. I don't know if we could maybe take it down a little bit to more of an off-white if that would be visually appealing or not, but just something maybe to think about.

**J. O'Brien:** I think when you look at it from your desktop you'll see it's kind of surrounded by more of a grayish tone. I think this is just the projector view, plus colors get really washed out on a projector. So I don't know, try it from a desktop or a laptop tomorrow morning and see if you still feel that way.

**D. Baker:** Greg.

**G. Long:** I just wanted to commend your work for this. Particularly with the notion of accessibility for the different devices as well as accessibility for different users with different skill sets and abilities. So thank you for all the work on this. It looks like a great job.

**J. O'Brien:** You bet. Thanks.

**D. Baker:** Yeah good role model. How many thousands of hours did you guys do on this?

**J. O'Brien:** We did this in eight weeks.

**D. Baker:** That's crazy.

**J. O'Brien:** It is crazy.

**D. Baker:** I've said that about you for some time.

**D. Munroe:** I just have a quick question. How do you determine how quickly you rotate those pictures? I feel a little ...

**J. O'Brien:** Is it too fast?

**D. Munroe:** For me, but I have old eyes.

**J. O'Brien:** Okay, it's definitely something we can look at. They might be playing with it – the developers back in the lab.

**D. Baker:** Anybody else? This is exciting. Let's play with it and then if you have feedback. Oh there's another question? Sorry I didn't see a hand.

**G. Chen:** If any user at NIU community if they are experiencing any problems or would like to make any comments, how do they reach you?

**J. O'Brien:** You can just send me an e-mail through GroupWise, Jennice O'Brien. My e-mail address is [jennice@niu.edu](mailto:jennice@niu.edu).

**D. Baker:** And we can send that out to you.

**G. Chen:** Okay yeah, that would be great. Thank you.

**D. Baker:** Yeah, perfect, that was my next question. If they wake up at midnight and log on and there's no eclipse, then they're looking at this. All right, fantastic, wonderful. Any other questions on anything? All right, thank you guys. You can stay if you want or you can go back to the secret laboratory.

## **V. CONSENT AGENDA**

A. Student Conduct Board Committee Membership [Guidelines](#) – Page 4

Approve the nomination of Linda Styrna-Bostedt, Assistant Director, Health Services, for a two-year term, replacing Victoria Livingston. Styrna-Bostedt is a supportive professional staff employee replacing a supportive professional staff employee on this committee.

**D. Baker:** All right, the next item is an action item. It's a consent agenda. Do I have a motion to adopt a consent agenda?

**Unidentified:** So moved.

**Unidentified:** Second.

**D. Baker:** Any discussion? All in favor?

**Members:** Aye.

**D. Baker:** Opposed? It passes congratulations.

## **VI. REPORTS FROM COUNCILS, BOARDS AND STANDING COMMITTEES**

A. FAC to IBHE – Sonya Armstrong – [report](#) – Pages 5-6

**D. Baker:** Reports from the Councils, Boards, and Standing Committees. First we have Sonya with the FAC to IBHE.

**S. Armstrong:** Hi. We met at Illinois State University down in Normal and I really just have some updates and information items for you today. The first that I want to make sure that I announce to everybody is the [Faculty Fellows Program](#). In case you're unfamiliar with this, this is a program that the Faculty Advisory Council to the IBHE put together in conjunction with IBHE staff to allow faculty from various institutions in Illinois to work with the IBHE on research projects. So, if you have a sabbatical coming up in the near future and you would like to apply, the applications are being accepted on a rolling basis and even for this fiscal year still. So, if you have something related to higher education you'd like to work on with IBHE staff, it's still possible.

**D. Baker:** Are there particular topics you think they would be welcoming?

**S. Armstrong:** There are. As a matter, I can share the list at the link that I have on the page. There is a list of possible topics, although I can tell you that the topics we've seen already have been wide-ranging – everything from assessment and teacher education, someone was interested in retention efforts at a particular type of institution, sorry I'm not remembering all the details, but they've been very wide-ranging thus far.

**D. Baker:** Great, thanks.

**S. Armstrong:** The next information item was a brochure on the [Midwest Student Exchange Program](#). And I just thought I'd mention it because we were asked to get our own institutions to consider this. Apparently NIU is not involved in this and really only a few institutions in the state

are. Essentially it's a, how to put it, it's a tuition reduction program for students who are in states surrounding ours. I have information on this if folks would like to hear more about it. I can certainly pass along that information but I think it is something that we're being asked to consider at NIU.

