AGENDA

NIU Board of Trustees
ACADEMIC AFFAIRS, STUDENT AFFAIRS AND PERSONNEL COMMITTEE
12:15 p.m. - Thursday - February 15, 2018
Board of Trustees Room
315 Altgeld Hall

1. Call to Order and Roll Call

2. Verification of Quorum and Appropriate Notification of Public Meeting

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9. Other Matters

10. Next Meeting Date

11. Adjournment

*Individuals wishing to make an appearance before the Board should consult the [Bylaws of the Board of Trustees of Northern Illinois University, Article II, Section 4 – Appearances before the Board](mailto:kjahns@niu.edu). Appearance request forms will be available in the Board Room the day of the meeting. For more information contact Kathleen Carey, kjahns@niu.edu Recording Secretary to the Board of Trustees, Altgeld Hall 300, DeKalb, IL 60115, 815-753-1273.

Anyone needing special accommodations to participate in the NIU Board of Trustees meetings should contact Kathleen Carey, (815)753-1273, as soon as possible.
CALL TO ORDER AND ROLL CALL

The meeting was called to order at 10:12 a.m. by Chair Wasowicz in the Board of Trustees Room, 315 Altgeld Hall. Recording Secretary Wright conducted a roll call. Members present were Trustees Dennis Barsema, Robert Boey, John Butler, Giuseppe LaGioia, Tim Struthers, Board Chair Wheeler Coleman, and Committee Chair Eric Wasowicz. Trustee Veronica Herrero was absent. Also present were Lisa Freeman, Matt Streb, Gregory Brady, Chris McCord, Linda Saborio, Alexander Gelman, Kendall Thu, Sol Jensen, Carolinda Douglass, and Sarah McGill.

VERIFICATION OF QUORUM AND APPROPRIATE NOTICE OF PUBLIC MEETING

General Counsel Brady indicated the appropriate notification of the meeting was provided pursuant to the Illinois Open Meetings Act. Mr. Brady also advised that a quorum was present.

MEETING AGENDA APPROVAL

Committee Chair Barsema asked for a motion to approve the agenda. Trustee Barsema moved approval of the meeting agenda and Trustee LaGioia seconded the motion. The motion passed.

REVIEW AND APPROVAL OF MINUTES

Committee Chair Wasowicz asked for a motion to approve the minutes of August 17, 2017. Trustee Butler moved and Trustee LaGioia seconded the motion. The motion passed.

Committee Chair Wasowicz asked for a motion to approve the Enrollment Ad Committee minutes of February 24, 2017. Trustee Barsema moved and Trustee Struthers seconded the motion. The motion passed.

CHAIR’S COMMENTS/ANNOUNCEMENTS

Committee Chair Wasowicz welcomed attendees to the meeting. He stated that there were five approval items, including the appointment of the Vice President for Administration and Finance and Chief Financial Officer; the United Facility Alliance (UAC) Memorandum of Understanding (MOU); the deletion of the Center of Biochemical and Biophysical Studies; the deletion of the Institute for Nanoscience Engineering and Technology; and the American Federation of State, County and Municipal Employees Health Services Workers MOU. In addition to the five approval items, there were three information items, including recognizing the Professional Excellence Awards for faculty and staff; a presentation on recruitment and retention; and the report on the oversight of academic programs.

Committee Chair Wasowicz asked General Counsel Brady if an amendment needed to be made to the agenda to adjust the orders of the items. General Counsel Brady replied that no amendment was needed to reorder the items listed on the agenda.

PUBLIC COMMENT

General Counsel Brady indicated that there was one request for public comment. Ms. Sharon May addressed the Board.
Ms. May spoke on the topic of FOIA requests. She stated examples of request findings and her lack of understanding as to why the comment “chasing ghosts” was made in describing FOIA requestors.

Committee Chair Wasowicz asked General Counsel Brady whether there were any additional requests for public comment. General Counsel Brady replied no, no additional requests.

Committee Chair Wasowicz recognized the members representing the University Advisory Committee that were in attendance including Professor Alex Gelman and Professor Kendall Thu. He also recognized the Faculty Senate President Professor Linda Saborio. He asked whether they would like to address the Board.

Professor Saborio congratulated the recipients of the Professional Excellence Awards for faculty and staff. She stated that their accomplishments are instrumental to NIU’s success and their recognition deserved. She continued by welcoming Sarah McGill, Vice President for Administration and Finance and CFO, Sarah McGill, to the Huskie family. Professor Saborio also thanked the UAC and the NIU administrative team for successfully negotiating this increment for all unionized faculty members.

Committee Chair Wasowicz noted that the Daily Herald featured NIU professor Dan Gebo and was excited to see NIU faculty on the front page of his local newspaper. He asked Executive Vice President and Provost Chris McCord to present the university report.

**UNIVERSITY RECOMMENDATIONS/REPORT**

**Agenda Item 8.a. Professional Excellence Awards for Faculty and Staff**

Executive Vice President and Provost McCord thanked Chair Wasowicz and adjusted the agenda to move agenda item 8.a. to first.

