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UNIVERSITY COUNCIL MINUTES
Wednesday, January 29, 2014, 3 p.m.
Holmes Student Center Sky Room

VOTING MEMBERS PRESENT: Abdel-Motaleb, Arriola, Barry, Block, Carpenter, Clark, Cripe (for Downing), Dawson, Doederlein (for Smith), Domke, Douglass (for Freeman), Downs, Farrell, Ferguson, Fredericks, Garcia, Grace, Gupta, Haliczzer, Henning, Holly, Julion, Lee, Lenczewski, R. Lopez, Marrufo, Martin (for Kolb), McCord, Mogren, Mohabbat, Moremen, Munroe, Naples, Neal, Newman, Nicklas (for Baker), Novak (for Kowalski), Perkins, Pitney, Plonczynski, Roberts, Rosato, Rosenbaum, Sagarin, Schoenbachler, Small, Theodore, Thu, Walker

VOTING MEMBERS ABSENT: Baker, Bond, Donovan, Downing (PTP leave), Feurer, Freeman, Giese, Kapitan, Kolb (on leave from UC), Kowalski, Leonhardt, Long, E. Lopez, Middleton, Polzin, Rollman, Smith, VandeCreek, Vohra

OTHERS PRESENT: Alden, Bryan, Caldwell (for Weldy), Cunningham, Hathaway, Kaplan, Klaper, Suttentfield, Thompson

OTHERS ABSENT: Armstrong, Blakemore, Falkoff, Gebo, McHone-Chase, Slotsve, Waas, Weldy

Note: The president, provost, and the longest serving dean (Vohra) were all absent, thus the second longest serving dean (Schoenbachler) was the presiding officer.

I. CALL TO ORDER

D. Schoenbachler called the meeting to order at 3:05 p.m.

II. ADOPTION OF THE AGENDA

R. Lopez moved to approve the agenda, seconded by **D. Haliczzer**, motion passed.

III. APPROVAL OF THE MINUTES OF THE DECEMBER 4, 2013 MEETING

D. Munroe moved to approve the minutes, seconded by **A. Small**, motion passed. The minutes were approved as written.

IV. PRESIDENT'S ANNOUNCEMENTS

A. "Policies and Guiding Principles for Annual Budget Development and Multi-Year Financial Planning" [draft](#) – Pages 3-7, [PowerPoint](#) presentation
Nancy Suttentfield, Interim Chief Financial Officer

D. Schoenbachler: Our interim CFO, Nancy Suttentfield, is going to be giving a presentation on the Policies and Guiding Principles for Annual Budget Development and Multi-Year Financial Planning.

N. Sutfenfield: Well, first of all I want to thank each and every one of you that I've had the opportunity to get to know in other committee meetings or in other personal settings and especially to thank you for your very warm welcome. And I've been looking forward all month to this discussion today. I think we have a lot to talk about and I don't want to spend a lot of time talking at you or talking to you but I do want to highlight some of the changes that the interim provost and I have been talking about with the cabinet and with the deans' councils and with various other groups.