**D. Baker:** Is it in-state tuition?

**S. Armstrong:** I think that's how it works, yes, that students from surrounding states, Minnesota, Michigan, I think Indiana was involved and I think Ohio was the other. They would have reduced tuition to come to an Illinois school.

**D. Baker:** Can I comment on that one?

**S. Armstrong:** Please.

**D. Baker:** I've had a number of faculty suggest that to me and, in fact, in a town hall meeting last week I think with Athletics, whenever I was at Athletics for a town hall meeting, they brought that issue up. The math on it, whether this makes sense depends on how you keep score. If you keep score in bodies that show up, probably if you discount your tuition by 50 percent then more will come. If you keep track in terms of whether or not you're losing money or not, maybe not so much.

So at our university if you add up total teaching and expenses and all the indirect costs, total costs, to teach a student and divide by number of students, you get \$14,000 or something in that ballpark per student, per year. So in-state tuition and fees are about \$12,000, I think it's \$8 short of \$12,000. So that means you've got a \$2,008 gap if you charge an out-of-state student. We don't get any additional support from the state right for taking out-of-state students. So that means, even if they paid full boat, then we would be down \$2,000 a student in terms of covering full costs which would mean we'd have to make it up from somewhere else. So that could be the state support that we give our in-state students or it could be the tuition our in-state students pay to cover the out-of-state students.

So you have a bit of a moral dilemma here and maybe a fiscal dilemma on whether or not you let out-of-state students come for in-state prices because there's no taxing support from the out-of-state students to backfill that delta. So you may want to look at discounting to get more students, but you have to be kind of conscious of how far you want to discount and when does it make sense to get additional students here to help with the revenue as well as the number of students here. You can think about economies of scale and those kinds of things and variable costs, but we need to increase the revenue and not continue to lean out the institution. So we've got to be careful about that one as we think about it. And we've got a team that's been looking at tuition and fees and they've got a number of proposals. They've looked at various scenarios going forward and we're going to be looking at those shortly. They've concluded their analysis is that right, Lisa?

**L. Freeman:** They're summarizing.

**D. Baker:** They're summarizing. They're at the end of that tale. So they've been looking at these issues so we're gonna take an analytic look at it see if it makes sense.

**S. Armstrong:** Okay, thank you. Just a couple of other quick items. Just to let you know the kinds of conversations that we're having. First we had a interesting panel discussion on shared governance with Al Bowman who's the former president of ISU. He was very critical of administration in higher education. It was a very engaging conversation. I have a more detailed transcript of the conversation if you're interested. And then the final conversation we had that day was on academic freedom and specifically we had a guest speaker come in and talk to us about the Saleita case and that was the professor who was offered the job at the University of Illinois and then the administration later rescinded it. I do also have information on that. If anyone's interested in any of the items we discuss at these meetings, I'm happy to post those. I'll yield to questions.

**D. Baker:** Great. Any questions for Sonya? Thanks.

- B. BOT Academic Affairs, Student Affairs and Personnel Committee – Dan Gebo and William Pitney – no report
- C. BOT Finance, Facilities, and Operations Committee – Jay Monteiro and Rebecca Shorridge – no report
- D. BOT Legislative Affairs, Research and Innovation Committee – Deborah Haliczzer and Dan Gebo – no report
- E. BOT Compliance, Audit, Risk Management and Legal Affairs Committee – Deborah Haliczzer and Greg Waas – no report
- F. BOT – William Pitney and Greg Waas – [report](#) – Page 7

**D. Baker:** Bill has a Board of Trustees report. Bill.

**W. Pitney:** Yes, just a couple of information items. The first is that Chair Butler and the board formed two new ad hoc committees. One will focus on governance and the other will focus on enrollment. Another information item is that the board authorized President Baker to take the necessary steps to implement the smoke-free campus act. If I'm not mistaken, I believe that takes effect July 1 of next year and he commented that it's likely an opportunity for education and perhaps in the coming months we'll focus on some smoking cessation programs for both faculty, staff and students.

**D. Baker:** Have you followed that? The smoke-free campus, Bill? So if you're gonna smoke, you're gonna have to leave campus in the future, after July 1 according to the law. So we're putting together a committee now and we'll work on both the enforcement side as well as the smoking cessation side for faculty, staff and students. So we'll see if we can take this forward. Any comments on it from anybody?