Executive Vice President and Provost McCord stated that the university sponsors a number of programs designed to recognize excellence in faculty and staff performance. Three faculty members received the Board of Trustees Award, selected by a committee chaired by the Executive Vice President and Provost. Two faculty members are recognized as Presidential Teaching Professors, selected by a faculty and alumni committee chaired by the Vice Provost. Two faculty members are recognized as Presidential Research, Scholarship and Artistry Professors, selected by a faculty committee chaired by the Vice President for Research and Innovation Partnerships. Two additional faculty members are recognized as Presidential Engagement Professors, selected by a committee composed of members of the Outreach Advisory Committee, a dean, a student, and faculty chaired by the Vice President of Outreach, Engagement, and Regional Development. Another three faculty members received the Excellence in Undergraduate Teaching Award, and one instructor received the Excellence in Undergraduate Instruction Award, through a selection process initiated by students and reviewed by student advisory committees in each college, with the final decision made by the university-level Committee on the Improvement of the Undergraduate Academic Experience. The Operating Staff and Supportive Professional Staff Councils each selected four employees for recognition following a university-wide nomination process coordinated by a subcommittee of each council.

Executive Vice President and Provost McCord called the names of each award recipient and asked them to stand to be recognized by the Board. After all of the names were read, the entire room recognized them with a round of applause.
Agenda Item 7.a.
Appointment of the Vice President for Administration and Finance and CFO

Executive Vice President and Provost McCord continued to the first action item, agenda item 7.a., the appointment of the Vice President for Administration and Finance and Chief Financial Officer. Following a national search, Sarah McGill has accepted an offer to be the Vice President for Administration and Finance and Chief Financial Officer (CFO). Ms. McGill currently serves as the Associate Vice President for Strategic Initiatives at Northwestern University, with a dual appointment in the Office of the President and Office of General Counsel. Prior to this role, Ms. McGill held the position of Senior Associate Dean for the Graduate School where she was the principal deputy to the Dean on all administrative, financial and strategic planning activities and served as the chief operating and financial officer for graduate education.

Prior to her joining Northwestern in 2012, Ms. McGill worked at the University of Chicago from 2006-2012, where she served as Executive Director of Enrollment and Student Advancement. In this leadership role, Ms. McGill managed the day-to-day operations of the Office for Enrollment and Student Advancement, including directing the offices of human resources, budget, talent management, operations and information technology. She also served as Chief of Staff to the Vice President for Administration and CFO at the University of Chicago.

Ms. McGill earned her bachelor's degree at Marquette University and later earned her Masters of Business Administration at Cardinal Stritch University in Milwaukee. She holds a Certificate of Completion from the Harvard University Institute for Management and Leadership in Education.

The university recommended that the Academic Affairs, Student Affairs and Personnel Committee endorse the request that Ms. Sarah McGill be appointed to the position of Vice President of Administration and Finance and CFO effective January 1, 2018 and asked that the president forward it by means of the President's Report to the Board of Trustees for approval at its special meeting on November 16, 2017.

Committee Chair Wasowicz asked for a motion. Trustee Struthers moved approval and Trustee Butler seconded the motion. The motion passed.

Executive Vice President and Provost McCord asked Ms. McGill to address the board.

Ms. McGill thanked the Board, Acting President Freeman, and Acting Executive Vice President and Provost McCord for the opportunity to be the next Vice President for Administration and Finance and Chief Financial Officer for Northern Illinois University. She described her excitement for the opportunity as well as an understanding of the challenges facing higher education, and confirmed her readiness to begin to address these challenges at NIU.

Executive Vice President and Provost McCord thanked Ms. McGill.

Agenda Item 7.b.
United Faculty Alliance Memorandum of Understanding

Executive Vice President and Provost McCord continued to agenda item 7.b. and presented the item.

Northern Illinois University and the United Faculty Alliance of NIU, UPI, IFT-AFT, AAUP, as the exclusive bargaining representative for all persons in the Bargaining Unit and subject to any required approval/ratification by the NIU Board of Trustees, have agreed effective November 16, 2017, a 3% salary increase shall be applied to the base salaries of all Bargaining Unit members employed by NIU as of December 31, 2016. The salary increase provided by this MOU shall be the sole increment plan for FY18 for Bargaining Unit members. There shall not be any other increment program for Bargaining Unit members for FY17 nor FY18. This shall not preclude negotiations between the Parties on compensation for future
fiscal years. The full text of this MOU can be found within the board materials. The recommendation, terms and conditions of this agreement are consistent with university policies and guidelines.

The university recommended that Academic Affairs, Student Affairs and Personnel Committee endorse this memorandum of understanding and asked that the president forward it by means of the president’s report to the Board of Trustees for approval at its special meeting on November 16, 2017.

Committee Chair Wasowicz asked for a motion. Trustee Boey moved approval and Trustee Butler seconded the motion. The motion passed.

**Agenda Item 7.c.**
**Request for Deletion of Center**

Executive Vice President and Provost McCord presented agenda item 7.c., the request for deletion of the Center for Biochemical and Biophysical Studies and presented the item.

Public university governing boards have the final authority to delete Centers. Most often, these requests are initiated by faculty within the Centers and are brought to the Academic Affairs, Students Affairs and Personnel Committee of the Board of Trustees after receiving approvals from the college(s) in which they are housed and the vice president for research and innovation partnerships, and with the concurrence of the executive vice president and provost. The deletion of a Center is reported to the Illinois Board of Higher Education (IBHE) in the Annual Listing of Changes after receiving approval by the governing board of a public university.