- The changes that we're talking about for our financial planning and budgeting processes are indeed transformational, and transformation doesn't happen overnight. It happens through an orderly process. It happens in a way in which all key decisions and changes are reflective of the dialog that's taken place that goes before. And part of the reason that I think we're anticipating that it might take as long as 18 to 24 months to get where all of us would like to be, is because we want to build in ample opportunities for dialog.
- Working together is seen as the secret that amplifies the impact of all individual actions and I think that's where we are trying to go at NIU especially as we are concentrating right now on all of the different steps that need to be taken and can be taken to increase student recruitment and retention. What we've tried to weave throughout in our concrete expressions about what we want this new financial planning and budget process to look like are, first of all, the transparency that has been promised to the campus community which is all about openness and honesty in all that we do. Not just in budget matters but in all key decisions. Clarity and what that means is in putting together new budget and financial planning processes we want to have practices that are expressed in ways that are easily understood and easily remembered and importantly written down somewhere.
- The other element that's really important, and this is really the place where we start and will be my next subject here, is alignment. Basically what we're talking about in alignment is that for those that have always had the responsibility as well as the accountability for operating within their budgets and accomplishing key programmatic or operational goals, they will have full authority over their budgets. They will understand what the total budget looks like not just a part of the budget with another part of the budget held centrally.
- In addition to aligning authority with responsibility and accountability, alignment also means that in all of the decisions that we make about how we allocate or reallocate our budgetary and other resources that we're making those decisions within a broader context starting with the overarching mission including the vision for where all of us want to go; the key values that are important to the environment that we want at the university; how we will interact with one another; how we will interact especially with students as faculty and staff that are facilitating their education and their experience; and then again I keep coming back to strategic goals. Alignment is also about academically responsive budget decisions again aligning with our strategic priorities and our vision but also about preserving flexibility in the academic enterprise in the years to come so that we can accommodate a changing world and vibrant new ideas and initiatives that usually bubble up from across the institution.
- In this new structure where we have an executive vice president and provost, we will have a partnership between the individual that has the authority, the responsibility and the accountability for all things academic. And the other part of that partnership equation involves the chief financial officer. And the chief financial officer becomes an enabler and an individual who identifies the various financial strategies that are options to help the provost accomplish the academic and student goals and support the president and the Board of Trustees in what they see as strategically important to the university.

- What we're after is making certain that the entire budget process as well as the resulting decisions about that process give people the information that they need in order to carry out their own roles within the institution and we're really withholding no information that anybody needs to be as successful as possible.
- The issue of clarity also means that one of the things that we think we need to add and this represents a best practice – and it is something that is done in just about every other large, medium size, small, public or private university – is an opportunity every year for discussions with individual deans, individual vice presidents, various groups, to talk about the priorities for the coming budget cycle, talk about what is needed in the individual units, go through many iterations and seek a lot of input through various discussions with stakeholder groups to get to a preliminary budget which then is reviewed in entirety again through an inclusive process.
- That process will probably not fully evolve for at least another year because a lot of budget decisions are quite urgent. There will be more to come as that process is better defined in the coming year.
- In coming months we're hoping to put together some training opportunities for faculty and staff about what people need to know about and learn in order to be able to function in this new environment where a whole lot more information will be shared.
- Sustainability is all about having a financial structure and annual budgets that permit equilibrium over the longer term. It's about having balanced budgets which this university has a long history of achieving. It's about looking at the drivers of both our revenue as well as our expense to make certain that we're pushing revenue up at the same time that we're pushing costs down. Everybody can play a role in their own unique individual way in offering ideas or actually being empowered to take their own steps to drive revenue up and cut costs. When we look at the one revenue driver that we have control over, it's really enrollments. And enrollments times tuition generate dollars for all of the things that represent strategic priorities to faculty, staff and students alike. When we look more deeply at all of these revenue drivers, there's a place for each and every one of us to make a contribution.
- Finally, I would like to not only invite your comments, your input, your questions at today's meeting, but also I'm available at any time and I invite you to contact me by my e-mail.

K. Thu: Asked about the nature of this policy and whether it has to be approved by the UC.

N. Sutfenfield: The way the president has organized what is an administrative and management function for putting together a budget that he will approve and then take to the board as a recommendation, is again a reflection of the org structure with the provost and CFO co-leading that process. I don't believe we really need to imbed it into any formal governance document, but I believe there is a genuine commitment on the part of the president, the provost and I, all three to have ongoing discussions and dialog with the established groups at this university, the University Council and the RSB Committee and I'm not sure I even know all of the groups that are part of our government structure since I'm a relative newcomer.

A. Rosenbaum: Nancy, I'd like to ask a question. This is sort of taking off a little bit about what Kendall was talking about but in talking about the budget process, there seemed to be a strong emphasis on the provost, the cabinet, the deans' council. Whereas, I think, one of the views we might have is the Resources, Space and Budget Committee, the joint committee of the Faculty Senate and the University Council, is a very important body and it feels almost like that's being included as "and everyone else" as opposed to this being one of the most important committees.

N. Suttentfield: That was certainly not my intent. We still have a lot of discussions that we need to have about how we formalize the role and the kinds of discussions that we have going forward.

