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UC Minutes 2010-11-03

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UNIVERSITY COUNCIL MINUTES
Wednesday, November 3, 2010, 3 p.m.
Holmes Student Center Sky Room

Disclaimer: These minutes should not be taken as a verbatim transcript but rather as a shortened summary that is intended to reflect the essence of statements made at the meeting. Many comments have been omitted and, in some cases, factual and grammatical errors corrected. The full verbatim transcript is available online at the University Council website under Agendas, Minutes & Transcripts.

PRESENT: Alden, Bishop, Bowers, Bozikis, Brandt, Brubaker, Calmeyer, Carter, Coles, Collins, Corwin, Cummings, Cunningham, Davidson, Dawson, Fox (for Neal), Freedman, Freeman, Green, Greene, Griffin, Gupta, Haliczzer, Hansen, Hemphill, Henry, Holly, Kowalski, Lash (for Nuzzo), Latham, Lee, Lenczewski, Lusk, Mirman, Mogren, Mohabbat, Monteiro, Newman, Peddle (for McCord), Peters, Robertson, Rosenbaum, Sagarin, Shortridge, Small, Thu, Venaas, Vohra, Von Ende, Williams, Willis

Parliamentarian Ferald Bryan was present.

ABSENT: Bennardo, Butler, Cassidy, Castle, Elish-Piper, Hall, Henderson, Houze, Hurt, Jaffee, Kaplan, Kite, McCord, Neal, Prawitz, Richmond, Rosato, Schoenbachler, Seaver, Slotsve, M Smith, R. Smith, Snow, Waas, Weber, Yamagata-Lynch

I. CALL TO ORDER

President John Peters called the meeting called to order at 3:04 p.m.

II. ADOPTION OF THE AGENDA

J. Peters: called for a motion to adopt the agenda.

B. Lusk made the motion, **K.Thu** was second. The agenda was adopted without modifications.

III. APPROVAL OF THE MINUTES OF THE OCTOBER 6, 2010 UC MEETING (sent electronically)

J. Peters: asked for a motion to adopt the minutes.

B. Lusk made the motion, **P.Henry** was second.

Minutes were approved without modification or dissent.

IV. PRESIDENT'S ANNOUNCEMENTS

J. Peters: Welcome everyone and good to see you. Before we begin, we received several letters of support. I received one and the Executive Secretary received one from faculty at other universities when they heard about our missing student, and I'm going to ask the Executive

Secretary to read these. I think they were really quite touching at a time when we needed a little boost. I'm going to ask Alan Rosenbaum read those into the record.

A. Rosenbaum: The first letter is from the FAC to the IBHE, and it says, "I'm writing on behalf of the Faculty Advisory Counsel of the Illinois Board of Higher Education to express our most sincere condolences to you, your campus and DeKalb communities and particularly to Toni Keller's family for the horrific tragedy you are all enduring. Our hearts, minds and prayers are with you during this time of extraordinary hardship. As you know, FAC is the most comprehensive organization, representing faculty from public and private universities as well as community colleges across Illinois. So, please know that as your colleagues over the entire State of Illinois and as parents, we are deeply touched and saddened by this unthinkable heartbreak. We wish you all the best as you deal with your loss and hope that the criminal behind this inhumane act will be found and brought to justice soon. Please feel free to share this letter with the Keller family." The second one comes from the Vice President of the Faculty Senate at Chicago State University and it says, "On behalf of the faculty of Chicago State University, I would like to express our deep condolences to all of our colleagues at NIU and the parents and family of Toni Keller for the horrific tragedy. Our prayers are with the family of Toni and the entire NIU community during this unimaginable time. We wish you and the NIU community all the strength in dealing with this senseless tragedy when the wounds of the previous one are still healing. Please convey our heartfelt condolences to the family of Toni Keller."