**G. Slotsve:** Yes, just one quick one. I know a number of smokers, including myself, but one of the points was commented on was: What are the penalties?

**D. Baker:** As far as I know, there are none.

**G. Slotsve:** We can enforce it, but I mean I guess it's one thing. I don't know whether we have to look at a set of penalties or if there will be any penalties potentially here down the road.

**D. Baker:** Up against the wall, drop the pack! I think the spirit is right that they want, it's not a particularly healthy activity and can we help people stop. But then legislating it, we'll see. Raquel?

**R. Chavez:** This is just kind of a side note, but U of I is already doing it. They kind of use the honor system in terms of enforcing it. They have advertising about it all over campus and they just kind of like honor system it. So I don't know if that's going to work here or not, but just kind of a moral.

**D. Baker:** Good point. I actually was at a presidents and chancellors meeting yesterday and the University of Illinois Chicago president talked to me about her work on this. And they've had it there for about a year and she's going to send me all the materials. They went through all kinds of committees and whatnot and policies and implementations. So they have a year of experience and they're gonna share that with us and I'll share it with the committee to see if there's any lessons learned in that. Sarah?

**S. Klaper:** I'm not sure how the committee is gonna decide about implementation and enforcement, but in theory anyway, it could be a student conduct issue if you're violating State of Illinois law on campus. So that could be an issue and it also could be an issue for reprimand or something else from Human Resources for faculty and staff. But I don't know how the committee and Human Resources will look at it eventually when it's implemented.

**G. Slotsve:** That's why I was asking the question, is there are few faculty, but particularly some of the staff that I've talked to, they should be informed if there's reprimands and that because, as far as they know, there was no penalty put down by the state. But if reprimands are involved useful to let them know ahead of time.

**S. Klaper:** And it's my understanding that's part of what the committee is going to do is to make it more public, how it's going to be implemented, and the enforcement and all of that.

**D. Baker:** So we will have faculty, staff, students, administrators, including the police, on this committee. We'll also have a community member or two because, if we say you can't smoke on campus, that means you have to smoke off-campus which means you're in the community and now what? Is that gonna have implications off-campus? So anyway, we'll take on this wonderful opportunity and see what we can do. And then on the governance thing, that's the board governance, not faculty governance they're taking on.

**W. Pitney:** That's correct. They're looking at the Board of Trustee regulations.

**D. Baker:** Is that it, Bill? Okay.

G. Academic Policy Committee – Virginia Naples, Chair – no report

H. Resources, Space and Budgets Committee – Ibrahim Abdel-Motaleb, Chair – [report](#) –

**D. Baker:** Ibrahim has Resources, Space and Budgets.

**I. Abdel-Motaleb:** The committee met on September 5 and the main topic was to develop a plan of operation since you are going to be involved in the new initiatives of the restructuring of the programs and the budget and so on. So we wanted to have a plan of operation. We talked about this and also we did distribute the book which is [\*Prioritizing Academic Programs and Services\*](#) that will be the book we are going to use for the initiatives that the university has started this year.

In terms of the plan of operations, the committee developed a flow chart to determine how are we going to conduct our affairs and understand our budget process. So if you look at this chart, we wanted to have two inputs and then start the process after that. What the committee wanted to know is to know what are the budget issues that are facing the university. Without knowing about the budget issues, we will not be able to handle the task at hand.

The second issue we talked about is that we would like to know about the budget process. For the budget process, we asked Nancy [Suttenfield] to give us a workshop about the budget and what are the mechanics of the budget and how the budget is done at Northern Illinois University. So when we talk, we talk about something at least you are familiar with.

The other issues which is the budget issues, we wanted to know what problems we have in the budget. So the committee decided to poll the chairs, the directors of program, the deans, anybody who is associated with the budget to tell us what's the problem they have and if they have any suggestion for at least understanding it. Then we said, if we take this according to the flow chart and the committee started working on it and give its recommendation, the university now working the university, they will be able to define the budget based on input from the committee. But also we wanted to have a failure more than effect analysis because we felt that without this we will not know what will be the actual problems or the potential problems is certain circumstances met at one time that it might cause a problem. Then if you do the implementation and you make the assessment as we did talk in all our meetings, then we can look at the data, make the assessment, and go back and do it again until we have a rugged process and a rugged budget. So this is what we did talk about regarding the budget issue.

