

Minutes of the
NIU Board of Trustees
**ACADEMIC AFFAIRS, STUDENT AFFAIRS
AND PERSONNEL COMMITTEE**
June 1, 2005

Before I ask for the roll call, Chair Boey said, I would like to make some quick remarks on two people. I would like to introduce one of our new Board of Trustees members, Marc Strauss. Marc is, what else, one of five lawyers now on the Board of Trustees. I had the pleasure of knowing Marc when I served on the City of DeKalb chairing the Planning Commission some years ago. Marc represented a number of different developers and their interests and always made a very good impression. Marc, welcome to our Board of Trustees. Also, this is the last meeting for Student Trustee Eric Johnson. Thank you for all the help you have been to us during this past year, the Chair said, and our very best wishes for your future.

CALL TO ORDER AND ROLL CALL

The meeting was called to order by Chair Robert Boey at 9:10 a.m. in the Board of Trustees Room, 315 Altgeld Hall. Acting Recording Secretary Barbara Rice conducted a roll call of Trustees. Members present were Trustees Marc Strauss, Barbara Giorgi Vella, Student Trustee Eric Johnson and Chair Boey. Not present was Trustee Cherilyn Murer. Also present were Acting Committee Liaison Virginia Cassidy, President John Peters and Board Parliamentarian Kenneth Davidson. With a quorum present, the meeting proceeded.

VERIFICATION OF APPROPRIATE NOTICE OF PUBLIC MEETING

Confirmation of Open Meetings Act notification compliance was given by Board Parliamentarian Ken Davidson.

MEETING AGENDA APPROVAL

Chair Boey asked for a motion to approve the agenda with two changes – the addition of Agenda Item 7.f., Appointment of the Interim Dean of the College of Business, and the deletion of Agenda Item 7.g., Revision of Board of Trustees *Regulations* VI.D., Student Residency Status. Also a request was made to address Agenda Item 7.f. before proceeding to Agenda Item 7.e., the 2004-2005 Program Review Summary. Trustee Strauss made a motion to approve the agenda as amended. It was seconded by Trustee Vella. The motion was approved.

REVIEW AND APPROVAL OF MINUTES

It was moved by Trustee Vella and seconded by Student Trustee Johnson to approve the minutes of the March 3, 2005 meeting. The motion was approved.

CHAIR'S COMMENTS

Due to a family emergency, Chair Boey announced, Provost Ivan Legg is not here today. Fortunately, we have a very capable backup for Ivan, in Virginia Cassidy. The agenda today contains a number of action items that include the Recommendations for Tenure, Promotions, and Promotions with Tenure for the 2005-2006 Academic Year; Appointments of Rank and Tenure; Appointment of the Dean of the College of Engineering and Engineering Technology; Appointment of the Acting Dean of the College of Liberal Arts and Sciences; Appointment of the Interim Dean of the College of Business; and the 2004-2005 Program Review Summary.

PUBLIC COMMENT

The Chair asked Board Parliamentarian Kenneth Davidson if any members of the public had registered a written request to address the Board in accordance with state law and the Board of Trustees Bylaws. Mr. Davidson noted that no timely requests for public comment had been received.

UNIVERSITY REPORT

Agenda Item 7.a. – Recommendations for Faculty and Supportive Professional Staff Sabbatical Leaves for the 2005-2006 Academic Year

As you know from our past discussions of tenure and promotion appointments, Dr. Cassidy said, NIU has a very rigorous process for making recommendations on tenure and promotion. The reviews are conducted at the department, college and university levels. It is based upon positive recommendations at all three levels that these individuals are presented to the Board of Trustees for tenure and promotion. The tenure process really begins when faculty are hired. Their credentials are reviewed for their potential as excellent teachers and scholars or for evidence that they have achieved excellence in teaching or scholarship. In addition, faculty undergo annual reviews on progress toward tenure. Typically, in the third year of their appointment, they undergo an in-depth review to evaluate their progress in meeting the professional standards for scholarly activity and the quality of their teaching. Some individuals do not come to these groups for tenure review either because they have left the institution through a transfer to another university or because they have been encouraged not to continue in the process because they have not made significant strides in meeting tenure requirements. It is very typical that a tenure decision is accompanied by a promotion from the rank of assistant to associate professor, so you will see that some individuals are recommended for both tenure and promotion. The decision on recommendations for promotion of individuals from the rank of associate to professor is based primarily on national/international recognition that the faculty member has achieved in his or her scholarly or artistic work, and that is the single most important criterion for that recommendation.