The Center for Biochemical and Biophysical Studies is an IBHE approved center within the College of Liberal Arts and Sciences. Program Prioritization placed the Center for Biochemical and Biophysical Studies in category 3 as a candidate for reduction in resources. Following a comprehensive review of the center during the 2016/17 program review cycle, the faculty within the center initiated the proposed deletion of CBBS. The faculty will move forward with the Dean and the Vice President for Research and Innovation Partnerships in the development of a newly formed independent research groups as deemed appropriate.

The university recommended that the Academic Affairs, Student Affairs and Personnel Committee endorse this request and asked that the president forward it by means of the President’s Report to the Board of Trustees for approval at its next full Board of Trustees Meeting on December 7, 2017.

Committee Chair Wasowicz asked for a motion. Trustee Boey moved approval and Trustee Coleman seconded the motion. Discussion followed.

Trustee Barsema asked for clarification about how the Vice President for Research and Dean of the College plan to work with faculty to develop independent research projects.

Executive Vice President and Provost McCord stated that an IBHE center is not the only mechanism in developing research programs/agendas. Trustee Barsema clarified that these faculty can move forward without the center. Vice President Blazey replied first that the process of deleting the center has been completely transparent and in complete consultation with the faculty involved. Second, regarding the deletion of the center, the intent is to redirect the resources in an effort to redirect research on problems that are more recent and are more important on these disciplines. This will be a component of the research strategy presented at the research committee later today.

Committee Chair Wasowicz, hearing no further discussion, asked for a vote. The motion passed.

**Agenda Item 7.d.**
**Request for Deletion of Center**
Executive Vice President and Provost McCord presented agenda item 7.d., a request of a deletion of the Institute for Nanoscience Engineering and Technology. This is also a deletion of a center. The Institute for Nanoscience Engineering and Technology is an IBHE approved center within the College of Liberal Arts and Science.

The university proposes to delete the center as it was also placed in category 3, a candidate for reduction in resources by program prioritization. The Institute for Nanoscience Engineering and Technology went through program review in 2016/2017. At the completion of the process, the faculty recommended that the center be disestablished as an IBHE approved center to pursue other opportunities for research engagement.

The university recommended that the Academic Affairs, Student Affairs and Personnel Committee endorse this request and asked that the president forward it by means of the President's Report to the Board of Trustees for approval at its next full Board of Trustees Meeting on December 7, 2017.

Committee Chair Wasowicz called the question. Trustee Struthers moved approval and Trustee Butler seconded the motion. Discussion followed.

Trustee Barsema asked for a clarification of why these centers are no longer needed and whether they failed. Executive Vice President and Provost McCord noted that sometime the purpose of centers is time bound. Research evolves and the need for a center may no longer exist. It may not be a question of fail, but a question of reaching success.

Acting President Freeman described the process of evolving disciplines and gave an example of how the life sciences used to be separated, and how they have now come together to tackle important questions for humanity. Having centers to unify cross-disciplinary studies has become less important due to organic unification around problems that need interdisciplinary lenses.

Executive Vice President and Provost McCord further answered that there are times when a good idea does fails, and Vice President Blazey has been working very hard to build protocols that help us evaluate centers and make the decision.

Chair Coleman asked whether there were costs savings associated with the elimination of the centers. Executive Vice President and Provost McCord says that there have been cost savings and those have been redeployed by Vice President Blazey to be utilized toward impactful research areas. Vice President Blazey stated that these resources have been redirected towards building our equipment and infrastructure. There is an action item on just that in a subsequent committee meeting.

Committee Chair Wasowicz, hearing no further discussion, asked for a vote. The motion passed.

**Agenda Item 7.e.**

**Collective Bargaining Agreement**

Executive Vice President and Provost McCord presented the final action item 7.e., collective bargaining agreement.

Northern Illinois University negotiates with 17 collective bargaining organizations representing different employee groups. Salary increases and other terms and conditions of employment for bargaining unit members are subject to negotiation and final agreements are submitted for approval for the Board of Trustees. The following collective bargaining agreement is the outcome of arbitration that is submitted to the Board of Trustees for approval. Bargaining unit is the American Federation of State, County, and Municipal Employees Locals 963 representing approximately 23 employees in Health Services Department.
The negotiations are an extension of the existing contract through June 30, 2019. This extension calls for the addition of a parking provision that stipulates that the university will be empowered to set parking rates and allows the participation in the FY18 campus wide increment program.

The recommendation, terms and conditions of this agreement are consistent with university policies and guidelines.

The university recommended that the Academic Affairs, Student Affairs and Personnel Committee endorse this memorandum of understanding and asked that the president forward by means of the president's report to the Board of Trustees for approval at its special meeting November 16, 2017.

Committee Chair Wasowicz called the question. Trustee Butler moved approval of the motion and Trustee Boey seconded. The motion passed.

**Agenda Item 8.b.**
**Recruitment and Retention Presentation**

Executive Vice President and Provost McCord stated that he and Vice President Jensen would provide a brief report on Recruitment and Retention.