I think November meeting we will meet with Nancy and anybody else in the budget to give us this workshop. After that in December we will meet with the president and the provost and talk about the issues that we have and then in our regular meeting we are going to talk about what we'll do in the spring and what will be our plan for the spring. I think by this time we'll be involved or at least the restructuring of the problem will have started and hopefully we will be a positive force in this operation.

Then we started to talk about the space. We felt the space is normally looked at as a give-away but the committee wanted to use it as an asset that it should pay dividends. If you do not take the space into consideration in your analysis, you will be actually having maybe a false information. For example, we talked about one of the buildings for example the dorm, the new dorm. We went to them to use the new dorm to house a conference. And the new dorm is excellent. Everything is okay except one problem or two problems. One problem is that the beds are too

high because the student needs to put their boxes under. So you have 56-year-old professors cannot climb this bed and this is why it will not work. The second issue we found that you have, I believe every two rooms have one bathroom and this might cause a problem. So if we look at this and start evaluating and looking at it and reduce maybe to the length of the legs of the or at least make it changeable, you can change the length, you might be able to use it. I figured out that we lost about \$30,000 from missing this opportunity of having 100 attendees to be housed in the dorm. So we would like to look at the space. Of course, the space can give you dividend in terms of service like teaching and other stuff, but we would like to look also at the auxiliary revenue and how can we maximize the revenue from the space we have.

Then there was old business. You have Mike Mann talked about the Vice President of Budgeting and Finance provided the committee to table for review and discussion and you can look at those. Then we talked about some of the questions that the senate sent us. And we sent it to the president and we were told that the president is working on a response to this question. And you can see the questions, it is question 1 through 7. These are the questions form the senate. So we are looking forward to working with the university on these issues and we will have our next meeting on October 17, next Friday.

**D. Baker:** Thank you, I look forward to the meeting. Any questions for Ibrahim? And thank you for putting together the flow chart. Questions?

**D. Baker:** Okay, next, Greg you're up, University Affairs Committee. Oh, before you do that, Lisa, did you want to say anything about program prioritization? I'm sorry, Greg, hold on.

**L. Freeman:** The program prioritization process that Ibrahim was referring to is part of our evolving budget strategy and really a first effort to do on this campus what has been done on many other campuses: to link program review and our strategic framework and plans within the units to the way we invest resources. The framework we are investigating to use is one that has been used on many other campuses. It's codified in the book that's cited in Ibrahim's report written by [Robert Dickeson](#).

One of the things that's attractive to us about this framework is that it's very adaptable to fit individual campus culture and that there has been a parallel process derived for prioritizing both academic programs and administrative programs. The way the process unfolds is each campus through a dialog that's faculty led, determines which of the ten or twelve possible criteria that can be employed to use in program prioritization decisions are suitable for their campus, works on the definitions, and then these are used in a formal budgeting process. The first step in determining how we would want to move forward with this is for a delegation of NIU faculty, staff and administrators to attend a two-day workshop in Chicago. It will be tomorrow and Friday, that's led by Dr. Dickeson who's the former president of a university and the author of this book and the delegation that's attending from NIU, sponsored but the Provost's office includes me, Vice Provost Mini who's in charge of resources and budget; Vice Provost Douglass who's in charge of resources and planning; and Jeff Reynolds who does data analytics and supports the academic data and decision making. Denise Schoenbachler the dean of the College of Business is representing the deans. Bill Pitney is going as the Faculty Senate President and UC Secretary. We have Ibrahim going as the chair of the Resource, Space and Budget Committee and a member of the Academic Planning Council, and Marc Falkoff going as the chair of the Academic Planning Council. We have Andy Small going representing operating

staff. Brett Coryell is going representing the cabinet level units, and Student Affairs is sponsoring Kelly Wesener Michael to go representing Student Affairs and Enrollment Management. And I feel like I forgot somebody, but you can see it's a fairly broad group of the university attending as a delegation.

**D. Baker:** Well, we want to spend the budget that we have on high priority items. We need a process to do that. So I appreciate you taking that on and going and finding out what other schools are doing that in that regard and see what works for us.

