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FS Agenda Packet 2014-02-19

Northern Illinois University

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I. CALL TO ORDER

II. ADOPTION OF AGENDA

III. APPROVAL OF THE MINUTES OF THE JANUARY 22, 2014 FS MEETING

IV. PRESIDENT’S ANNOUNCEMENTS

A. “Policies and Guiding Principles for Annual Budget Development and Multi-Year Financial Planning” draft – Pages 4-8 and Presentation – Pages 9-21
Nancy Suttenfield, Interim Chief Financial Officer

V. ITEMS FOR FACULTY SENATE CONSIDERATION

A. The Bob Lane Faculty Advocacy Award – Page 22

VI. CONSENT AGENDA

VII. REPORTS FROM ADVISORY COMMITTEES

A. FAC to IBHE – Sonya Armstrong – no report

B. Student Association – report

C. University Benefits Committee – Deborah Haliczer, Chair; Therese Arado, FS-Committee on the Economic Status of the Profession Liaison – report – Pages 23-24

D. Computing Facilities Advisory Committee – George Slotsve – no report

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

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

G. BOT Legislation and External Affairs Committee – Deborah Haliczer and Rosita Lopez – no report
H. BOT Compliance, Audit, Risk Management and Legal Affairs Committee – Deborah Haliczer and Alan Rosenbaum – no report

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

J. BOT – Alan Rosenbaum – no report

VIII. REPORTS FROM STANDING COMMITTEES

A. Faculty Rights and Responsibilities – Richard Siegesmund, Chair – no report

B. Academic Affairs – Sarah McHone-Chase, Chair – no report

C. Economic Status of the Profession – George Slotsve, Chair – no report

D. Rules and Governance – Robert Schneider, Chair – no report

E. Resources, Space and Budgets – Jim Wilson, Liaison/Spokesperson


2. Committee meeting report – February 7, 2014 – Page 32

3. Proposed Statement of Budget Priorities – Pages 33-35

F. Elections and Legislative Oversight – Stephen Tonks, Chair

1. Nomination for Executive Secretary of University Council/President of Faculty Senate – See list of University Council Members eligible for election – Page 36

Letters of acceptance are due in the Office of University Council and Faculty Senate by noon Friday, March 14, 2014, and will be included in the March 26 FS agenda packets. Election will take place at the April 23 FS meeting.

IX. UNFINISHED BUSINESS
X.  NEW BUSINESS

A.  Faculty and SPS Personnel Advisor – Position announcement and NIU Bylaws, Article 9 – Pages 37-39

Letters of self-nomination are due in the Office of University Council and Faculty Senate by noon Wednesday, March 19, 2014, and will be included in the March 26 FS agenda packets. Election will take place at the April 23 FS meeting.

XI.  COMMENTS AND QUESTIONS FROM THE FLOOR

XII.  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

XIII.  ADJOURNMENT
POLICIES AND GUIDING PRINCIPLES FOR
ANNUAL BUDGET DEVELOPMENT AND MULTI-YEAR FINANCIAL PLANNING

1. The President and his leadership team will establish and communicate strategic goals and priorities based on the mission, vision, and values of Northern Illinois University. Financial planning, resource development, and budget decisions will be aligned with this overarching framework.

2. The University will create an iterative financial planning and annual budget formulation process with a range of opportunities for input from campus leaders and major stakeholder groups. The process will reflect best practices for higher education.

3. The Executive Vice President and Provost (EVPP) and the Chief Financial Officer (CFO) will together develop an annual budget process for the collection, review, and discussion of relevant management information and jointly oversee monitoring of current budgets and budget performance. The primary roles of the EVPP in this process will be to drive the development and approval of specific goals and initiatives in consultation with academic and student affairs leadership; to weigh competing resource allocation choices; and to recommend overall funding priorities for those programs and activities that support the core University missions. The primary roles of the CFO will be to advise on financial strategy to accomplish the University's varied goals and maintain prudent financial policies and practices to permit financial stability over time. Similarly, the EVPP and CFO will together take the lead in developing a “trial budget” that includes preliminary budget recommendations for administrative and other central units for discussion with the President’s Cabinet. Through this academic/business partnership model, well-informed, well-understood resource allocation decisions will be possible.

4. The EVPP and the CFO will serve as co-conveners of an annual "budget hearing" process that will provide for advance submission of certain information that each Vice President and Dean will be asked to present and discuss within their respective peer groups. The EVPP and CFO will also consult with other stakeholder groups (University Council, student government, etc.) as a part of the annual budget process. At the conclusion of these discussions, the EVPP and CFO will communicate preliminary allocations to strategic priorities to units, with an opportunity for appeal before a second iteration of the preliminary budget is discussed with the President and Cabinet.

5. The University will continue to use the current central allocation budget model. This model will be modified and enhanced to be both academically responsive and fiscally responsible.

**Academically responsive means:**

a. The process for establishing resource allocations will advance, support, and enable the primary missions of instruction, research, and public service and other related...
strategic priorities (e.g., student life, technology, etc.)

b. Resource allocation decisions, today, will preserve the long-term flexibility of academic programs and their budgets tomorrow, to the maximum extent possible.

c. Each annual budget will provide for a stable pool of unallocated funding, from which the EVPP and President can seed-fund, cover start-up or provide matching funds for key initiatives.

d. Programs with recurring annual expenses will not be budgeted in a central account but will instead be transferred to the responsible Dean or VP for management as part of the operating budget. Any exceptions to this policy will require a justification and a joint recommendation by the EVPP and CFO to the President. The central operating budgets that have had funds available for competitive allocation in support of the primary mission under recognized programs will continue to manage these funds (ex: Research & Artistry Program, Travel Fund Block Grants, Presidential Professors etc. )

e. The annual budget process will be sufficiently flexible to include experimentation with alternative financial models for academic programs (as a demonstration project) that may eventually have broader interest and application.

**Fiscally responsible means:**

a. Financial planning strategies will reflect conditions in the higher education marketplace and preserve and enhance the University's long-term competitive position.

b. Every effort will be made to achieve optimal balance between budgeting for today's strategic academic goals and priorities and providing for tomorrow's faculty, students, unforeseen needs, or opportunities.

c. Financial planning strategies will maintain and, over time, strengthen fiscal equilibrium:

1. Annual operating budgets will be balanced.

2. Distributions from the endowment will be at a level that preserves and enhances its long-term purchasing power so that inter-generational equity for faculty and students is maintained.