Vice President Jensen updated the Board on the progress of the proposed recruitment and retention plan discussed at the last meeting. He briefed the board on the reporting of Key Performance Indicators (KPIs) and defined them as broad, overarching metrics comparable to benchmarks. KPIs described as goals for the institution were, increasing new undergraduate student enrollment by 5% in fall 2018; keeping graduate student enrollment flat in fall 2018; academic quality; retention rates; maintaining diversity of enrollment including on campus, off campus, online, full-time, and part-time students. The KPIs that are the most immediate for this fall are the enrollment, admissions, applicant, and inquiry numbers by yield based on the different segments of students. GPA and test scores will track the academic quality. Additionally, engagement in marketing and advertising will be tracked and whether or not those campaigns are being effective in bringing students to campus. Finally, we are asking perspective students that choose not to attend the reasons why in order to have a better understanding, as well as asking enrolled students why they chose NIU.

Trustee Barsema gave an example of a potential student at an open house that was greeted by a faculty member during an open house. The faculty member spent an hour with them talking to her about the School of Art program and this solidified the student's commitment to attending NIU. He stated the importance faculty and staff could make in recruiting students.

Executive Vice President and Provost McCord continued the presentation. He stated that there is a presidential goal of increasing overall undergraduate retention by half a percent. At this time, NIU has the highest retention rate at the institution over the last decade. He noted that some of the students that are lost to graduation, which is the goal of the university. Similar to recruitment, retention also uses broad KPIs including year-to-year retention, graduation rates, student diversity, and equity gaps. These indicators serve dual-purposes, they allow progress to be tracked, but importantly, they allow identification of students at risk. The software being developed is assisting with interventions to support at risk students. Additionally, the university will be tracking student satisfaction and student engagement. These are also presidential goals, and they align with the recruitment and retention goals developed. He stated the goal is to bring a variety of indicators together as a baseline for measuring improvement for student satisfaction. He described the many surveys given by the university that will be used in measuring attitudes about the university. Executive Vice President and Provost McCord asked for questions.

Trustee Barsema asked which indicator has the greatest amount of potential to increase retention.
Executive Vice President and Provost McCord stated that the financial need of students is critical. The Foundation is working to raise unrestricted scholarships to aid in the effort to retain students. Engagement is also a critical piece. A student must feel connected to the campus, it is critically important.

Committee Chair Wasowicz noted that NIU received praise from Kyle Westbrook, the executive partner in the Partnership for College Completion. He singled out NIU as being a school that has been very forthcoming with their data.

Trustee Struthers asked if they could comment on the early data for fall of 2018 applications. He also noted that he was glad to see the 5% increase and hopes that NIU continues to put more resources, more energy, and more focus to increasing enrollment.

Executive Vice President and Provost McCord responded regarding the fact that the university understands the urgency and value of bringing students to the university and helping them succeed toward graduation.

Vice President Jensen said that it is early in the year and that much of the work regarding enrollment happens on the yield side of the funnel. It is too early to comment on the numbers for fall 2018.

Trustee Struthers thanked everyone for their hard work to attract and retain students.

Executive Vice President and Provost McCord said that the faculty member to assist the student was Doug Boughton of the School of Art.

Agenda Item 8.c. Oversight of Academic Programs

Executive Vice President and Provost McCord presented the final agenda item, 8.c., on the oversight of academic programs.

Executive Vice President and Provost McCord briefly summarized the item. He stated that NIU has a number of externally mandated oversight tools, elected oversight bodies, such as accreditation, and internal mechanisms that academic programs use to stay aligned with current discipline markets and trends. This item speaks to program review, which is done, as mandated by the Illinois Board of Higher Education, on a cycle of no longer than eight years. The university has been moving to align program review with accreditation review in order to avoid duplication of efforts from academic departments. Additionally, program prioritization took the institution a step further and we are planning to integrate all of the review tools to the extent possible.

Vice Provost Douglass stated that NIU has been involved in assessment of learning outcomes for about 25 years. In the 2014, Higher Learning Commission Report NIU was asked to increase efforts in general education assessment and in graduate level assessment. We have done that. The university looks at assessment learning at all the programs across the university.

Acting President Freeman complimented Vice Provost Douglass and the Academic Affairs team including the deans. Since her arrival in 2010, she has seen the academic affairs team work diligently to create a culture of assessment. She asked Vice Provost Douglass to provide information on the assessment showcase as it is a nice example of that.

Vice Provost Douglass said that every year, this is the 11th year there is an assessment expo where we identify curricular and co-curricular programs that are exemplary in terms of assessment. These programs create posters and engage in discussion groups. It is an annual event that is well received by the university. Many times the posters created are also used for disciplinary conferences. It has been an exemplary event that helps bring the assessment efforts full circle.
OTHER MATTERS

No other matters were discussed.

NEXT MEETING DATE

The next meeting of the Academic Affairs, Student Affairs, and Personnel Committee will be determined at the December 7, 2017 Board of Trustees meeting.

ADJOURNMENT

Committee Chair Wasowicz asked for a motion to adjourn. Trustee Butler moved approval and Trustee Boey seconded the motion. The motion was approved. Meeting adjourned at 11:18 a.m.