A. Rosenbaum: It wasn't so much that you didn't do it, I just was wanting to have the importance of this RSB on the record.

K. Thu: I just want to clarify that that the bylaws make clear that the University Council committee is a partner in the development of the budget rather than a reaction to the budget that has been developed.

N. Suttentfield: Okay, and when I responded, the question I was responding to the principles themselves. Point taken.

A. Small: I happen to sit on the Resource, Space and Budget Committee and we've learned as much in six months and had as much input in six months as we've had in recent memory. I really appreciate Nancy's transparency and her vibrancy and all of those good things that have come with the Resource, Spaces and Budget Committee's input.

D. Schoenbachler: Nancy, thank you so much. I appreciated your presentation and your transparency.

It's not on our agenda but we have asked Carolinda Douglass to give an update on the very important HLC visit.

C. Douglass: We have one more meeting before the HLC comes. As many of you know, the Higher Learning Commission is our institutional accreditation body. They come every ten years. They do a 360 degree look at everything that's happened at the university over the past ten years. For the past two years, about 120 people on campus have been very actively working on putting together a self study, putting together a resource room, gathering evidence for this visit. The visit is March 3-5, 2014.

The self study was sent in on January 3 and we were assigned a team. There's an 11-person team that will be coming to campus. I've been working closely with the chair. Just this week she sent me a list of the meetings the 11 people on campus would like to have. It includes meetings with faculty, operating staff, SPS, students. Some of these are with leadership. Some of these are open forums for people. It really is trying to get a sense of everybody and their understanding of the institution and the reflection of the institution, how we have operated for the past ten years and how we will operate going into the future.

We want you to be very honest in your discussions and we want you to also think about, not just what we've done in the past but where we'll be heading in the future. As I said, if possible, I'd like to invite Doris McDonald to come to a future meeting. Soon you will get an e-mail regarding the HLC self-study report which will be posted on the HLC website for NIU as well as a wide distribution of an executive summary of that report.

R. Holly: Would you be into making a brief video which is essentially what you just did and that

could be e-mailed to every faculty and staff member because we want them to participate, we want them to know about it. We've been getting blurbs about it but I think the video would have some impact for some people that a written blurb does not.

C. Douglass: Yes, and we might want Doris to star, but absolutely. Actually, Kathy Buettner and her team are also dedicated to making sure people get this message out in the next four weeks.

D. Schoenbachler: Carolinda I want to echo an appreciation to you for all the work that's gone into this. We look forward to the visit.

V. CONSENT AGENDA

A. 2023-2024 academic [calendar](#) – refer to University Affairs Committee – Page 8

B. Periodic evaluation of the university ombudsperson, NIU Bylaws, [Article 19.4](#) – refer to University Affairs Committee – Page 9

M. Theodore: made the motion. **A. Rosenbaum:** was second.

The consent agenda was approved without dissent or abstention.

VI. REPORTS FROM COUNCILS, BOARDS AND STANDING COMMITTEES

A. FAC to IBHE – Sonya Armstrong – report
[December 13, 2013](#) – Pages 10-11
[January 17, 2014](#) – Pages 12-13

A. Rosenbaum: The representative to the FAC, Sonya Armstrong, is on sabbatical this semester. So for this semester we will have written reports only unless she just happens to be on campus. She has asked that if anyone has a question for her that she still checks her e-mail here at the university so you can direct those to her. If you have trouble getting her, you can direct them to me.