3. Outlays for capital improvement will be sufficient to preserve and maximize the useful life of facilities.

d. Programmatic resource allocation decisions will consider full (i.e. direct program, plus activity or administrative support, plus capital) costs and any other long-term cost or funding implications.

e. Recurring expenses will not be funded from non-recurring fund sources, unless there is a viable, approved plan to replace non-recurring with recurring funds or a direct linkage between the recurring expense and the fund source.
f. Performance, benchmarking, and other metrics will be used to facilitate all "right-sizing" decisions, whether the decision involves reallocation or budget enhancement.

g. Centralized support activities, services, and the administrative technology infrastructure will: be "right-sized" to meet the needs of the campus constituencies they serve; address external regulatory compliance requirements; and capture opportunities to increase the efficiency and effectiveness of resource intensive business processes (via process transformation, increased use of technology, elimination of duplication of effort). The operating and capital requests for these functions will represent the “consensus priorities” of central and corresponding campus business managers, as recommended by one or more working groups of these primary stakeholders.

h. Using customary financial ratio analysis, the University will build stabilization reserves at a prudent level to protect itself against unexpected financial difficulties. These funds will be separate from the “initiatives fund” described in 5.c. above.

i. In addition, customary financial ratios will be assembled in the form of an annual dashboard report and shared with senior leadership and the Board of Trustees as a means of clarifying the overall financial health of NIU and to provide a broader context for budgets and financial plans.

Similarly, a range of success/performance indicators will be established, monitored, and used regularly to inform financial planning and budget decisions for all major programs and activities; and for inclusion in a separate dashboard report on the performance of mission-driven programs and activities, for annual review with senior leadership and the Board of Trustees.

j. To the extent possible, significant budget or financial policy changes will be fully vetted to identify their potential impacts and will be phased in, if necessary, to mitigate major program disruption.

6. Financial planning and budgeting processes will make optimal use of both restricted and unrestricted funds. Unless otherwise specified by a donor or grantor, NIU’s restricted funds will be used before any appropriated, income, or other unrestricted University funds are expended for the intended purposes, to permit maximum budget flexibility.

7. As with the operating budget, an annual capital budget will be developed and aligned with the University's strategic goals and priorities. The direct and the “opportunity” costs of delaying needed investment in facilities will be quantified and considered along with the current capital budget need.

8. As new space comes on-line or building operations become more complex, the budget process will identify and provide for the impacts on operating expenses.

9. New or additional resources allocated to strategic priorities will represent a combination of new state appropriations, tuition revenues, and re-deployment of current budgets. To the extent possible, Vice Presidents, Vice Provosts, and Deans will be partners in developing funding strategies by contributing re-allocated funding and/or accumulated reserves to match
fully or partially any new or increased funding allocated in the University budget process.

10. The University's draft and final annual budgets will be organized and communicated in a way that clearly demonstrates to trustees, University leaders, faculty, staff and others the level of investment being made in strategic priorities from new or reallocated resources. Although standard budget reports for each academic and administrative unit are necessary for VP's, deans, chairs, and other staff managers to understand and manage their respective revenue and expense, these budgets do not contribute to broad campus, governing board, or state-level stakeholder understanding of how the next budget will address strategic priorities.

11. To facilitate more effective management and execution of the budget, internal fees and cross-charges will undergo an advance review and approval process for each new fiscal year. Units will not be permitted to increase or add new fees for their services to other units unless approved as part of this process. Current fees will be reviewed each year to determine which ones make "good business" sense (e.g., curbing wasteful use, distributing costs based on level of service consumed, etc.) and which should be terminated and their purpose funded in a more appropriate way (e.g., allocation to a permanent base operating budget).

12. The effectiveness of approved financial planning and budget strategies can be undermined if non-emergency, postponeable resource allocation decisions are made outside of the established annual process for evaluating all needs and opportunities relative to strategic goals. Therefore, academic and administrative units and individual members of the campus community will be discouraged from seeking "off-cycle" consideration of additional funding for such purposes. In addition, budget requests that have not been affirmed by the responsible Vice President or Dean will be referred back to the Vice President or Dean to be prioritized in the unit's next budget submission.

13. Vice Presidents and Deans will be accountable for completing each fiscal year with a balanced budget. When there has been a surplus in their budget, each will be permitted to retain and carry over 50 percent of their unspent funds for an approved spending or reserve proposal, and 50 percent will be captured to build the new seed fund for strategic initiatives of the EVPP and President. The EVPP shall review and approve proposed uses of College/School reserve funds; and the CFO will review and recommend for the President’s approval the Vice Presidents proposed uses, whenever uses exceed the lower of $X or Y percent of a unit’s reserve or whenever the previous allocations for the current fiscal year reach that threshold.

Conversely, in situations where a unit or individual makes a commitment beyond available resources, that unit's future budget will be required to absorb in entirety the shortfall. In other words, expenditures that exceed the approved budget will be treated as a loan to be repaid by the unit from future budgets.

14. Since a large share of the University's expenditures consists of salaries and benefits, the University will maintain position control over all faculty and staff positions. Positions that become vacant will not necessarily be filled in the same department without review and approval by the respective senior academic (Dean/Provost) or administrative (VP) leadership. Position control will serve as a key tool to facilitate effective re-allocation of resources to the University's highest priorities.
15. Once a new annual budget process has been fully phased in (18-24 months), *multi-year financial plans* for both operating and capital expenses will be established and updated as part of each annual budget cycle.

16. At the end of each annual budget cycle, the EVPP and CFO will consult with Vice Presidents and Deans and develop an evaluation of the efficacy of the process reflected above and identify any aspect of the process that should be modified. The annual review will serve as the basis to determine process modifications that will ensure that it remains *academically responsive* and *fiscally responsible*. 
BEGINNING A NEW ERA OF DIALOGUE AND TRANSPARENCY ABOUT BUDGETS
Faculty Senate Presentation

Nancy Suttenfield
Interim Chief Financial Officer (CFO)
February 19, 2014
“An overhaul of our budget and finance functions to build transparency and focus on our highest priorities.”

President Douglas Baker
Inaugural Address
November 13, 2013
Working Together

- How might we transform the ways we “budget” to focus on our highest priorities?

“We’re all working together; that’s the secret.” - Sam Walton

- If we work together, what benefits can we expect?