J. Peters: Thank you. When you go through this, it's good to know we've received support from the national university community. I thought it was important that I put down my observations and my feelings about this event for you because of the magnitude of it. In spite of the anguish our NIU and DeKalb communities have experienced over the last several weeks, I want to take a few moments this afternoon to let you know how proud I am of our students, our faculty and our staff as we went through this crisis. On behalf of our entire NIU community I want to express our gratitude and our thanks to the DeKalb County Major Case Squad investigators. That includes NIU, the DeKalb and Sycamore police departments, the County Sheriff, the Illinois State Police, and other jurisdictions, federal and in Louisiana. The intense and unprecedented level of inter-agency cooperation among our law enforcement agencies allowed the suspect to be apprehended quickly, which gave our community a much needed sense of relief and having observed their professional work through this, let me say how proud I am of them and how grateful I am but also how professional they are. I really think they do a great job.

Despite the trials that we have endured over the past few years, I consider it, and I'm sincere in this, I consider it my life's privilege to serve as President of this great university and that is renewed to me on a daily basis when our faculty win honors, when our students graduate and when we win football games. Our faculty and staff are committed to do all we can to provide a first-class education in a vibrant, safe, intellectually and culturally rich environment. No community, whether a city, a town or a college campus, whether it's Blacksburg, Virginia or Austin, Texas or Huntsville, Alabama or DeKalb, Illinois, is safe from predators. As you know, the University established enhanced personal safety precautions; we triggered them as a result of this incident, and it's really unfortunate that our society today requires such a level of heightened awareness and personal alertness in order to remain safe in a university community. It is a sign of the times.

Over the past two weeks, I spent considerable time walking around campus, talking with and supporting our students, and I want to report to you a little bit on what I observed, although as faculty and staff, you see it on a daily basis as well. I'm really so impressed by the maturity, the drive and the spirit of our students. Most universally, they assured me they were doing fine and, while they mourn along with the entire NIU community, they also remain focused on their studies, and they are always eager to talk to me about their academic programs and to ask me advice about their careers and about life. I repeatedly remind students to take advantage of the heightened safety protocols, including 24-hour personal security escorts and expanded daily hours for our late-night ride service that begin at 4 p.m. each day and continue to 8 a.m. the following morning. All they have to do is call. I also encouraged the students to contact their families and check in more frequently, and they said they're doing that and they also said their parents are doing that as well, which I kind of guessed, being a parent.

NIU remains united behind meeting the needs of each of our students. Although we have a strong campus police presence, the safety and security of our NIU community is everyone's responsibility and I ask your help in this, something you can do. If, for example, you notice lights that are not working, if bushes are overgrown and block line of sight and to lines of walking paths, darkened areas of campus that could benefit from additional lighting to make them safe or have any other suggestions to enhance the campus safety of our NIU community, I want you to send those suggestions to a new website that we're establishing and the address is staysafe@niu.edu. That new email suggestion box will be monitored daily to help prioritize and effectively respond to our needs, and I'm convinced that if we're more cognizant of these issues, our NIU community will be even safer.

The tragic events of the last few weeks have even further driven home to me the importance of enhanced synergy between NIU and the DeKalb community. What is important now as we look to the future is that NIU continue to stand shoulder to shoulder with DeKalb, Sycamore and county leaders as we engage in long-term strategic discussions and planning that will serve to strengthen and improve our greater community. And I'm not just talking about safety, I'm talking about everything. We have a wealth of University resources and talent that we must harness and utilize to help our county meet the needs of the future. I was so heartened by the comment made by our newly elected State's Attorney in this morning's newspaper, and he said, "I want DeKalb to be safe. If DeKalb's not safe, the appeal to NIU isn't there, and we start to develop a reputation of a community that's not safe, and I think that's the furthest thing from the truth." To that, I say, "Amen Clay Campbell, and we stand ready to work with you."