B. BOT Academic Affairs, Student Affairs and Personnel Committee – Dan Gebo and Andy Small – no report

C. BOT Finance, Facilities, and Operations Committee – Alan Rosenbaum – no report

D. BOT Legislation and External Affairs Committee – Deborah Haliczzer and Rosita Lopez – no report

E. BOT Compliance, Audit, Risk Management and Legal Affairs Committee – Deborah Haliczzer and Alan Rosenbaum – no report

F. BOT Ad Hoc Committee on Sponsored Research Activity and Technology Transfer – Greg Waas – no report

G. BOT – Alan Rosenbaum – [report](#) – Page 14

A. Rosenbaum: This report is of the Board of Trustees meeting from December 5. The one point I will focus on relates to what Nancy was starting to talk about and that is that the president made it clear that he is well aware of the need for faculty and staff salary remediation. The discussion was about having a good financial underpinning for any salary increases so that we don't get into a situation where we're getting salary increases and then, when the state cuts back on our appropriation, we're laying people off. It's important to know that the president is very mindful of that and I believe that he has asked Nancy to focus on what can possibly be done. And, of course, there are external forces that have a lot to do with that as well. So we're going to have to wait and see what the state appropriation is and what kind of cut the university takes. I believe the president when he says that he will do everything in his power to try and free up funding for some type of salary increment as quickly as possible.

H. Academic Policy Committee – Sean Farrell, Chair – no report

I. Resources, Space and Budgets Committee – Paul Carpenter, Chair – [report](#) – Pages 15-17

P. Carpenter: Thank you. I'm going to start out by just echoing the comments that Andy made about how this year compared to previous years. We've had a lot more information given to us. The tenor of the meetings we've had is such that it really is a case of it's open and engaged conversation. This morning's meeting was a good example of that. If you have comments or you have questions or issues, please feel free to send them to me or through the committee, as well as to Nancy.

It's really important that we do take a look at that draft document and that we have as broad an input as we possibly can on that as we move forward. We've already had two lengthy conversations at Resource, Space and Budget about the document, specifically, and that will be ongoing as well.

The report here summarizes some of the comments that came up. I encourage you to take a look through that and maybe that will prompt some questions. I know it's a lengthy document and perhaps with all the things that have been happening recently perhaps people haven't had a chance to look at it. But maybe look at those comments, some of the issues that we've raised may spark some additional questions and comments from you. So please get those to me or any member of the committee. I know there are a few members of the committee here and I want them to raise their hands so people see who they are. I see Brad back there. So please engage with the process and get us the information.

We are about to put together our annual statement of budget priorities which is the sort of document that Kendall referred to in terms of one of the charges for the committee to the University Council and Faculty Senate. A key part of what we discuss is exactly what role the Resource Space and Budget Committee will play in this entire budget process. So if you have specific ideas or things you'd like to see in place, please also get that to us so we can include it in that document. That document will come here and to senate for review and hopefully we can ensure that the faculty and the University Council voice is heard in that process. If anyone has

any questions about the report, I'm more than happy to entertain those.

J. Rules and Governance Committee – Jeff Kowalski, Chair – no report

K. University Affairs Committee – Bill Pitney, Chair – no report

L. Student Association – Jack Barry, President – report

J. Barry: We've had a busy second semester. We hosted IBHE this past Saturday. Rebecca Clark put it on so I am going go ahead and turn the mic over to her and let her talk a little bit more in depth about it.

R. Clark: On Saturday we had the IBHE Student Advisory Committee here. In the morning, President Baker welcomed us and we got to hear about the pillars and everything that he's been doing since he's been here. Everybody was really excited to hear from him and then at lunch, there were actually around 40 of us students from all around the state and our representative Tom Demmer showed up and he answered a lot of questions just about where everything's going with higher education, general questions that people had and yeah I'd say that it was really successful and they really enjoyed the facilities here at NIU as well.

J. Barry: And just to talk briefly on the bigger projects we have coming up for the remainder of this semester. One big key thing we're looking at is our election process. Currently we do it in the fall and so our senate isn't in session until almost two months into the fall semester. So we're looking to try to move that up with our executive elections which are held in the spring which would give some of our senators a chance to meet over summer and help plan some of the Welcome Days activities because we know how important engagement is and that can happen right in the beginning of school year.

And also I know we already briefly touched on it, but the student activity fee we're going to try to make sure that that's totally transparent to our students and just try to look at the priorities of where it goes. Currently, 38 percent goes to the bond revenue fee. We don't know what that 38 percent consists of really. And then 18 percent goes to the student athletes. And then 19 percent goes to technology. What exactly is that money going to?