“Whatsoever life throws at us, our individual responses will be stronger for working together.” - Queen Elizabeth II
Q: How might we “build transparency and focus on our priorities”?

A: Guiding Principles

- Four Primary Themes that Allow Us to Work Together:
  I. Transparency → To Everyone
  II. Clarity → To Everyone
  III. Alignment → For Cabinet, Deans, Department Chairs, PI’s, Center Directors (Anyone who manages a budget)
  IV. Sustainability → For a vibrant future, for everyone
I. Transparency and Clarity must start with Alignment

- Alignment:
  - An overarching framework for budgets
    (i.e., NIU’s mission, vision, values, strategic goals)
  - Academically responsive budget decisions
  - Fiscally responsible budget decisions

- NEW:
  - Chief Academic Officer (CAO) co-leads an academically responsive budget process (DONE)
I. Transparency and Clarity must start with Alignment

Continued

in partnership with a

- CFO, who enables, as an advisor, by evaluating resource acquisition strategies and relating them to fiscally responsible considerations (DONE)

- Benefits:
  - Academic/finance partnership and complementary roles facilitate better-informed, more strategic budget decisions.
  - Re-definition of CAO/CFO roles aligns authority with responsibility
II. Transparency depends on Clarity

- Clarity:

- NEW:
  - Centrally controlled funds for predictable recurring expenses transfer to base budgets of Cabinet, Deans, and Departments (IN PROGRESS)
  - An inclusive, annual budget process with varied opportunities for discussion/input prior to decisions (TBD)
  - Reports that clearly “tell a story” about NIU financial trends and situation (IN PROGRESS/COMING SOON)
II. Transparency depends on Clarity

Continued

- Benefits:
  - Enhanced communication
  - More collaboration opportunities
III. Transparency: “We’re All In This Together”

- NEW: Dialogue (e.g., this meeting)
  Expanded training for faculty and staff

- Benefits:
  - Deeper engagement of faculty, staff, students
  - Each individual understands how his/her role makes a difference in how “we work and learn together” (for the benefit of each of us!)
  - Better informed/understood budget (and other) decisions
  - Vibrant culture, meaningful and cohesive experiences for faculty, staff, and students
Equilibrium depends on prudent practices:

- Balanced budgets
- Understanding and managing drivers of revenue
- Relentless focus on driving down costs through on-going idea generation, pilot projects, identifying opportunities for efficiency, and *working together*
IV. Sustainability depends on: Equilibrium and Vibrancy

Continued

- Benefits:
  - Confidence that, because we are working together and have a sound model for budget decisions, we can focus on priorities and do what’s best for our students
  - Difficult budget decisions will respect our past, acknowledge present fiscal realities, and protect our future
V. 5 Other Suggested NEW Elements
(For Future Follow-Up Discussions):

- Flexible, “real time” funding for teaching, research, and student strategic initiatives (TBD)
- “Demonstration” projects to experiment with new financial models (COMING SOON)
- “Consensus Priorities” for cost-saving or investment in business/support activities (i.e., campus and central units collaborate) (COMING SOON)
- Incentives for more prudent end-of-year spending (TBD)
- Re-purposing vacant positions (TBD)

Details concerning these suggested changes will emerge from upcoming discussion opportunities
VI. THE JOURNEY BEGINS

- Questions and Comments? (RIGHT NOW)
- nsuttenfield@niu.edu (ANY TIME)
- Quotes are our starting point today
- Dialogue begins now!

“Let’s Talk and Let’s Go!”
Bob Lane Faculty Advocacy Award

The Bob Lane Faculty Advocacy Award recognizes an NIU faculty member for special service to the faculty.

Written letters of nominations, identifying the reasons why the nominee should receive the award, are to be submitted to Faculty Senate President Alan Rosenbaum no later than noon Monday, February 10, 2014. Those letters will be included in the February 19, 2014 meeting agenda packet and the Faculty Senate will vote on the recipient.

Award recipients are commemorated on a permanent plaque displayed in the Holmes Student Center which includes the names of all recipients.

Bob Lane Award Recipients

Dave Ripley – 1995-1996
Ken Bowden – 1996-1997
Lorys Oddi – 1997-1998
Sherman Stanage – 1998-1999
Herbert Rubin – 1999-2000
James King – 2001-2002
David Wagner – 2002-2003
Elizabeth Miller – 2003-2004
Joseph “Buck” Stephen – 2004-2005
Rosemary Feurer – 2009-2010
Charles Cappell – 2011-2012
The University Benefits Committee met on January 30, 2014. The Committee discussed extensively the status of pension “reform” and its implications for faculty and staff who are eligible to retire. A recent presentation by Dr. Steve Cunningham was given at the Faculty Senate, and many questions have been raised. SURS has posted current information on their Web site, and the NIU Annuitants Association and State Universities Annuitants Association have pushed out a fair amount of information on what the pension law means to employees and retirees, but many ambiguities exist, and many who have read the information or heard the presentations claim they feel confused. SURS has committed itself to come for retirement counseling sessions in late April, and has also committed to hold a campus meeting for faculty and staff about what the changes will mean. Ambiguities exist, and SURS is waiting for clarification from their legal counsel. It appears that the changes are likely to take place as stated in the law and not delay implementation until the lawsuits are resolved. Employees appear to be using the NIU Naperville site for retirement consultations with SURS.

Other business:

- The CMS Dependent Audit for employees who are insuring dependents on their health insurance will be delayed until August, rather than as scheduled in January. HR will provide guidance. CMS will have letters mailed to employees’ homes.
- The UBC recommends that all employees join the Annuitants Association to keep well informed about pension issues.
- Human Resources has continued a program of “vendor consolidation”, and has cut to two the number of vendors who may marker their 403(b) plans to employees. Affected employees who are participants in the two other plans have been contacted. They have been “grandfathered” and may continue their contributions to those vendors, but no new employees can begin to participate in those companies.
- In the area of morale and workloads, the UBC sent a letter to President Baker and others urging that the University refrain from increasing parking permit fees in an era of financial stress on employees. It should be noted that the Parking administration and chair of the Parking Committee each gave reassurance of their practice of limiting increases and being sensitive to employee financial pressures.
- A second letter was sent to President Baker, thanking him and his cabinet for canceling classes and closing the University for several days during harsh weather. More important, however, was acknowledging the timely notice sent out to all students, faculty and staff in advance of the closures, using multiple communication routes.
The Committee continues to advocate for administrative attention to salaries and increments. We understand the fiscal pressures on the University, but continue to advocate for increments at the earliest feasible opportunity.