Respectfully submitted,

Joan Parrish and Liz Wright
Recording Secretaries

In compliance with Illinois Open Meetings Act 5 ILCS 120/1, et seq, a verbatim record of all Northern Illinois University Board of Trustees meetings is maintained by the Board Recording Secretary and is available for review upon request. The minutes contained herein represent a true and accurate summary of the Board proceedings.
ANNUAL REPORT ON THE OUTCOMES OF SABBATICAL LEAVES

In response to inquiries about the outcomes of sabbaticals from the board, the university developed a timeline and processes for collecting information from faculty who have been awarded sabbatical leaves within a specified period. The information presented below serves as the most recent annual report on the scholarly work, curriculum development, and other outcomes achieved by faculty who were recently awarded sabbatical leaves; the reporting period for this report is the 2014-2015 academic year.

For the 2014-2015 academic year, 38 sabbaticals were awarded, and 33 were accepted (33 faculty members and 0 SPS personnel). Sabbaticals were accepted by faculty from six colleges: 15 (45 percent) were from the College of Liberal Arts and Sciences, 8 (24 percent) were from the College of Education, 4 (12 percent) were from the College of Visual and Performing Arts, 2 (6 percent) were from the College of Business, 2 (6 percent) were from the College of Engineering and Engineering Technology, 1 (3 percent) was from the College of Health and Human Sciences, and 1 (3 percent) was from the College of Law. Of these recipients, 1 individual has left the university and 3 have retired. Reports of sabbatical outcomes were requested from the remaining 29 faculty and staff recipients. This report contains the outcomes of 29 sabbatical recipients.

These sabbatical recipients have been actively engaged in scholarly and artistic endeavors, which have produced a number of different outcomes. Sabbatical leaves were associated with a total of 442 outcomes: 89 publications, 108 presentations, 41 grant submissions, 34 curricular development projects, 34 awards and honors, 14 outreach activities, 54 artistic works, 36 other significant contributions, and 27 submitted works in progress. Of the 41 internal and external grant applications submitted, 29 initiatives were funded for nearly $1.76 million.

This report contains a summary of the outcomes and the individual reflections of the 2014-2015 faculty and staff sabbatical leave recipients.
FACULTY PRESENTATION ON SABBATICAL LEAVE

The university awards sabbatical leaves for the purpose of supporting and encouraging scholarship, research and artistry that strengthen its academic programs. Proposals for sabbatical leaves prepared by tenured faculty and members of the supportive professional staff undergo a rigorous set of reviews at the department, college and university levels to determine if they meet the criteria that address the quality of the proposed scholarship, the capacity of the applicant to conduct the work and the likelihood of completion of the proposed project. In the sabbatical leave proposals, applicants include information about their program of scholarship, how that scholarship would be advanced by the leave and the proposed outcomes of the sabbatical. Each year, a faculty member is invited to present their sabbatical research to the Board. Dr. Lichuan Liu will give a brief presentation on her sabbatical research.

Short Bio: Dr. Lichuan Liu received her Ph.D. from the New Jersey Institute of Technology in 2006. She is currently an Associate Professor of Electrical Engineering at Northern Illinois University and heads the Digital Signal Processing Lab. Dr. Liu has been working on ANC and digital signal processing for more than nine years (with 20 publications and three patents). She has worked with Dr. Sen-Maw Kuo, who is considered one of the world's leaders in ANC research, on a variety of ANC applications. Specifically with the wireless communication integrated ANC system, Dr. Liu received one of two inaugural NIU Venture Grant Awards, was the Best Paper Finalist at IEEE ICNSC 2013, and was chosen as a winner of the Division of Research and Innovation Partnerships 2014 and 2015 Innovation Awards. This project also obtained external grants from Gerber Foundation and NSF STTR (around $1 million).

Summary of Presentation: Every year, 20 million preterm, low-birth-weight, very ill babies are born and most of them are admitted into the NICU under advanced technology and trained healthcare professionals. Incubators have greatly increased the survival of very low birth weight and preterm infants. However, relatively high levels of noise in the NICU have been shown to result in numerous adverse health effects, including hearing loss and sleep disturbance. NIU's proposed technology by Dr. Liu introduces a wireless communication integrated active noise control (ANC) system for infant incubators. In addition to reducing harmful noise stimuli, the integrated ANC algorithm provides bonding opportunities between infants and their parents or caregivers wirelessly. In order to comfort infants, the desired audio signal, such as, mother's voice, is picked up, processed, and played to the infant through the anti-noise loudspeaker inside the incubator. The infant's audio signals such as crying, breathing, and cooing, will be picked up by the error microphone inside the incubator, processed, transmitted wirelessly, and played to his/her parents. This new technology allows parents outside the NICU to talk to and listen to the infant inside the incubator, thus improving the bonding experience for parents without visiting the NICU which often has very limited time periods for visitation. Moreover, the system uses an advanced digital signal processing technique to analyze the cry and sound generated by infants to monitor their physical condition.
RECOMMENDATIONS FOR FACULTY AND SUPPORTIVE PROFESSIONAL STAFF SABBATICAL LEAVES FOR THE 2018-2019 ACADEMIC YEAR

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*Pending approval of tenure at the June 2018 meeting of the Board of Trustees

**Recommendation:** The University recommends that the Academic Affairs, Student Affairs, and Personnel Committee endorse this request and asks that the President forward it by means of the President’s Report to the Board of Trustees for approval at its meeting on March 8, 2018.
REQUEST TO DELETE SPECIALIZATION

Public university governing boards have the final authority to delete subdivisions of major programs including specializations. The request to remove these specializations are brought to the Academic Affairs, Students Affairs and Personnel Committee of the Board of Trustees after receiving approval from curriculum committees at the department, college and university levels and the concurrence of the provost.