M. Operating Staff Council – Andy Small, President – [report](#) – Page 18

D. Schoenbachler: Next report, Operating Staff Council, Andy Small.

A. Rosenbaum: One point, Andy, that you neglected to mention is that you were just elected to a very prestigious position in the state Civil Service System. I know you don't like to blow your own horn, but could you explain that a little bit?

D. Haliczzer: I know that I don't look like Andy but Andy, as Alan has said, has just been elected to a statewide organization, the Employee Advisory Committee to the State University Civil Service System, is a very important contributor to the well-being and welfare of our civil service colleagues. Andy has been our representative to what's been called EAC, Employee Advisory Committee.

This individual represents the university at different Merit Board and Employee Advisory Committee and SUCSS, State University Civil Service System office proceedings. And so, as president, he will have an important voice in the ongoing discussions about employment of non-faculty in state universities and that includes both SPS and Civil Service employment. As he said in his report, Operating Staff Council, SPS Council and the administration have been having a lot of discussion about the classification of positions in non-faculty roles and it is an issue that has emotional content for many. But we really look forward to Andy representing us and join me in congratulating him.

D. Schoenbachler: Thank you for taking on that service, Andy.

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

D. Haliczzer: Let me use this commercial to remind you that it is time and the deadline is approaching, to nominate operating staff members for February 28 Andy says is the deadline. You have time. The materials are posted on their website. Think hard about nominating deserving people from all walks of life throughout the university who make a difference in students' lives and our lives as well. Again the morale burst of the nomination comes from being recognized not even necessarily from getting that award.

The women's commission also just sent out its announcement about the several awards that the President's Commission on the Status of Women gives out. It's the Wilma Strickland Award for an administrator who has made outstanding contributions to the status of women on campus, the Outstanding Mentor Award and the Women Who Make a Difference Award. And that award doesn't need to be a woman.

O. University Benefits Committee – Deborah Haliczzer, Chair;
Therese Arado, FS-Committee on the Economic Status of the Profession Liaison – no report

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

VII. UNFINISHED BUSINESS

VIII. NEW BUSINESS

IX. COMMENTS AND QUESTIONS FROM THE FLOOR

D. Schoenbachler: Next item, any comments, questions from the floor?

K. Thu: I just wanted to bring to the University Council's attention a concern that was brought to light to me by my colleague in the Department of Anthropology and has since snowballed into a concern shared by not only faculty but staff, students and now alumni. And that is the arrival of a circus spectacular on March 4 in the Convocation Center and the concerns for the way these animals are treated. This particular circus is run by George Carden, Circus International. It has a long record of violations of the Federal Animal Welfare Act. Those are available in a letter that my colleague, Mitch Irwin, has penned and was submitted to the Northern Star yesterday and

also shared with President Baker yesterday as well. There are a number of countries around the world that have now banned the use of wild exhibition animals such as Great Britain, Greece and the Dutch and there are number of cities around the United States that have banned exhibition animals. So the question is whether NIU should be associated with this kind of an event as an ethically inspired leadership institution. The letter that my colleague penned has now been submitted as a petition to ask the university to reconsider hosting this event. It has attracted over 500 signatories including faculty, some of whom are here in the room, also students and staff. And I want to just read very briefly a couple of responses or comments from our alum and others.

“I am an NIU alum and I’m appalled that NIU would have a circus with these live animals and the Convo Center. As an alum I would like to see NIU hold to its principles and be an example of ethical standards for the students, the community, the state, and the nation.”

“I spent a year working with the sanctuary of abandon abuse circus animals. The standard of care in circuses is minimal to the point of being abusive.”

And finally one which I find most interesting,

“I’m not a bleeding heart for animals. I enjoy hunting and fishing. I am required to inspect circus businesses from time to time. I do not find the way that they handle their animals as humane.”

So I offer this as a point of information and, if anybody is interested in seeing a copy of the letter that’s been submitted, I’d be happy to share.

X. INFORMATION ITEMS

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

XI. ADJOURNMENT

D. Domke moved to adjourn the meeting, seconded by **an unidentified member**, motion passed. The meeting adjourned at 4 p.m.