I. Rules and Governance Committee – Jana Brubaker, Chair – no report

J. University Affairs Committee – Greg Long, Chair – report

1. Computing Facilities Advisory Committee – [proposed revisions](#) – Pages 11-14

**D. Baker:** Oh, no, Greg, you're on. Sorry to hold you up.

**G. Long:** That's okay. The CFAC, well Brett Coryell actually, and members of CFAC revised and updated the language for the committee and then shared that with the University Affairs Committee of the University Council to get some feedback on it. So what you're seeing here is the result of our feedback and it's really – very little has changed from what Brett and the CFAC members gave us. There were only two substantive changes that we had suggested as a committee. The first was related to selection of faculty members for participation. Under C.g we say that selection shall be made by the college council and faculty of university libraries. There had been a slight change from the original in that originally the college councils made nominations and the CIO then endorsed them. So we're suggesting that the college councils be the ones that select the members for the committee. And then the other change that we had suggested that's incorporated in what we see is on the next page under E.a and that relates to the idea that the CFAC will advise the Chief Information Officer on matters of technology as well as its application and accessibility. So we had added the and accessibility. So the only two suggestions that our committee had made is the college councils identify the member and that we also look at having advice provided not only on application but accessibility. Otherwise we saw the document as a strong document and in keeping with what had been in place, just an updated revision.

**D. Baker:** Thanks, Greg. Any questions or comments? All right, great, thank you.

K. Student Association – Joe Frascello, President – [report](#) – Pages 15-16

**D. Baker:** Student Association, Raquel are you doing that?

**R. Chavez:** Yeah I'm going to do it for Joe. So, as some of you may already know, we have, as a Student Association, been working on our strategic plan. We have our mantra with is engaging student solutions, which alone could stand for something and each word alone could stand for something as well as a whole. So that we've been trying to push forth with some of our initiatives like I spoke at the strategic planning meeting about the It's On Us campaign and kind of trying to encompass the university's strategic plan in our plan as well. Myself, Joe, Paul Julion the student trustee, and our executive office assistant came or we went down to U of I yesterday

for a student government and leadership conference which hosted five of the six public state universities in the state of Illinois and we just kind of got together. It was the first one that they ever held, and we kind of just talked about how we could collaborate at state institutions and work on anything from legislation, we talked about the It's On Us campaign, how we can work as student governments together to help push for legislation for higher education. Just kind of getting that conversation going within the different universities is something that we've been trying to push and we're gonna keep on continuing to do. I think that's about it.

**D. Baker:** Any questions for Raquel? I will note that the presidents and chancellors met yesterday and had a similar conversation with our legislative liaisons talking about how higher education could come together in what appears to be a challenging legislative session that's coming up. There are going to be a lot of demands on the budget and with an unknown revenue future given the tax situation and the election. So we really feel like we need to organize as a higher education community and come together because individual schools with different agendas are not going to move us very far. So we're trying to pull that together for our operating and capital budgets and it's good to see people working together. There's a real sense among the universities, at least the leadership of the universities, and the legislative officers that we need to work together on this issue. And I think the student leaderships are doing the same. I think the faculty leaderships are as well. Thank you, Raquel. And thank you and your colleagues for coming to the leadership retreat two weeks ago.

L. Operating Staff Council – Jay Monteiro, President – [report](#) – Pages 17-18

**D. Baker:** Operating Staff Council, Jay.

**J. Monteiro:** Our report is in your packet but I'm going to highlight a couple things there from our September meeting. President Baker was our guest and he announced the approval of the development of an operating staff advisory position. And this is a position that is similar to the faculty staff advisor that we have on campus already but this would be designed for the operating staff employees. And at the meeting a committee was formed to develop that position.

I also would like to point out that on October 17 the 17<sup>th</sup> annual Council of Councils meeting will be held at SIU Carbondale and this is a meeting of all operating staff councils from the other Illinois state universities and I'd like to point out that this event actually began here at NIU. We developed it 18 years ago so we're excited that that continues on across the state.

**D. Baker:** That's great. And do you have a sense about legislative issue, are legislative issues going to be part of that dialog?

**J. Monteiro:** I saw the agenda and I believe that's on there but it's all kinds of subjects from workplace issues and they get together and discuss similar problems from the other universities.

**D. Baker:** Thank you. Any questions for Jay?

M. Supportive Professional Staff Council – Deborah Haliczzer, President – [report](#) – Pages 19

**D. Baker:** Anne Hardy, I think you've got the report today from SPS Council.

**A. Hardy:** Yes, thank you. I'm Anne Hardy, I'm Vice President of the SPS Council in for Deborah Haliczner today. The report is in the packet but I would like to just say that we spent the bulk of last month's meeting and will spend time again tomorrow at our council meeting really talking about morale. Staff morale, as we know, is a big issue here. And what we're going to be doing tomorrow is recommending some action steps specifically for council that we can do to help address staff morale. Also I would like to take just a moment to thank Bill for his support. Coming up in the agenda is an action item and we would just like to publically thank Bill for his support in giving SPS a voice.