Deletion of Specialization in Spanish within the M.A. in World Languages and Cultures - Spanish and Hispanic Studies

Description: The university proposes to delete the Specialization in Spanish within the M.A. in World Languages and Cultures - Spanish and Hispanic Studies within the Department of World Languages and Cultures within the College of Liberal Arts and Sciences.

Rationale: The request to delete the Specialization in Spanish within the M.A. in World Languages and Cultures - Spanish and Hispanic Studies stems from a Program Prioritization recommendation and ongoing low enrollments.

Recommendation: The university recommends that the Academic Affairs, Student Affairs and Personnel Committee endorse this request and asks that the president forward it by means of the President's Report to the Board of Trustees for approval at its Special Meeting on February 15, 2018.
REQUEST FOR DELETION OF PROGRAMS

Public university governing boards have the final authority to delete major programs. These requests are brought to the Academic Affairs, Students Affairs and Personnel Committee of the Board of Trustees after receiving approval from curriculum committees at the department, college and university levels and the concurrence of the provost.

Deletion of the Bachelor of Arts in German

Description: The university proposes to delete the Bachelor of Arts (B.A.) in German program offered by the Department of World Languages and Cultures within the College of Liberal Arts and Sciences.

Rationale: The B.A. in German major is being restructured into new emphases under the B.A. in World Languages and Cultures. In alignment with the creation the new emphases, this program is being deleted.

Deletion of the Bachelor of Arts in Spanish

Description: The university proposes to delete the Bachelor of Arts (B.A.) in Spanish program offered by the Department of World Languages and Cultures within the College of Liberal Arts and Sciences.

Rationale: The B.A. in Spanish major is being restructured into new emphases under the B.A. in World Languages and Cultures. In alignment with the creation the new emphases, this program is being deleted.

Recommendation: The university recommends that the Academic Affairs, Student Affairs and Personnel Committee endorse this request and ask that the president forward it by means of the President’s Report to the Board of Trustees for approval at its Special Meeting on February 15, 2018.
REQUEST FOR NEW EMPHASES

New subdivisions of existing undergraduate programs are called emphases. Emphases require the approval of the Board of Trustees. If the board approves this addition, the university will report it in the Annual Listing of Changes sent to the Illinois Board of Higher Education in June 2018. These requests come to the Academic Affairs, Student Affairs and Personnel Committee after receiving approval from the curriculum committees at the department, college and university levels and the concurrence of the provost.

Emphasis 2. German Studies within the B.A. in World Languages and Cultures

Description: The university proposes an Emphasis 2. German Studies within the B.A. in World Languages and Cultures program offered by the Department of World Languages and Cultures within the College of Liberal Arts and Sciences.

Rationale: The major language programs are being restructured into one major (B.A in World Languages and Cultures) with three emphases. This is in response to the Program Prioritization recommendation that the Department of World Languages and Cultures (formerly the Department of Foreign Languages and Literatures) develop a strategic plan for comprehensive management of the foreign languages. With this and other proposed changes, the department will have a new focus on the crosscurrents between languages and cultures. Thus, with more collaboration between students and faculty from each respective language and courses with a more comprehensive and global scope, the department will be more in tune with the globalized world of the 21st century. It is anticipated that this shift in scope, accompanied by new streamlined course offerings and requirements, will attract more students and better prepare them for an increasingly international marketplace and more responsible and informed global citizens.

Costs: No new resources are needed to implement the proposed emphasis.

Emphasis 3. Spanish and Hispanic Studies within the B.A. in World Languages and Cultures

Description: The university proposes an Emphasis 3. Spanish and Hispanics Studies within the B.A. in World Languages and Cultures program offered by the Department of World Languages and Cultures within the College of Liberal Arts and Sciences.

Rationale: The major language programs are being restructured into one major (B.A in World Languages and Cultures) with three emphases. This is in response to the Program Prioritization recommendation that the Department of World Languages and Cultures (formerly the Department of Foreign Languages and Literatures) develop a strategic plan for comprehensive management of the foreign languages. With this and other proposed changes, the department will have a new focus on the crosscurrents between languages and cultures. Thus, with more collaboration between students and faculty from each respective language and courses with a more comprehensive and global scope, the department will be more in tune with the globalized world of the 21st century. It is anticipated that this shift in scope, accompanied by new streamlined course offerings and requirements, will attract more students and better prepare them for an increasingly international marketplace and more responsible and informed global citizens.

Costs: No new resources are needed to implement the proposed emphasis.

Recommendation: The university recommends that the Academic Affairs, Students Affairs and Personnel
Committee endorse these requests and asks that the president forward them by means of the President's Report to the Board of Trustees for approval at its Special Meeting on February 15, 2018.
REQUEST TO DELETE EMPHASES

Public university governing boards have the final authority to delete subdivisions of major programs, including emphases. These requests are brought to the Academic Affairs, Students Affairs and Personnel Committee of the Board of Trustees after receiving approval from curriculum committees at the department, college and university levels and the concurrence of the provost.

Deletion of two emphases within the B.A. in German (1) Language and Literature and (2) Translation and Business German.

Description: The university proposes to delete two emphases (1) Language and Literature and (2) Translation and Business German within the B.A. in German.