Now, NIU is a great university, full of vibrant, dynamic, intellectually challenging professors and staff urging and walking alongside our students, helping them to develop and reach their full potential. This is a great place. We're also an extremely caring and responsive community, a safe haven for our students, faculty and staff to expand their horizons. Over the coming weeks and months, please make a conscious effort to share the true NIU with family, friends and neighbors, colleagues and students, parents and prospective students and parents.

I also want to talk to you a little bit about Vision 2020. The events of the past two weeks have slowed me down a bit on 2020, but my vision is still clear. I had indicated that we were going to

have our steering committee in place by Thanksgiving and I think I will make that. I've clarified, in the past month, my own thinking on this, what Vision 2020 is and I also want to say what it is not. It's not another strategic planning exercise. It is not that at all. We've done that. I'm looking around and I see many of you who have participated in a fundamental way. Rather, it's a benchmarking effort that will take the findings from our planning activities and identify a discrete number of measures or benchmarks with which we can measure our progress, and which will guide our progress in the next 10 years. The basic input for the measures come from the priorities that we sift out of the Great Journey Strategic Plan, the Baccalaureate Task Force Review Report, our Enrollment Management Task Force, and we've got a couple of other task forces going now under the leadership of Provost Alden. So, all of those things, those planning efforts represent good work, but also I think we need to measure our progress toward whatever goals we come up with.

Now, there will be a steering committee for Vision 2020 and it will be broad-based, probably about 30 people on it. It's been hard to select 30 people that represent all of us, but I think I'm getting close. Their job will be to review the charge that's going to go to about six work groups and to perhaps give some examples of measures that we might look at. Their job is also to become experts on all our strategic plans and then they're going to receive the reports of the working groups in Vision 2020 and they're going to put together a document with measures that we'll put out to the community for comment, then we'll bring it all together and I'll take it to the trustees. In general, that's the process. It's consultative, it will get everybody involved, but the job of the steering committee will be to focus and integrate the product of the work groups.

Now, at this point, the groups aren't formalized and I'm still thinking about this and taking input. I see about six work groups that are going to develop measures in six areas and I want to give you an idea of the thinking. One is going to be academic programming and that is from our Great Journeys. What are the good ideas about academic programming and how can we measure success? The steering committee and the work groups are going to be sprinkled liberally with individuals who were involved with, and helped develop, all of our strategic planning documents so that there is nothing lost and we don't reinvent the wheel. So, I want a sprinkling of new people and people who had participated. So, academic programming, faculty work excellence and faculty rewards. So, how do we reward faculty? How can we encourage more excellence among our faculty in terms of research, in terms of national awards, and great teaching. Third, very important, student recruitment, retention and student success. A fourth group will address the student experience, the living/learning situation, the extramural activities of students, the kind of an experience they are getting at NIU that helps round out their great education. Alright, the fifth one is facilities and environment. What is the status of this 800-acre campus? How does it look when we build buildings? Are they energy efficient? Then the last group is sustainability and that is, how are we going to continue to fund all this and achieve our goals with declining state support. There will be a heavy emphasis on how are we spending our money, and how do we raise more revenue.

So, the role of the work groups, which will be co-chaired, will be to identify a few key priorities in each of those areas that were previously identified in reports, the strategic planning, and to develop a few measures and benchmarks, which should be feasible, pragmatic, fit our plan, doable, fit the role and mission and be fiscally attainable. I'm going to start meeting with a lot of

groups and just listening, and I imagine the work groups will be holding listening sessions as well and we'll have a big website. The idea, though, is to try to make this as focused and as streamlined a process as possible.

My intent is still to be able to deliver a product that the trustees can embrace within the academic year. We'll push hard. I don't know if we'll make that, but let's set that as a goal. It's so important for a great university to keep moving. We have a lot of good things going on right now. Think about it. We have, at our disposal now, through the support of the trustees and through some good planning, about \$200 million to improve the physical plant, to improve our housing stock and our learning-living community. We have, in this tough time, squeezed some dollars out of the state to refresh and renew Cole Hall and Stevens. There are so many things that we have going for us right now that to delay Vision 2020 makes no sense. We have to move ahead. We're in an environment that's changing and I think, as I said to you many times, the institutions that are going to come out on top are those that know who they are, know where they want to go, get in control of their destiny, work hard, and stick together.