**D. Baker:** Nice. Any questions for Anne?

N. University Benefits Committee – Brian Mackie, FS Liaison to UBC – [report](#) – Page 20

O. Elections and Legislative Oversight Committee – Mary Beth Henning, Chair – no report

## **VII. UNFINISHED BUSINESS**

A. Evaluation of Faculty & SPS Personnel Advisor and Evaluation of Executive Secretary of University Council/President of Faculty Senate – revisions to NIU Bylaws [Article 14.6.3.10](#) – **SECOND READING – ACTION ITEM** – Page 21

**D. Baker:** All right then we'll move on then to some action items. Under Unfinished Business A, we have the evaluation of Faculty & SPS Personnel Advisor and evaluation of Executive Secretary of University Council. Bill.

**W. Pitney:** Yes, this is a second reading for these bylaw changes. Just as a recap, the only change we're making here is adding one member from the SPS Council to be involved with the review committee to evaluate the Faculty and SPS Personnel Advisor position. And in terms of the other change it's adding one SPS member and one operating staff member to the review committee that will evaluate the person holding my positions, Faculty Senate President and University Council Executive Secretary. So those are the two additions to these bylaws. And so we had our first reading at our last meeting. At this point in time, this is the second reading, so we need a motion to accept these bylaw changes.

**G. Long:** So moved.

**D. Domke:** Second.

**W. Pitney:** Thank you. So we have a first and a second. Any discussion? Seeing none I think we can go ahead and vote. For your vote you should have a clicker. That's why everybody is running to the back. Press 1 or A to vote yes to approve the motion; select 2 or B to select no; and select 3 or C to abstain. So again, 1 yes, 2 no, 3 abstain. Pat, are we good to go to vote? So go ahead and push your clicker now. I think we're good. The motion passes. Thank you.

**Yes – 37**

**No – 1**

**Abstain - 2**

## VIII. NEW BUSINESS

- A. Committee on Multicultural Curriculum Transformation – Proposed revisions to committee composition, NIU Bylaws [Article 15.9.1](#) – **FIRST READING** – Page 22

**D. Baker:** Bill, you've got the second one.

**W. Pitney:** We've got some items of new business. If you look at items A and B they're a little bit similar. You can find those on pages 22 and 23 of your packet respectively. Under 22 there's been a suggested change to the composition of the Committee on Multicultural Curriculum Transformation. The change is to strike out the Director of Faculty Development and Instructional Design and in its place add the Vice Provost for Faculty Affairs as an ex-officio non-voting member. The rationale for that is in the box at the top of that page.

- B. University Assessment Panel – Proposed revisions to committee composition, NIU Bylaws [Article 15.8.1](#) – **FIRST READING** – Page 23

**W. Pitney:** On page 23 and this is Item B in New Business. Again it's a change in composition of a committee, this is the University Assessment Panel and the request is to strike out Director of Testing Services but add in two faculty or staff members from academic support units appointed by the Vice Provost. That rationale is also in the box above. From what I understand the testing services director wasn't always attending that and also we're getting a lot more support staff and this kind of expands it from one faculty or staff member to two. So that's our first reading. Any questions, comments or concerns? At our next meeting we'll have our second reading.

**D. Baker:** So, we don't vote on this so I may have messed you up.

- C. Proposed 2015 [Holiday Schedule](#) – Page 24

**D. Baker:** Bill, do you want to do C too?

**W. Pitney:** Absolutely. Our third item of New Business that you see in C in your packet, look at page 24, that's our proposed university holidays for the calendar year 2015. I think a question that's come up here recently because it's any adjustments to the holiday calendar typically come out in early October and so this really isn't much different. And the question that's come up is: What are we doing with January 2? Because we're on holiday January 1, obviously, which is a Thursday, January 2 is a Friday and folks are asking: Do we really have to come back for one day? And, consistent with past years and similar situations, this has been identified as a scheduled closure day for NIU. But we need to approve this. If I could entertain a motion to approve the proposed university holiday calendar.