Rationale: The major language programs are being restructured into one major (B.A in World Languages and Cultures) with three emphases. Thus, the deletion of the B.A. in German and its associated emphases is requested. This is in response to the Program Prioritization recommendation that the Department of World Languages and Cultures (formerly the Department of Foreign Languages and Literatures) develop a strategic plan for comprehensive management of the foreign languages. With this and other proposed changes, the department will have a new focus on the crosscurrents between languages and cultures. Thus, with more collaboration between students and faculty from each respective language and courses with a more comprehensive and global scope, the department will be more in tune with the globalized world of the 21st century. It is anticipated that this shift in scope, accompanied by new streamlined course offerings and requirements, will attract more students and better prepare them for an increasingly international marketplace and more responsible and informed global citizens.

Deletion of two emphases within the B.A. in Spanish (1) Language and Literature and (2) Translation and Business Spanish.

Description: The university proposes to delete two emphases (1) Language and Literature and (2) Translation and Business Spanish within the B.A. in Spanish.

Rationale: The major language programs are being restructured into one major (B.A in World Languages and Cultures) with three emphases. Thus, the deletion of the B.A. in Spanish and its associated emphases is requested. This is in response to the Program Prioritization recommendation that the Department of World Languages and Cultures (formerly the Department of Foreign Languages and Literatures) develop a strategic plan for comprehensive management of the foreign languages. With this and other proposed changes, the department will have a new focus on the crosscurrents between languages and cultures. Thus, with more collaboration between students and faculty from each respective language and courses with a more comprehensive and global scope, the department will be more in tune with the globalized world of the 21st century. It is anticipated that this shift in scope, accompanied by new streamlined course offerings and requirements, will attract more students and better prepare them for an increasingly international marketplace and more responsible and informed global citizens.

Recommendation: The university recommends that the Academic Affairs, Student Affairs and Personnel Committee endorse this request and ask that the president forward it by means of the President’s Report to the Board of Trustees for approval at its Special Meeting on February 15, 2018.
REQUEST FOR A NEW MINOR

New subdivisions of existing undergraduate programs, including minors, require the approval of the Board of Trustees. If the board approves these additions, the university will report them in the Annual Listing of Changes sent to the Illinois Board of Higher Education in June 2018. These requests come to the Academic Affairs, Student Affairs and Personnel Committee after receiving approval from the curriculum committees at the department, college and university levels and the concurrence of the provost.

Minor in World Languages and Cultures

Description: The university proposes to offer a minor in World Languages and Cultures in the Department of World Languages and Cultures within the College of Liberal Arts and Sciences.

Rationale: The minor in World Languages and Cultures offers students eight options within the minor: Chinese Studies, French and Francophone Studies, German Studies, Italian Language and Culture, Japanese Studies, Russian Studies, Spanish and Hispanic Studies and Translation for Global Literacy. The minors offered by the Department of World Languages and Cultures are being restructured to align with the new major programs. We propose to just have one minor with the eight options to choose from.

Costs: No new resources are needed to implement the proposed minor.

Recommendation: The university recommends that the Academic Affairs, Student Affairs, and Personnel Committee endorse this request and asks that the president forward it by means of the President’s Report to the Board of Trustees for approval at its Special Meeting on February 15, 2018.
REQUEST FOR DELETION OF MINORS

Public university governing boards have the final authority to delete minors within programs. These requests are brought to the Academic Affairs, Student Affairs and Personnel Committee of the Board of Trustees after receiving approval from curriculum committees at the department, college and university levels and the concurrence of the provost.

Minor in Chinese Studies

Description: The university proposes to delete the minor in Chinese Studies within the Department of World Languages and Cultures.

Rationale: The minors offered by the Department of World Languages and Cultures are being restructured to align with the new major programs. Several existing minors, including this one, will become an option under a single minor, the Minor in World Languages and Cultures.

Minor in French

Description: The university proposes to delete the minor in French within the Department of World Languages and Cultures.

Rationale: The minors offered by the Department of World Languages and Cultures are being restructured to align with the new major programs. Several existing minors, including this one, will become an option under a single minor, the Minor in World Languages and Cultures.

Minor in German

Description: The university proposes to delete the minor in German within the Department of World Languages and Cultures.

Rationale: The minors offered by the Department of World Languages and Cultures are being restructured to align with the new major programs. Several existing minors, including this one, will become an option under a single minor, the Minor in World Languages and Cultures.

Minor in Italian

Description: The university proposes to delete the minor in Italian within the Department of World Languages and Cultures.

Rationale: The minors offered by the Department of World Languages and Cultures are being restructured to align with the new major programs. Several existing minors, including this one, will become an option under a single minor, the Minor in World Languages and Cultures.

Minor in Japanese Studies

Description: The university proposes to delete the minor in Japanese Studies within the Department of World Languages and Cultures.
Rationale: The minors offered by the Department of World Languages and Cultures are being restructured to align with the new major programs. Several existing minors, including this one, will become an option under a single minor, the Minor in World Languages and Cultures.

Minor in Russian

Description: The university proposes to delete the minor in Russian within the Department of World Languages and Cultures.

Rationale: The minors offered by the Department of World Languages and Cultures are being restructured to align with the new major programs. Several existing minors, including this one, will become an option under a single minor, the Minor in World Languages and Cultures.