Responding to the committee’s and faculty and staff councils which have requested an enhanced recognition of employees’ service, the Administration is arranging for new faculty/staff events to recognize service. The three Councils are discussing what they prefer for such events.

The annual Health and Wellness Fair will be held on Wednesday, March 26.

A 403(b) vendor event will be held on March 4 at the Holmes Student Center, allowing all employees to speak with representatives of the two remaining 403(b) companies.

Respectfully submitted,

Deborah Haliczer, University Benefits Committee
Committee on Resources, Space, and Budgets

Meeting With The President and The Provost
Wednesday, January 29th, 2014
10:00 - 11:00 Altgeld 225

Prior to the meeting the committee presented the President and Provost with a number of questions. Time did not permit all of the questions to be addressed and where that was the case it is noted. It is hoped that these questions will be addressed at subsequent meetings or information will be presented to the committee electronically.

1. Impact of the Affordable Care Act on the budget.
   - Steve Cunningham outlined some of the concerns around the Act. He noted that 80% of students are insured under their parents. The impact on the budget is seen as less of a concern than the need to establish new employment procedures and processes once the details of the act are finalized in tracking which employees fall under the act. At present it is not clear how graduate assistants, student employees, and extra-help need to be treated under the Act. Tracking this to avoid the stiff penalties under the Act for non-compliance is the area of concern.

2. Status of raises.
   - The President acknowledged that competitive compensation is important and that the university needs to develop a plan to fund salary increases as part of the budget modeling. He laid out in very clear terms the constraints being placed on the university which means raises are unlikely. This includes the budget situation in Springfield with the looming budget gap due to the non-renewal of the higher state income tax level in an election year. This could lead to NIU having to deal with a 10 – 12 % budget cut next year. Further, across the university enrollments are down 15% and with each student generating about $25K per year, this loss in revenue is significant. Given the enrollment numbers for 12 - 13, down 700 students, revenue continues to trend downward across the board. Tuition increases to address the gap will not work since the market will not bear higher rates. With the three major revenue lines going down (tuition, state funding, and student services revenue) it is difficult to fund salary raises. Moreover, without increasing revenues and turning around the downward enrollment trend furloughs and layoffs could arise but is not planned.
   - The President described how important it was to cut costs through efficiencies, increase enrollments, and improve retention to address the growing gap between revenue and costs. He noted that currently there is a growing gap between revenues and costs. Efficiencies can come through restructuring to reduce position redundancy, improve operational efficiency with specific reference made to areas such as accounting and purchasing as well hiring, restructuring, reviewing the university’s committee and governance structures, and breaking down the silos that currently exist and developing more horizontal structures in terms of processes.
The President reiterated statements he has made in several forums including the RSB about the moral and fiscal imperative of recruitment and retention, the need to connect with students, create a positive student experience in all aspects of campus life and academics, and improve time to graduation. If revenues and costs can be brought under control the climate to be able to fund needed raises will improve.

The committee stated that for reasons related to employee morale and NIU’s competitiveness in the job market, it was essential that the administration develop a budget plan to find ways to fund salary increases.

3. Implications of the recent pension bill on the budget.
   - This agenda item was not addressed due to a lack of time.

4. Implications of state tax non-renewal.
   - The President addressed this question as part of the discussion on the status of raises.

5. What specific university wide initiatives on enrollment are planned and/or in progress?
   - The President gave the committee two documents that listed all the current and ongoing initiatives for enrollment and retention. There wasn’t time to discuss the content of these documents but they are provided as part of this report.

6. What do the President and Provost see as the major strategic goals that will be linked to budget allocations?
   - The President and Provost both made reference back to the conversation earlier about the need to address enrollment and retention and that this along with the overarching goal of student career success was the key strategic goal that would guide decisions on budget allocations. They also noted that the university is well placed to move forward on these goals as it has a lot of assets to draw on including strong academic programs, expertise among faculty and staff, its location in a vibrant region, a strong alumni base, and a developing plan focused on the key goal of student career success. The President stressed the need for urgency and taking positive proactive steps forward. The need to remove barriers to success and innovation incentivizing people to promote this was also mentioned.
   - A specific case of where change has been made was described, namely, the move by the Provost and CFO to push recurring expenses within centrally funds to where they are needed locally at the unit for them to control. Base budgets were being adjusted to reflect this change and to address budget alignment. This is viewed as an example of providing full authority, responsibility and accountability to individual units.
   - The new fiscal model will be designed to allow for greater flexibility for carrying funds forward to allow for multiyear planning. The intent is to remove the “use it or lose it” budget planning model and also to avoid making across the board cuts and instigating contingency planning.

7. Growth of administrative positions at NIU relative to faculty positions.
   - Provost Freeman asked for clarification on what specific concerns the committee had and what information they wanted. It was explained that the essence of the question was whether the number of associate/assistant vice provost/presidents had grown in recent years at a faster rate than faculty and instructional positions as highlighted nationally. It was noted that a number of these positions had been recently advertised
and that it wasn’t clear who was in these roles or why such roles could not be filled with
less senior status which come with much higher salaries.

- Provost Freeman outlined the rationale behind the decision to seek a Chief Diversity
  Officer at the Vice President level. She explained that in order to give such positions
  authority, the higher rank was needed. Moreover, this was to consolidate in one office
  and through one officer functions currently spread across multiple units at the
  university. Another example of this will be a change in title for the Unit Head for faculty
devolution.

- The committee commented that this rationale could also be used to address a concern
  that had been raised that faculty positions were generally at the assistant professor. To
  be more competitive and recruit academics on the cutting edge of their disciplines,
  active grant recipients and leaders in their respective fields, academic units need to be
  able to hire at the full professor level to help strengthen their academic units.

- A request has subsequently been sent to Provost Freeman asking for a list of the
  Associate/Assistant Vice Presidents/Provosts and who is in the position along with an
  organization chart showing how these positions are linked. With the recent
  organizational changes, such a chart would be helpful in identifying all the new units and
  roles and how these units, and the individuals in them, are connected.

8. What is envisaged for the next round of budget hearings in terms of the involvement of
the RSB committee?

- There wasn’t enough time to address this question although it was reiterated that the
  President and Provost believed the committee should play an important and active role
  in the budget process.