Based upon the reviews of these individuals by the appropriate university committees and the concurrence of Provost Legg, Dr. Cassidy said, the university requests that the Academic Affairs, Student Affairs and Personnel Committee endorse the recommendations for tenure and promotion and ask the President to forward them by means of his report to the Board of Trustees for approval at its next meeting.

I have often felt that the subject of tenure and the subject of sabbatical leave are the two most misunderstood items about education by people outside the education community. So I think it is useful to refresh our memories, and that is why I asked Virginia to go through the process.

In answer to a query, Dr. Cassidy said that the overall number of tenured and tenure-track faculty members is down, but some positions have been filled and people have progressed through the requirements. The national figure for tenurable faculty is about 72 to 75 percent, President Peters said, and I would guess that because of the demographic curve NIU's is probably less than that.

I would like to congratulate the 43 faculty members who will be receiving the promotion, Student Trustee Johnson said, and I would like to remind everyone that the Student Trustee is not allowed to vote on certain items directly affecting faculty.

Chair Boey asked for a motion to approve the Recommendations for Faculty Promotions, Tenure, and Promotions with Tenure for the 2005-2006 Academic Year. Trustee Vella so moved, seconded by Trustee Strauss. A roll call vote was as follows:

Trustee Vella	Yes	Student Trustee Johnson	Abstain
Chair Boey	Yes	Trustee Strauss	Yes

The motion was approved with three votes of yes and one abstention.

Agenda Item 7.b. – Appointments with Rank and Tenure

Dr. Cassidy pointed out that this item concerns appointments with rank and tenure for three individuals who will be joining the university in FY06. The university requested that the Academic Affairs, Student Affairs and Personnel Committee endorse the decision to grant tenure to Steven M. Ralston in conjunction with his appointment as Chair with the rank of Professor in the Department of Communication, effective July 1, 2005; to Kurt Thurmaier in conjunction with his appointment as Professor in the Division of Public Administration, effective August 16, 2005; and to Deborah Holdstein in conjunction with her appointment as Chair with the rank of Professor in the Department of English, effective July 1, 2005. Each of these individuals has excellent credentials as a teacher and scholar, Dr. Cassidy said, and NIU has been able to recruit two of them as chairs in two very important departments within the university and for a senior position within the Division of Public Administration. We request that the committee endorse these appointments and ask that the President forward them by means of his report to the Board of Trustees for approval at its June meeting.

I want to compliment the Provost’s Office and the College of Liberal Arts and Sciences for attracting some outstanding national people to head up two of our largest and most complex departments, English and Communication Studies, the President said. The amount of credit hours they produce in general education, the number of majors and graduate programs is truly amazing. I am also pleased, though we have not done a lot of hiring at the senior professor level because of budget considerations, that we attracted a senior professor to our very good public administration program. To attract senior people is the mark of a good institution.

Chair Boey asked for a motion to approve the Appointments with Rank and Tenure of Steven M. Ralston effective July 1, 2005; Dr. Kurt Thurmaier effective August 16, 2005; and Deborah Holdstein effective July 1, 2005. Trustee Vella so moved, seconded by Trustee Strauss. A roll call vote was as follows:

Trustee Strauss	Yes	Student Trustee Johnson	Abstain
Trustee Vella	Yes	Chair Boey	Yes

The motion was approved with three votes of yes and one abstention.

Chair Boey recognized University Advisory Committee representatives, Ferald Bryan and Buck Stephen. Dr. Bryan thanked the committee for their approval of the recommendations for rank and tenure. The importance of tenure and promotion is vital to our academic mission, he said, and we appreciate your prompt action on those items.

Agenda Item 7.c. – Appointment of the Dean of the College of Engineering and Engineering Technology

After a national search and the review of many applications, Dr. Cassidy said, Dr. Promod Vohra has been selected for appointment as the Dean of the College of Engineering and Engineering Technology. Dr. Vohra is a tenured professor who has served as acting dean of the college for the last two years and previously held the position of Associate Dean in the college for many years. He is an excellent scholar and researcher. He has been involved and continues to be involved in numerous professional organizations and has participated in many university and college level committees. He served as a consultant and a resource person for a variety of educational and public groups, served as principal investigator and co-principal investigator on numerous grants and contracts, and has received more than \$8 million in external/internal equipment, funding and other grants. It is with pleasure that the university recommends the appointment of Dr. Vohra as Dean of the College of Engineering and Engineering Technology.