K. Freedman: My questions has to do with the discussion that we've been having on and off in the Faculty Senate for the entire year and last spring even, about faculty representation on planning committees of various sorts at the university level. So, could you just give us an idea of the kind of faculty representation you're going to have on these groups that you're establishing for Vision 2020?

J. Peters: Yes, you know, from your own experience, when you try to put a broad-based group together, you want to make sure that you have every constituency represented. On the steering committee, you have to have a lot of people who are experts in certain areas who are not necessarily academic, and then there are individuals who wear two or three hats. They may be a faculty member but they also might be a Provost or Vice Provost. But, I'm going to have at least, at least three senior faculty members and three Department Chairs on the steering committee in addition to other people who are faculty members. So it won't be a majority, but there will be input. What I'm looking for is fresh perspective. It won't be a majority of the steering committee but it will be darn near a majority.

K. Freedman: I'm really glad to hear that and I'm sure the Faculty Senate will be delighted to hear that. Just a reminder based on the conversations we've been having, from our perspective and the Faculty Senate, faculty representation, we think, is very important and is connected to teaching. While administrators who have previously been faculty do have a faculty experience, it's often the case that the faculty who are currently involved in programming and teaching are the people who can best represent the students. Obviously, when students are involved in the committees, they represent themselves, but we are sort of the conduit to the students, so we are representing two very important groups in the NIU community. So, I'm just really glad to hear that it's not just higher administrators who have been faculty in the past.

J. Peters: The other thing is the way I've structured the committees, you notice that I split off academic programming and excellence from the more student-oriented kinds of things, to focus on things like engaged learning, general education renewal, new pathways, things that came out of the academic planning efforts, the Great Journeys, and that's the kind of thing faculty know.

The other thing that we have to work on, and I think we are, is that we really have not definitively carved out the role of technology and online learning with regard to our curriculum. I don't know what the answer to that is; that's a faculty answer.

V. CONSENT AGENDA

A. Comprehensive Review of the President – Refer to University Affairs Committee

K. Thu made the motion to accept the consent agenda. **S. Willis** was second. The motion passed without dissent.

VI. REPORTS FROM COUNCILS, BOARDS, AND STANDING COMMITTEES

A. FAC to IBHE - Earl Hansen – [report](#) – page 3-8

E. Hansen: We met at Oakton Community College on the 15th of October. I found it interesting that this year, we're going to be inviting as many people as we can from the state legislature to our meetings so we can get across to them what we, as a Faculty Advisory Committee, feel are the needs. We can't just keep asking them for money. We're going to, but whether we get it or not is another question, but they need to know what we can do to improve the lot of the state. Just to highlight this thing, Chicago spends \$30 million on remediation. Basically, we're putting kids into classes that they can handle and putting them in other classes that they can't (that they should have had in high school) and the consensus of the Advisory Council is that the high schools failed the kids, not the other way around. The high school didn't deliver what they were supposed to deliver, and that needs to be brought home because we're trying to turn an economy around and the economy is driven by what we do in higher education and research and bringing industry and whatever into the state. We will have a representative from academia sitting on the IBHE Board, which is appointed by the Governor, and we should know who that is and when it's going to happen next week when we meet in Bloomington. If not, it will be in Springfield in December.

J. Peters: Earl, do you know who the current representative is?

E. Hansen: We don't have one. We're supposed to have one. We've never had one sitting there. They've never let us put one on it.

J. Peters: So the previous governor didn't appoint one?

E. Hansen: Nor did this one until just now. We have not had anybody there. We've presented them with people and they've never been seated.