- It was noted that the committee would use the Annual Statement of Budget Priorities to
  identify ways in which it could play an important and active role in budget planning and
  resource allocation.
## Enrollment Efforts Primarily by Admissions Office

### On-Campus Specific Events

<table>
<thead>
<tr>
<th>Annual Number of Events</th>
<th>Category/Event Name</th>
<th>General Purpose(s)*</th>
<th>Description</th>
<th>Primary Targets</th>
</tr>
</thead>
<tbody>
<tr>
<td>3</td>
<td>Open House (Summer, Columbus Day, Veterans Day)</td>
<td>Recruiting / Yield</td>
<td>Large on-campus events primarily for potential freshmen and guests to meet with admissions, academics, student services, tour campus and specific academic departments.</td>
<td>HS SR, JI; potential transfers + guests</td>
</tr>
<tr>
<td>1</td>
<td>Junior Pre-Law Day (Open House)</td>
<td>Recruiting</td>
<td>Large on-campus event - primarily for high school juniors (for Fall 2023) + guests. Potential 4th year transfers and transfers also invited.</td>
<td>HS Juniors</td>
</tr>
<tr>
<td>3</td>
<td>Transfer Open Houses</td>
<td>Recruiting / Yield</td>
<td>Large on-campus event - primarily for potential transfer students + guests to meet with admissions, academics, student services, tour campus and specific academic departments.</td>
<td>Transfer inquiries, transfer applicants</td>
</tr>
<tr>
<td>3</td>
<td>Admitted Student Days</td>
<td>Yield - &quot;Cement The Deal&quot;</td>
<td>Encourage admitted applicants (and guests) to continue to learn more about NIU, and to &quot;confirm&quot; their intention to enroll. &quot;Cement the Deal&quot; event.</td>
<td>Admitted Freshmen and Transfer applicants and guests</td>
</tr>
<tr>
<td>2</td>
<td>On-The-Spot</td>
<td>Recruiting / Yield</td>
<td>Provides opportunity for individuals to begin and/or complete the application process and to receive an admissions decision.</td>
<td>HS Seniors</td>
</tr>
<tr>
<td>2 to 3</td>
<td>Huskie-Den On-The-Spot</td>
<td>Recruiting / Yield / Retention</td>
<td>Combines the opportunity for individuals to begin and/or complete the application process; and with an opportunity for current NIU students, staff, faculty to enjoy meeting potential new students in a social setting. (On-the-spot and bowling / fun activities)</td>
<td>HS Seniors and guests, limited invitation to current NIU students, staff, faculty (limited because of capacity of Huskie Den).</td>
</tr>
<tr>
<td>1</td>
<td>Diversity Day†</td>
<td>Recruiting / Yield / Retention</td>
<td>Large on-campus event to generate applications and increase NIU awareness; and also offers opportunity for current NIU students, staff, faculty to participate in recruiting effort and meet with potential students.</td>
<td>Targeted at minority or under-represented potential student populations; also inviting current NIU students, staff, faculty.</td>
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<tr>
<td>2</td>
<td>Discover NIU – DelKahls Days</td>
<td>Recruiting</td>
<td>On-campus events for local high school students.</td>
<td>Local high school juniors and seniors and their teachers and counselors.</td>
</tr>
<tr>
<td>1</td>
<td>City Colleges of Chicago Day</td>
<td>Recruiting / Yield / NIU name awareness</td>
<td>Transfers-decision Information – Friday – 2 times each Friday - opportunity to meet with admissions personnel and tour campus.</td>
<td>Potential transfer students and counselors</td>
</tr>
<tr>
<td>2</td>
<td>Application Kick Off Events (Sept for Fr; Feb for Tr)</td>
<td>Recruiting</td>
<td>Provides opportunity for individuals to begin and/or complete the application process and to participate in a special event (football tickets, etc.)</td>
<td>Potential freshmen or transfer students.</td>
</tr>
<tr>
<td>2</td>
<td>File Completion Week</td>
<td>Yield</td>
<td>Provides opportunity for individuals to begin and/or complete the application process in the week immediately preceding start of Fall or Spring semesters.</td>
<td>Potential freshmen or transfer students.</td>
</tr>
</tbody>
</table>

### On-Going - On-Campus Events

<table>
<thead>
<tr>
<th>Schedule</th>
<th>Category/Event Name</th>
<th>General Purpose(s)</th>
<th>Description</th>
<th>Primary Targets</th>
</tr>
</thead>
<tbody>
<tr>
<td>Daily</td>
<td>Campus Visit</td>
<td>Recruiting</td>
<td>Individuals invited to visit campus - 2 times each day (Monday through Saturday) - opportunity to meet with admissions personnel and tour campus.</td>
<td>Potential students (high school seniors, juniors, potential transfer students).</td>
</tr>
<tr>
<td>As scheduled</td>
<td>Special Group Visits</td>
<td>Recruiting</td>
<td>Information sessions and campus tours for visiting High School/Community College and Midlife School groups</td>
<td>High School / Community College students and their counselors / teachers.</td>
</tr>
<tr>
<td>Weekly</td>
<td>T.G.I.S.</td>
<td>Recruiting</td>
<td>Transfers-decision Information – Friday – 2 times each Friday - opportunity to meet with admissions personnel and tour campus.</td>
<td>Potential transfer students.</td>
</tr>
<tr>
<td>Football</td>
<td>Community College Football Initiative</td>
<td>Recruiting / Enhancing NIU relationship with CCs</td>
<td>Invite community college students and guests to visit NIU and obtain free or reduced price football tickets.</td>
<td>Potential transfer students.</td>
</tr>
<tr>
<td>Season</td>
<td>NIU academic program support</td>
<td>Yield</td>
<td>NIU faculty/student personnel contacting admitted students to answer questions, encourage &quot;continuation&quot; and enrollment.</td>
<td>Freshmen or transfer admitted applicants.</td>
</tr>
</tbody>
</table>