The student body wholeheartedly supports this appointment of Dr. Vohra to the position, Student Trustee Johnson said. This year, there were two major items that I received phone calls on. One was summer commencement, and the other was in support of Dean Vohra for this position. I can wholeheartedly say that the Student Association, as well as student leaders across campus from all colleges, not just Engineering, have come forward with positive things to say.

If Provost Legg was here, President Peters said, he would talk a good bit about the process we go through when we search for a senior administrator, particularly academic deans. We ran a thorough, yearlong, national search. The Provost empanelled, in accordance with our constitution, a very balanced representative group of faculty, students and staff. The jobs are difficult, and it is more and more difficult to get quality pools for deans and administrators. But we had very strong finalists in a quality pool. We spent a considerable amount of time going through the evaluations – Provost Legg, students, faculty, alumni, the search committee, administration – but it became clear very quickly that there was one candidate that stood head and shoulders above a very strong set of finalists, and that was Promod Vohra. I have hired a lot of deans in my time, but this was a very straightforward and easy choice for us because the search was conducted in such a professional and participatory manner. Dean Vohra is just the person we need to take the college to the next level of excellence, the President said, so I fully support this recommendation.

I appreciate your review of the process, Dr. Peters, Chair Vella said, because I think the process is just as important as the product, or the appointment, in this situation. The process of bringing people together to make a decision and to reach a consensus is something that I feel strongly about. Not everyone is always happy with the results of who is chosen as president or whatever, Dr. Peters said, but you can always be assured that the decision will be the result of a good constitutionally mandated process, reflection and input.

I have known of this gentleman for a number of years, Chair Boey said. It is one of the rare situations where he came to NIU as a student and wound up being dean. That is a long, straight shot that took a number of years and a lot of effort. At the end of the day, we chose the right candidate to be the Dean of Engineering and Engineering Technology, and I look forward, Promod, to your taking it to the next level. Congratulations, and we will forward this recommendation to the full Board of Trustees.

Chair Boey asked for a motion to approve the appointment of Dr. Promod Vohra as the Dean of the College of Engineering and Engineering Technology. Student Trustee Johnson so moved, seconded by Trustee Vella.

Trustee Strauss	Yes	Student Trustee Johnson	Yes
Trustee Vella	Yes	Chair Boey	Yes

Chair Boey invited Dr. Vohra to say a few words. A summary of his comments follows:

Members of the Board, President Peters and dear friends, thank you for the opportunity to say a few words about my college and myself. As Mr. Boey said, I have served this institution for 18 years in several capacities, including receiving degrees in 1988 and 1993. I feel that I am distinctly honored to be given an opportunity to serve my alma mater and lead the College of Engineering and Engineering Technology to the next level. My family and I feel that we have had the good fortune of being at the receiving end all these years. The NIU community has given us tremendous support, education, stability, a wonderful environment and, above all, a home away from home. And now this is payback time. I feel that as an administrator, now is the time to give back and work hard to transform the college to a regional prominence and national recognition. I concur with several others that NIU is the best kept secret in the state, and we must do everything possible to spread the word about ourselves. The first 15 years of the college were spent in creating a functional college with a critical mass of students. After having accomplished that, we have already begun the process of transformation. The college, during the past two years, with the support of the President and Kathy Buettner, has been able to secure more than \$8 million in funding to jumpstart research in high priority areas. These research areas include conductive collaborative research on fuel cells with Argonne National Lab, setting of acoustics and vibration control research center with other colleges and industry, conducting collaborative research in nano- and microelectronics, and working with the Department of Defense to strengthen the supply chain of service providers and to work on future combat systems to keep America's military highly competitive in the world. The college is playing a critical role in rejuvenating the economic prospects in the Rockford region, thus creating a national model of collaborative partnership. The college is very proud to be listed in the top 39 in the country by

U.S. News and World Report in the category of engineering colleges offering up to master's programs. The graduates of the college continue to find gainful employment in the northern Illinois region, providing an impressive return on the state's investment in Northern and its college. For the first time in the history of the college, 100 percent of the programs are accredited by appropriate agencies at the highest level.