**Unidentified:** So moved.

**W. Pitney:** We have a motion to approve. And a second?

**J. Monteiro:** Second.

**W. Pitney:** Jay, second. Any discussion?

**S. Klaper:** Does that mean that that is a scheduled vacation day or is it one for which staff would have to take a vacation day or is that included as the vacation?

**W. Pitney:** That's correct, staff would be required to take a vacation day, or they could utilize their comp time, and I think the third option is, if they so choose, they could take that, if I'm not mistaken, they could take that day off with no pay. That way they wouldn't have to necessarily tap into their vacation time.

**S. Klaper:** Okay, thanks.

**W. Pitney:** Good clarification. Does this have to be a voice vote? Clickers. I'll make the deciding judgment there. We're going to vote on this. One would be yes to approve the calendar; 2 would be no to not approve the calendar; and 3 would be to abstain. So, 1 yes, 2 no, 3 abstain. Can we vote now, Pat? You may vote. Last chance. Okay voting's closed. So the motion passes.

**Yes – 37**

**No – 2**

**Abstain 1**

## **IX. COMMENTS AND QUESTIONS FROM THE FLOOR**

**D. Baker:** There are a number of information items. Does anybody have a comment or question on any of the information items?

**W. Pitney:** I would just draw the council members' attention to page 25 it's the alternate policy. So, if you're unclear who your alternate might be in case you can't attend, that's on page 25.

**D. Baker:** Any new business?

**G. Slotsve:** I'm not sure this is new business but I just would like to pass on, I'm representing the UC for Bill on CFAC Committee and I just wanted to let everyone know that at the first meeting we formed a subcommittee and we're looking at the Acceptable Use Policy for the internet. So we've struck a subcommittee for that. We'll hopefully will have a report coming within roughly a month and we're going to try to draft something as soon as we can and we're basically using what we think is best practices and have surveys a number of peer institutions and very good institutions in the US as to exactly what their policy is and are going to use that as a template.

**D. Baker:** Yeah, thanks for doing that.

**D. Munroe:** I just have a question about an item we looked at earlier, this Computing Facilities Advisory Committee, the revisions. Is this something we're voting on or is this a first reading or what's happening with that?

**W. Pitney:** We discussed that very issue at our Steering Committee and what we had decided

there is that the University Council's charge is to approve any official university committees and in knowing that and looking at the changes, while there were some changes in the composition and the duties and those sorts of things, we didn't necessarily feel like that was something UC had to vote on. And so what we decided at that point in time was to have that vetted by one of our UC standing committees to meet with their approval and endorsement.

**D. Munroe:** I see, because the very last item in that policy says substantive changes and policy are subject to UC approval, which is fine if this is not considered substantive. So I just wanted to clarify that.

**D. Baker:** Other comments, questions? Okay well homecoming – I hope there are a lot of alums that come back and visit the departments and have teary-eyed memories about the great days here and how you've changed their lives. And I hope we get to interact with them and the students get to interact with all those alums and we go out and cheer on the Huskies to a victory.

## **X. INFORMATION ITEMS**

- A. [Alternate Policy](#) – Page 25
- B. [Annual Report](#) – Committee on Initial Teacher Certification
- C. [Annual Report](#) – Faculty & SPS Personnel Advisor
- D. [Minutes](#), Academic Planning Council
- E. [Minutes](#), Admissions Policies and Academic Standards Committee
- F. [Minutes](#), Athletic Board
- G. [Minutes](#), Campus Security and Environmental Quality Committee
- H. [Minutes](#), Committee on Advanced Professional Certification in Education
- I. [Minutes](#), Committee on the Improvement of Undergraduate Education
- J. [Minutes](#), Committee on Initial Teacher Certification
- K. [Minutes](#), Committee on the Undergraduate Academic Experience
- L. [Minutes](#), Committee on the Undergraduate Curriculum
- M. [Minutes](#), General Education Committee
- N. [Minutes](#), Honors Committee
- O. [Minutes](#), Operating Staff Council
- P. [Minutes](#), Supportive Professional Staff Council
- Q. [Minutes](#), Undergraduate Coordinating Council
- R. [Minutes](#), University Assessment Panel
- S. [Minutes](#), University Benefits Committee

## **XI. ADJOURNMENT**

**D. Baker:** Do I have a motion to adjourn?

**R. Chavez:** So moved.

**Unidentified:** Second.

**D. Baker:** All in favor?

**Members:** Aye.

**D. Baker:** Opposed. See you around.

Meeting adjourned at 4:16 p.m.