### Off-Campus Specific Events

<table>
<thead>
<tr>
<th>Annual Number of Events</th>
<th>Category/Event Name</th>
<th>General Purpose(s)*</th>
<th>Description</th>
<th>Primary Targets</th>
</tr>
</thead>
<tbody>
<tr>
<td>4 +/-</td>
<td>Parents’ Night</td>
<td>Recruiting / NIU name awareness</td>
<td>Guest speaking at high School Parent nights about the application process for public university, state schools or NIU specifically.</td>
<td>High school seniors and juniors.</td>
</tr>
<tr>
<td>4 +/-</td>
<td>On-the-spot</td>
<td>Recruiting / Yield / NIU name awareness</td>
<td>Information sessions and file completion opportunities, with immediate admissions decisions conducted at high school.</td>
<td>High school seniors and juniors.</td>
</tr>
<tr>
<td>10 +/-</td>
<td>NIU Comes To Town (working site)</td>
<td>Recruiting / Yield / Alumni</td>
<td>Mini info sessions located in out-of-state / non-local areas strategically identified as potential feeder areas. Offers opportunity for potential students and guests to meet individually with NIU representative. To be held in local Starbucks or restaurants or libraries, etc.</td>
<td>Current Inquirers or applicants located in strategically identified areas. NIU Alumni also invited to participate and meet with potential new students.</td>
</tr>
<tr>
<td>TBD</td>
<td>Out-of-state college fairs + high school visits</td>
<td>Recruiting / Yield / NIU name awareness</td>
<td>Create series of out-of-state recruiting trips that combine college fairs with series of high school / community college visits.</td>
<td>Meet with high school seniors, Junior, CC students; HS and CC counselors, generate applicants and increase NIU awareness.</td>
</tr>
</tbody>
</table>

### Category
- Recruiting Events
  - Purpose of Activity: Generate applications
  - Cement the Deal: encourage applicants to complete the application process and "confirm" their true intention to enroll at NIU.
- Yield Events
  - A recruiting or Yield event that lends itself to inviting current students, staff and faculty to enhance the recruiting efforts and retain students, staff, faculty.
- Retention Events
  - Plan to reformat current event – enable this event into both a recruiting and retention event by celebrating NIU’s approach to diversity.
Resource, Budget, and Planning Committee

Retention Initiatives at NIU

The Office of the Vice Provost has continued its collaboration with Student Affairs and Enrollment Management (SAEM) to advance and support multiple retention initiatives. Some are ongoing initiatives that, under new university leadership, have become more robust while other initiatives have been recently launched or are in the early planning stages.

1. Office of Student Academic Success (OSAS). Established in 2009 as an outcome of the Great Journey’s Strategic Plan. Multiple programs in place and being used. For 2012-13 annual report, go to www.niu.edu/osas. Click on “About Us” → “Assessment and Reporting.” Below is a partial listing.
   - Early Alert and Referral System (EARS). Collaborative between OSAS and faculty to identify students who may be experiencing academic challenges.
   - Absence Tracking. Student attendance is a major predictor of student success. Program identifies attendance problems early on and throughout the semester
   - MAP-Works; 76% of students who took survey in AY 2012-13 enrolled in Fall 2013 semester. Data for Fall 2014 Map-Works surveys not yet available. Usage of Map-Works tool is increasing (adopted in residence halls, SAEM units, and FYComp faculty).
   - Student Success Specialists. Each specialist monitors student progress and has student cases. Specialists work with specific colleges on retention initiatives and provide college specific retention data. Specialists also foster campus partnerships that help students connect to the resources that support their success.
   - Student Success Collaborative. NIU worked with the Educational Advisory Board to develop this tool designed to combine technology, research and predictive analytics to promote student success. Expanding usage of program.
   - Transcript Tracking
   - Non-enrollment Calls. Calls to students who are eligible to enroll but have not done so. Based on information received, students are directed to appropriate individuals or resources.
   - Four-Year Degree Paths
   - MidSemester Check
   - Financial Cents (Peer Educators and Money Smart Week are two initiatives)

2. FYComp Peer Advocate Program. This new program grew out of the Retention Summit (November 2013) and then, later, a FYComp Retention Summit held in January 2014. The program is in the process of being implemented in Spring 2014 with a pilot version. The pilot places 24 peer advocates in English 104 writing classes to help students successfully engage in these classes and NIU communities. Applications are being
accepted and qualified students are being placed in ENG 104 classes. The Office of Student Engagement and Experiential Learning is assisting FYComp with the implementation of the program.

3. University Office of Educator Licensure
   - Ongoing preparation of teacher licensure candidates for the Test of Academic Proficiency (TAP) exam. Offered 93 workshops; 7 one-credit hour test preparation courses; 303 tutoring hours; 344 students participated in one or more of these offerings.
   - Dorothy Swanson Endowment for Teacher Licensure Candidates. Newly created fund (an estate gift) that will assist teacher licensure candidates with the costs of becoming licensed; e.g. paying the registration costs for the TAP or other required expenses related to the discipline. In Fall 2013, a committee was formed which established the guidelines, criteria and process for distribution of funds. Each college will receive monies to distribute to qualified candidates in their college starting spring 2014.

4. Transfer Initiatives
   - Updating of course articulations for colleges and universities that do not participate in the IAI. Currently, memo went out to all department chairs regarding articulations and asking that qualified R&R evaluation staff be allowed to articulate direct equivalences for certain transfer courses. In the process of hearing back from Colleges; LA&S is planning to propose a new process.
   - Reverse Articulation Agreements. Recently signed agreement with Kiswaukee Community College. Other agreements are in the works.
   - Preparation for the Spring 2014 Advising and Transfer Articulation Summit is underway. Venue for updating community college transfer officers about NIU programs and initiatives. Revisions to the General Education program will be covered and means of soliciting input from our community college partners will be discussed.

5. Financial Aid Programs – Retention Initiatives
   - Near the end of the fall semester the Office of Financial Aid had unused funds from the Huskie Advantage Program. The Director of Financial Aid (Rebecca Babel) identified over 200 students who could not register for spring semester because they had an outstanding balance on their accounts ranging from $500-$1,000. Each student was contacted and asked if they planned to register for the spring semester if their balance as paid.
   - The Office of Financial Aid also collaborated with the academic colleges in identifying students (mostly seniors) who had an outstanding balance on their
accounts. A few of the colleges had unused scholarship funds that could be distributed to their seniors, as well as other students.

- Academic Affairs and SAEM have a long range program that will be launched very soon. It will allow the academic colleges and the Office of Financial Aid to better organize our efforts to distribute unused funds to students who have financial holds on their accounts at the end of the fall and spring semesters.