To summarize, the state of the college is optimistic and is poised for growth in the near future. Some of the activities that are planned in the near future are establishing a Ph.D. program in collaboration with Liberal Arts and Sciences, in nanosciences; continue to work with four other colleges at NIU to propose, develop and implement new P-20 initiatives; enhance research opportunities for the faculty in the college, strengthen partnerships with high schools and community colleges to address two of the nation's top problems associated with engineering pipeline and student preparedness. We also want to strengthen our partnership with industry to enhance learning and employment opportunities for our students and faculty. We also want to develop research partnerships in transportation and tribology. We want to explore the possibility of working with other colleges to establish seven- or eight-year programs in engineering law and engineering medicine. Most importantly, we want to reconnect with the alumni and enhance their support for the college and the university. Other goals for the college include developing new programs in high demand areas; internationalization of curriculum and international partnerships; enhanced focus on competitive research; growth of outreach programs; and influential partnerships.

I once again would like to thank the Board for its consideration of my position and opportunity to serve my alma mater. As an alum, I am vested in the success of NIU and consider myself to be fortunate to contribute to NIU to take it to the glorious heights it deserves. I am looking forward to better times, for I believe in myself, I believe in the students of NIU, in the leadership provided by the Board and the President, and, above all, in Northern Illinois University. Thank you.

Agenda Item 7.d. – Appointment of the Acting Dean of the College of Liberal Arts and Sciences

As many of you know, Dr. Cassidy said, the university has recently mourned the untimely death of Frederick Kitterle, who was Dean of the College of Liberal Arts and Sciences for more than a decade. Dr. Kitterle's death left a vacancy in the deanship, and Dr. Joseph Grush has been asked to serve as acting dean of the college. Dr. Grush has been at NIU since 1974 and has moved through the ranks of assistant, associate and professor and served as the Chair of the Department of Psychology before assuming the role of associate dean of the college in 1992. Dr. Grush has demonstrated strong leadership in the college and is very familiar with the processes and governance of the college.

Dr. Kitterle's untimely passing was a great loss and left a huge gap in the NIU community, Dr. Peter's said. I would like to thank Joe Grush, the other deans and department heads, and the faculty of the College of Liberal Arts, as well as the Provost's Office, for this interim appointment of Joe Grush. He is one of those institutional resources that bring immediate credibility and fairness, so this is a very good move. Provost Legg went to Liberal Arts and spent the better part of a day talking to all the department heads and the associate deans of what is our largest and most complex college, and then he talked to the faculty representative group. And one thing was pretty clear, there was unanimous, strong, interim support for the appointment of Joe Grush.

Certainly, losing Fred Kitterle was a huge loss for NIU, Chair Boey said. But I completely agree that we are fortunate to have Joe Grush who is able to step in for this interim period. The Chair asked for a motion to approve the appointment of Dr. Joseph Grush as Acting Dean of the College of Liberal Arts and Sciences. Student Trustee Johnson so moved, seconded by Trustee Vella. The motion was approved.

Agenda Item 7.f. – Appointment of the Interim Dean of the College of Business

Dr. William Tallon has been asked to serve as the Interim Dean for the College of Business, Dr. Cassidy said. Dr. Tallon currently serves in the role of associate dean, a position he has held in the college since 2001. He has been employed at NIU since 1990, and he served as the chair of the Department of Operations Management and Information Systems. Professor Tallon has assumed a strong leadership role in the college through his activities as associate dean by serving on university and college level

committees and is an active scholar, who has presented papers at national, regional and state professional conferences and has published in professional journals.

We have been in the midst of an ongoing national search for a permanent dean for our distinguished College of Business for about a year, President Peters remarked. Some candidates were brought to campus, and the determination was made that those candidates did not fit the profile we were looking for. As of June 30, David Graf, our longtime dean, is retiring. As we continue our search, we need interim leadership. We happen to have another pillar of the community in Bill Tallon, and I am pleased that he is willing to take on this burden.