J. Peters: But, there are at least three things that are coming down that won't change. One is there was a Senate Joint Resolution #88, which called for the IBHE to conduct a study of the financial basis for public higher education including community colleges and the monetary award program in the state. I am on that committee, and the report is now in draft form, and it's no surprise that the focus of the report is going to be, what is the State getting for its investment

in postsecondary education relative to the priorities that are stated in the public agenda of the Illinois Board of Higher Education. That agenda is a good one, but it's loaded with getting more individuals into post-secondary and through post-secondary education, access, affordability. The report probably is going to consider changing, or requesting that the legislature/Governor change the basis on which postsecondary education is funded to performance measures. In other words, not how many students are at Southern Illinois University, but how many do they graduate. Not how many math students are enrolled at University of Illinois at Urbana but how many complete the math course. This is happening in 11 other states. So, seeing this and knowing this was going to happen to us, is another reason why Vision 2020 is important to us. Those are not really bad things to put an emphasis on. The problem is that if you have an at-risk student that is under-prepared for the collegiate experience, through no fault of his/her own, then you shouldn't be penalized because it takes that student longer to track through or it takes us more resources to give that person assistance. Now, we can do a better job, sure. We will do a better job. But I think it's irresponsible to say that post-secondary or higher education should produce more students and not take into account that we've got a lot of at-risk students in this state, and the formulas have to take that into account. Otherwise, the universities will adjust by inappropriately increasing their entrance standards. Then, the end result is fewer Illinoisans getting post-secondary education. It's the wrong solution.

E. Hansen: That was the intent of where we were going with this.

P. Henry: I just wanted to second the idea of not getting overly simplistic in this evaluation thing because I know, in terms of completing a program, it's often the case that people will come back for a refresher or people will start a program in one place and finish it in another place and if that starts counting against us, I think that will be to the detriment.

- B. BOT Academic Affairs, Student Affairs and Personnel Committee – Kerry Freedman and Ferald Bryan – no report
- C. BOT Finance, Facilities and Operations Committee – Alan Rosenbaum and Greg Waas – no report
- D. BOT Legislation, Audit, and External Affairs Committee – Jay Monteiro and Todd Latham – no report
- E. BOT – Alan Rosenbaum – [report](#) – pages 9-10

A. Rosenbaum: My report is on the special meeting of the Board of Trustees, which was held on October 21. This meeting concerned two main items. The first one was the approval of a revenue bond that the University is going to use to do some of the renovations and repairs that President Peters was talking about earlier. This is apparently a very good time to do this because of the federal Build America Plan, which pays, I believe, 35% of the interest on these bonds.

J. Peters: Annually.

A. Rosenbaum: Provided we can issue those bonds by December 31. As part of this, there is money for student- and recreational-related items, but also the roadways and parking facilities. These are all things that apparently cannot be paid for out of state funds, hence the need for the revenue bonds. This will include the renovation of Grant Towers, the Gilbert Hall renovation (it's going to be converted back into a dormitory). The Holmes Student Center will get a new roof. The roadways and bike paths will be repaved, and new bike paths will be added. This one should be for Pat Henry, who's been advocating for more bike paths for as long as I can remember. The money will also be used to build an intramural sports complex on the West Campus north of the Convocation Center that will have ball fields, football and soccer fields and lighting that will allow for nighttime use.

In addition to the revenue bonds, a certain amount of money is going to come from new student fees that will be implemented gradually beginning with a \$25 per semester fee and then increasing gradually over four years. The Student Association has fully endorsed the student fees. In the past, faculty members have been concerned about increases in student fees, but the students apparently are completely on board with this. The President of SA spoke to the board and strongly urged them to approve this with the inclusion of those fees. This item was approved by the board.

The second item, you're all pretty much familiar with, and that is the salary stabilization plan. I think one of the key elements of this is the fact that the Board and the President have come up with a tiered plan, which although it won't fully correct for salary compression, certainly recognizes the need for the lower paid employees at the University to be lifted up and so you have a tiered plan with an inverse relationship between salary and the percentage of raises. The other thing I'd like to add is to tell you that the Board of Trustees didn't merely approve this. They wholeheartedly endorsed it. They were very happy to be able to provide the raise to faculty and staff, and they felt that this was the right thing to do and I think in the process they possibly could have set themselves up for some heat in the current fiscal climate in the state and yet, they really were strongly behind this and we appreciate that.