6. Admissions – Recruitment Initiatives

- The On-the-Spot Huskie Den event is used to encourage students to complete the admissions process and receive an admissions decision on-the-spot. Small groups of current NIU students, faculty and staff are also invited to attend and enjoy bowling, games etc. and meeting potential new students/families. The event was a great success this past year. We look to expand upon the program in the coming year.

- NIU Celebrate Diversity Program – All students admitted to NIU are invited to attend this event. It is designed to celebrate diversity at NIU and was modeled after a program at USC Santa Cruz. There are a number of concurrent sessions that are offered which highlight the diversity that currently exists at NIU. This past year there was both a faculty and student panel.
Committee on Resources, Space, and Budgets

Friday, February 7th, 2014
9:00 - 10:00 Altgeld 225

The primary focus of this meeting was to prepare the Annual Statement of Budget Priorities to present to Faculty Senate and University Council.

1. Andy Small raised the question about the role the committee would play in the upcoming HLC visit and the importance of committee members understanding how the committee aligned with the university’s mission.
   a. Discussion followed about the committee’s alignment with the university mission and the four pillars identified by President Baker and the guiding goal of student career success.
   b. Given the committee’s remit to address resources, space and budget its focus cuts across all elements of the university’s mission and is well placed to see the ‘big picture’ and contribute to developing the institutions budget planning and resource allocations through the process of shared governance as the committee’s membership includes representation from all university constituents.
   c. Nancy Suttenfield updated the committee that she had been asked to meet with the site visitors to discuss budget planning and resource allocation. She had formed a group to meet the site team that included staff from her office and also the chair of RSB.
   d. It was noted that the self-report for the HLC had been submitted prior to the new administration and its refocusing on budget planning and resource allocation to incorporate transparency and wide input and consultation.

2. The committee spent the rest of the meeting discussing the statement of budget priorities and also the committee’s role in the proposed new fiscal model.
Committee on Resources, Space and Budgets
Statement of Budget Priorities – Spring 2014

Preamble

The Committee on Resources, Space, and Budgets (CRSB) is very encouraged with the new direction being taken at NIU as it relates to fiscal transparency and the greater and timely involvement of the university community in the budget planning process. The changes that have occurred to date address many of the issues raised in the resolution passed by Faculty Senate and University Council in Spring 2013 that called for linking budget to goals, greater transparency, timely information, and a more active role for the committee is being realized. The committee wishes to thank President Baker, Interim Provost Freeman, Interim CFO Nancy Suttenfield, and Vice President for Administration Steve Cunningham for providing the committee with timely information and actively engaging with the committee as the university develops a new fiscal model.

With the continuing prospect of financial uncertainty and the changing fiscal landscape of higher education, the CRSB believes it is paramount that this new direction is carried forward over the next year and the momentum for change maintained. Moreover, the CRSB believes it is important that it be actively involved in the process and that changes in the allocation and reallocation of funds be guided by careful consideration of the consequences of such changes on academic quality.

In its advisory role, CRSB has prepared the following statement of budget priorities.

Resources

- Overall budget allocation needs to be prioritized to safeguard the academic mission of the university by supporting and improving the academic quality of those programs and services that directly promote excellence and engagement in teaching and learning, research and scholarship, creativity and artistry, and outreach and service.
- To stay competitive and be at the forefront of developments nationally and internationally, NIU needs to establish a coherent policy on course articulations, the approval of prior experiential learning, and explore the potential of competency-based education.
- Innovative teaching models (e.g., online education, hybrid teaching models, ‘flipped classrooms,’ flexible scheduling) need to be encouraged and supported through funding allocation models that incentivize faculty to develop such teaching resources and instituting operating system changes (e.g., in how classes are scheduled) to facilitate change.
- Enrollment is critical to NIU’s long-term sustainability. Resources need to be allocated to ensure the effective marketing of NIU’s current programs, identifying prospective students who meet NIU’s entry requirements, and to establish new student markets.
Additionally, we recommend that an integrated marketing plan be developed that works to connect prospective students applying to NIU with their interest in specific programs and to increase recruitment efforts on attracting students with the qualifications and potential to be successful in pursuing their degree and major.

- While changes to employee pension and insurance programs are largely occurring outside the control of NIU Administration, maintaining adequate pension and insurance benefits as part of an overall compensation package is essential to retaining current faculty and staff as well as recruiting highly qualified candidates in the future. The committee suggests that the administration explores other ways to offer attractive compensation such as dual partner hires and does all it can to ensure that accurate information on pensions is disseminated and to develop a plan to address how raises can be afforded. In addition, the committee advises that more attention be given to the impact of recent pension rules changes such as the 6% rule and the hiring of retirees.

**Space**

- The committee recommends exploring how existing space can be better utilized and maximized to meet the university’s academic mission through, for example, the shared and collaborative use of space and multipurpose space utilization.
- A master plan should be developed to identify where new space is required with a view to establishing a stronger sense of community and identification with the university.
- The committee is concerned about the long-term consequences of the need to defer maintenance due to budgetary constraints as it is undermining the university’s core education, research, and community service missions.
- With the challenges imposed by the State’s fiscal crisis, the committee believes the NIU Administration needs to continue to seek innovative ways such as through public-private partnerships to fund new facilities across campus to keep NIU competitive with other public universities.
- Existing space needs to be examined for its potential to be used to generate revenue through rentals fees, conferences, and conventions.
- As the use of space is repurposed and plans developed to build new facilities the CRSB believes, based on its remit, that it be part of these discussions.

**Budget**

- NIU’s faculty, staff, and student employees are central to the operation and success of the university. While meeting the university payroll must continue to receive the highest priority, it is essential that efforts be made to improve employee compensation, which remains substandard. This was identified as a top priority of the Vision 2020 initiative and should be treated as such.
- It is clear that the State fiscal crisis is not going to end anytime soon or past levels of funding will be restored. It is essential that NIU finds new and additional sources of revenue and the committee recommends that a working group be formed to identify these sources; to determine what support structures are needed to pursue these sources; and educate and incentivize the NIU community to seek such revenue streams.
• Effort should be directed toward initiating budget planning that allows units to roll over funding at the end of a fiscal year to help eliminate frivolous spending that sometimes occurs at year end.

• As new revenue streams are explored the role of the Foundation will be critical and an integral part of budgeting and fiscal allocations. Given this, the CRSB needs to be provided with financial information from the Foundation to ascertain how Foundation funds are integrated into the overall budget.