In answer to a question from one of the Trustees, President Peters explained the difference between interim and acting positions. Interim means you are serving because there is a vacancy in the position. Acting usually means that the sitting dean is either on leave or on medical leave or incapacitated. And, if you are interim, you are not going to be a candidate for the position. If you are acting, you may be a candidate.

I also have known Bill Tallon through the years, Chair Boey commented. I talked to David Graf at the dinner reception the day before he was to leave for the Middle East. He was very pleased about this appointment and felt that the interim situation was in good hands. So, thank you, Dr. Tallon, for agreeing to take on this assignment.

Chair Boey asked for a motion to approve the appointment of Dr. William Tallon as Interim Dean of the College of Business. Trustee Vella so moved, seconded by Student Trustee Johnson. The motion was approved.

Agenda Item 7.e. – 2004-2005 Program Review Summary

Our last agenda item is the summary of the program reviews that were conducted during the 2004-2005 Academic Year, Dr. Cassidy said. It is customary at the June meeting of the Academic Affairs Committee to report a brief summary of the programs that underwent review during the past academic year. This year, we reviewed 16 baccalaureate, master's and doctoral programs in the College of Education and selected programs in the College of Liberal Arts and Sciences as well as five centers. The summaries are presented in your agenda beginning on page 13. NIU engages in a rigorous process of internal review of its programs and centers, and the process begins with the academic department developing a comprehensive report about the program. Those reports are then reviewed by the college office, by the Provost's staff and by the Academic Planning Council, which is the university committee charged with responsibility for conducting the program reviews. The findings from those reviews are presented to the Academic Affairs Committee. They are then forwarded as an information item to the full Board. Later this summer, we will also forward summaries to the Illinois Board of Higher Education in meeting their regulations for information about the internal reviews conducted on the university campuses.

In answer to questions from one of the Trustees, Dr. Cassidy replied that the review cycle is an eight-year period, and so we look at data over the review period so that we can see trends in enrollments, in student characteristics, in the number of degrees awarded, in program costs, in faculty scholarly activities and so forth. In addition, we have data for programs, for example, that are accredited. The report the department prepares provides information about the accreditation status, any recommendations that may have come from the accrediting agencies and any actions that have been taken based on those recommendations. For the doctoral programs, through the graduate school we also have an external review of a selected number of dissertations conducted by experts in the field who are outside of the university and, typically, outside of the state. That information comes back from the graduate school to the Academic Planning Council as part of the report and is an indicator of the quality of the rigor of the work that the students are engaged in at the doctoral level. Many programs have advisory committees that are comprised of alumni, professionals in the field and other individuals who are interested in the program. They provide the program with input. The program seeks recommendations from them about program changes, what is happening in particular disciplines, etc., so that the curriculum is current and students are well prepared for entry into the work force and then their professions. Also, some state and national comparisons can be made based on the results of certification and licensure examination.

The last part of the review is a section called future plans. In that section, the program, in concurrence with the college office and the Provost's Office, outlines a set of priorities that it wishes to address over the upcoming review period. Also, we ask the program to prioritize the activities that they list to talk about how that priority fits with the college priorities and resource needs to accomplish those future plans.

There are costs that are calculated based on instructional costs and costs with overhead, and there are formulas that are used and provided in state and federal reports. At the state level, there is a compilation. Programs are categorized according to a CIP (Classification of Instructional Programs) code. So, at the state level, the Illinois Board of Higher Education conducts analyses and looks at all of the programs within a specific CIP or program classification code, and then calculates a statewide average cost. We receive those data and then compare the students in those programs to the average state costs.

It is done by program cost, President Peters said, because if you have a professor that teaches seven oboe versus a political science professor like myself, who teaches hundreds, the cost ratios are very different. So you have to bounce and benchmark this against the national averages. Higher education, nationally, has made tremendous strides in the past decade in benchmarking cost data.

Agenda Item 7.g. – Revision of Board of Trustees Regulation IV.D., Students – Residency Status

This item was deleted from the Agenda.

NEXT MEETING DATE

Chair Boey said that the next Committee meeting would be announced at a later date and members will be notified. The next full Board Meeting is scheduled for Thursday, September 15, in the Board of Trustees Room.

ADJOURNMENT

There being no Other Matters, Chair Boey adjourned the meeting without objection at 9:52 a.m.

Respectfully submitted,

Sharon M. Mimms
Recording Secretary