B. Lusk: This is really not an important question but how can I find out what parking lots are going to be resurfaced?

A. Rosenbaum: I believe you can get that from the Director of Parking, who is Kristin Mommsen.

F. Academic Policy Committee – Kerry Freedman, Chair – no report

G. Resources, Space and Budgets Committee – Laurie Elish-Piper and Jozef Bujarski, Co-chairs – [report](#) – page 11

T. Latham: The Committee on Resource, Space and Budgets met with Dr. Williams on October 18. This was a continuation of dialogue from our September 13 meeting. At that time, Dean Schoenbachler presented to the committee with a document titled, "The State of Illinois, Northern Illinois University Financial Audit Ending June 30, 2009." The document is available for you to view through the URL that we provided. It gives a good overview of our financial

status. We didn't realize it was available online, but the Dean was good enough to find this for us and share it with all of us, so I encourage you to look at it. It will tell you a little bit more about our liabilities, our assets and our equity. The Dean then continued a discussion regarding enrollment management and the target goals that were established for undergraduate and graduate students for the upcoming year. We also discussed that currently we are experiencing a small downturn in our enrollment. That led to a discussion about MAP funding for the State of Illinois and how it could have an impact on our students, and we discussed how proprietary and private institutions are competing with us to secure MAP funding for their own students, which ultimately could have negative impacts on our students and their ability to secure such funding. We then went on to tackle the issue of sustainability of intercollegiate athletics. This was a continuation of a discussion of data provided by Jeff Compher to us. We discussed such areas as operating budget, the institutional support that's provided, student fees and athletic resources. Ultimately, the committee decided that our university handles its athletics budget much better than Ohio University. The last charge for the committee was to investigate how many donors to athletics also donate to academic areas. Following that was some further discussion with Dr. Williams as he explained to us how student fees are dedicated, which essentially means that those fees can't be transferred to other funds, even in the most difficult of times and there is a committee process that reviews each fee through representation. They identify major categories. That information is then forwarded to the President and ultimately reviewed by the Board of Trustees typically at its March or April meeting. The last item for discussion by the committee involved our continuing desire to be involved in the Vision 2020 process with President Peters and Provost Alden.

H. Rules and Governance Committee – Suzanne Willis, Chair – no report

I. University Affairs Committee – M Cecil Smith, Chair – no report

J. Elections and Legislative Oversight Committee – Abhijit Gupta, Chair – no report

VII. UNFINISHED BUSINESS

VIII. NEW BUSINESS

IX. COMMENTS AND QUESTIONS FROM THE FLOOR

J. Peters: (Introduces Lincoln Laureate Kate Green). Just recently we announced that our Lincoln Laureate this year is Kate Green from Political Science. It's not just that she's a Political Science major, but she's also the granddaughter of Jim Banovetz who built the MPA program here, so the fruit has not fallen far from the tree. So, congratulations to Kate and to all of the faculty who have helped. Remember, there is a game on Tuesday.

X. INFORMATION ITEMS

A. [Committee on Initial Teacher Certification – August 27, 2010 minutes](#)

B. [Undergraduate Coordinating Council – September 2, 2010 minutes](#)

C. [Graduate Council – September 13, 2010 minutes](#)

- D. [Committee on Advanced Professional Certification in Education – September 13, 2010 minutes](#)
- E. [University Assessment Panel – September 17, 2010 minutes](#)
- F. [Committee on Initial Teacher Certification – September 17, 2010 minutes](#)
- G. [Academic Planning Council – September 20, 2010 minutes](#)

XI. ADJOURNMENT

The meeting adjourned at 4:10 p.m.