• The cost of a university degree has been highlighted as a growing concern for students and their families. The committee encourages the NIU Administration to examine the current tuition costs and fees with regards to individual programs and university set support fees in a manner that values a broad liberal arts education. As part of this, breaking down how student fees are used and whether students can opt out of paying for fees they do not use will be important to meet the goal of fiscal transparency. Further, the committee encourages the Graduate School to examine the impact of graduate student fees on graduate assistantships.

• The committee encourages the NIU Administration to continue to explore efficiencies and cost savings in university operations and governance processes including looking at energy efficiencies that are eco-friendly and sustainable. Several areas, Accounting, Purchasing, and Hiring, were highlighted as having the greatest potential for realizing efficiencies along with developing procedures and processes that aren’t subject to change or reinterpretation when staff turnover occurs.

**RSB Role in the New Budget Process**

• In the proposed new budget model, budget hearings will be an important part of the process. As the process of budget hearings is operationalized, the CRSB believes it should be a collaborative partner with the CFO, Provost, and President in establishing the metrics and benchmarks to be used in fiscal allocation decisions.

• The CRSB also believes it can play an active role and should be represented in the budget hearings.

• Through a consultative process with the constituents the CRSB serves, it will identify issues, concerns, gaps, and solutions and use this information to work collaboratively with the President, Provost, and Chief Financial Officer to help maximize institutional success as identified through the university’s mission and stated strategic goals.
Faculty Eligible to Serve as
Executive Secretary, University Council/
President, Faculty Senate
2014-15

Chih-Chen Lee, Business
Elisa Fredericks, Business
*Charles Downing, Business
*Rosita Lopez, Education
Paul Carpenter, Education
Bill Pitney, Education
Mary Beth Henning, Education
Ibrahim Abdel-Motaleb, Engineering & Engineering Technology
*Greg Long, Health & Human Sciences
*Donna Munroe, Health & Human Sciences
Donna Plonczynski, Health & Human Sciences
Elvia Arriola, Law
Melissa Lenczewski, Liberal Arts & Sciences
Eric Mogren, Liberal Arts & Sciences
*Sean Farrell, Liberal Arts & Sciences
Amy Newman, Liberal Arts & Sciences
Brad Sagarin, Liberal Arts & Sciences
Robin Moremen, Liberal Arts & Sciences
Michael Kolb, Liberal Arts & Sciences
Khan Mohabbat, Liberal Arts & Sciences
Rosemary Feurer, Liberal Arts & Sciences
Virginia Naples, Liberal Arts & Sciences
Jeff Kowalski, Visual & Performing Arts
Billie Giese, Visual & Performing Arts

* If re-elected to University Council.
An updated list per the results of the UC elections will be a walk-in item at the February 19, 2014 Faculty Senate meeting.
Faculty and SPS Personnel Advisor

Toni R. Tollerud, Department of Counseling, Adult and Higher Education, is completing her term of service as the Faculty and SPS Personnel Advisor and is ineligible for another term. At its April 23 meeting, the Faculty Senate will elect a new FSPSPA for a two-year term to begin July 1.

The FSPSPA provides advice, advocacy and counsel to both faculty members and SPS employees. The specific duties of the position are described in Article 9 of the NIU Bylaws. The FSPSPA must be a full-time, tenured faculty member and should have experience with the personnel process at NIU and be familiar with the administrative structure and operations of the university. The advisor may not concurrently hold membership on any university committee dealing with the personnel process.

The FSPSPA receives compensation equal to one month of the median salary of all tenured professors each semester and summer session. The initial appointment is a two-year term of 11 months each year and is renewable for an additional 11 months. The FSPSPA is ineligible for a successive term.

Interested faculty members should send a letter of self-nomination describing their interests and qualifications to Alan Rosenbaum, President of the Faculty Senate, 103 Altgeld Hall, by March 19. Questions should be directed to Alan Rosenbaum at (815) 753-9306 or arosenbaum@niu.edu.
NIU BYLAWS

ARTICLE 9: FACULTY AND SPS PERSONNEL ADVISOR

The Faculty and SPS Personnel Advisor is a resource person whose services are available to any faculty member (ranked or no-rank faculty), administrator, or personnel body in the university. The advisor's role includes such activities as the following:

- To advise faculty members about the personnel policies and procedures within the university and the courses of action open to faculty members;
- To advise and assist faculty members who are experiencing difficulties with the personnel process;
- To advise and assist faculty members dissatisfied with personnel decisions;
- To observe the workings of the personnel process and to recommend needed changes or clarification;
- And to serve as grievance officer in cases of faculty pursuing the grievance procedure set forth in Section 9.2 of these bylaws.

9.1 Qualifications
The advisor shall be a full-time, tenured faculty member. The advisor shall have had experience with the personnel process at various levels, and be familiar with the administrative structure and operations of the university.

9.2 Conditions of Employment

9.2.1 The advisor shall receive compensation equal to one month of the median salary of all tenured professors each semester and summer session funded through the budget of the University Council.

9.2.2 Secretarial assistance shall be provided.

9.2.3 The advisor may not hold membership on any personnel committee within the university dealing with matters relating to merit evaluations of faculty not holding administrative positions, salary increments, tenure, promotion in rank, or leaves of absence.

9.2.4 The advisor shall receive an initial two-year appointment consisting of eleven months each year, renewable for an additional 11 months. The advisor shall be ineligible for a successive term.

9.2.5 Files generated by the Faculty and SPS Personnel Advisor are the property of the office of the Faculty and SPS Advisor and shall be kept for eight years. Only the Faculty and SPS Advisor shall have access to the files. After eight years, the files shall be destroyed, except that non-identifying, aggregate data may be kept indefinitely.
9.2.6 The Faculty and SPS Personnel Advisor shall make an annual report which will summarize the activities of the advisor (in such a way as to keep clients' identities anonymous), identify the strengths and weaknesses of the personnel process, and make recommendations for changes in the personnel process. The Faculty and SPS Personnel Advisor Annual Report shall be submitted to the University Council and the Faculty Senate. The FSPA Annual Report will be submitted by July 31 of each year.

9.3 Method of Selection
The Faculty and SPS Personnel Advisor shall be elected by the Faculty Senate in the spring for a two-year term to begin at the start of the fall semester.

Update approved by University Council on 04/30/08