Minor in Spanish

Description: The university proposes to delete the minor in Spanish within the Department of World Languages and Cultures.

Rationale: The minors offered by the Department of World Languages and Cultures are being restructured to align with the new major programs. Several existing minors, including this one, will become an option under a single minor, the Minor in World Languages and Cultures.

Recommendation: The university recommends that the Academic Affairs, Student Affairs, and Personnel Committee endorse this request and asks that the president forward it by means of the President's Report to the Board of Trustees for approval at its Special Meeting on February 15, 2018.
REQUEST FOR DELETION OF PROGRAM

Public university governing boards have the final authority to delete major programs. These requests are brought to the Academic Affairs, Students Affairs and Personnel Committee of the Board of Trustees after receiving approval from curriculum committees at the department, college and university levels and the concurrence of the provost.

Deletion of the Bachelor of General Studies (B.G.S.) (only within the College of Engineering and Engineering Technology)

Description: The Bachelor of General Studies (B.G.S.) are university-wide degree programs that are utilized in many colleges. The university proposes to delete the B.G.S. program offered by the College of Engineering and Engineering Technology (CEET).

Rationale: The proposed deletion of the B.G.S. program offered by CEET is based on a Program Prioritization recommendation. Student demand has declined and currently there are only two students enrolled in the B.G.S. program (within the College of Engineering and Engineering Technology). These students will be permitted to and supported in completing their degree programs.

Recommendation: The university recommends that the Academic Affairs, Student Affairs and Personnel Committee endorse this request and ask that the president forward it by means of the President's Report to the Board of Trustees for approval at its Special Meeting on February 15, 2018.
REQUEST TO DELETE SPECIALIZATION

Public university governing boards have the final authority to delete subdivisions of major programs including specializations. The request to remove these specializations are brought to the Academic Affairs, Students Affairs and Personnel Committee of the Board of Trustees after receiving approval from curriculum committees at the department, college and university levels and the concurrence of the provost.

Deletion of Specialization in Early Childhood Special Education within the M.S.Ed. in Special Education

Description:  The university proposes to delete the Specialization in Early Childhood Special Education within the M.S.Ed. in Special Education within the Department of Special and Early Education within the College of Education.

Rationale:  This is a low enrollment specialization, and all students in the specialization will soon be completing their program. Continuation of the M.S.Ed. in Special Education with a specialization in Early Childhood Special Education is not seen as an efficient use of resources. Students interested in this area can complete their coursework as part of the Advanced Practices program.

Recommendation:  The university recommends that the Academic Affairs, Student Affairs and Personnel Committee endorse this request and asks that the president forward it by means of the President’s Report to the Board of Trustees for approval at its Special Meeting on February 15, 2018.
REQUEST FOR A NEW MINOR

New subdivisions of existing undergraduate programs, including minors, require the approval of the Board of Trustees. If the board approves this addition, the university will report it in the Annual Listing of Changes sent to the Illinois Board of Higher Education in June 2018. This request comes to the Academic Affairs, Student Affairs and Personnel Committee after receiving approval from the curriculum committees at the department, college and university levels and the concurrence of the provost.

Minor in Special Education Foundations

Description: The university proposes to offer a Minor in Special Education Foundations in the Department of Special and Early Education in the College of Education.

Rationale: The Minor in Special Education Foundations is designed for NIU students not pursuing professional educator licensure. The minor is designed to enhance the marketability of individuals in other professions such as human resources, business, policy and advocacy, law, adult services, social services, nursing, and recreation and leisure studies. The minor provides an overview of disability concepts and issues that increases the capacity of students outside the teaching major for working with persons with disabilities. Course work focuses on legal and societal perspectives of disabilities, and ways in which individuals with disabilities participate in employment, leisure, and daily living activities. Focus is on the impact of disability in non-educational settings.

Costs: No new resources are needed to implement the proposed minor.

Recommendation: The university recommends that the Academic Affairs, Student Affairs, and Personnel Committee endorse this request and asks that the president forward it by means of the President's Report to the Board of Trustees for approval at its Special Meeting on February 15, 2018.
REQUEST FOR NEW MINORS

New subdivisions of existing undergraduate programs, including minors, require the approval of the Board of Trustees. If the board approves these additions, the university will report them in the Annual Listing of Changes sent to the Illinois Board of Higher Education in June 2018. These requests come to the Academic Affairs, Student Affairs and Personnel Committee after receiving approval from the curriculum committees at the department, college and university levels and the concurrence of the provost.

Minor in Sport Management

Description: The university proposes to offer a Minor in Sport Management in the Department of Kinesiology and Physical Education in the College of Education.

Rationale: This minor prepares students for possible careers in the sporting industry. It is designed for students outside of the Department of Kinesiology and Physical Education as an added credential and opportunity for students in other fields that have a desire to work in the sports and entertainment industry. Students in disciplines such as marketing, management, finance, communications, economics, and hospitality may be interested in applying the knowledge and skills learned in their home disciplines to potential careers in sports.

Costs: No new resources are needed to implement the proposed minor.

Minor in Sport Sales

Description: The university proposes to offer a Minor in Sport Sales in the Department of Kinesiology and Physical Education in the College of Education.

Rationale: This minor prepares students for possible career in sport sales and was built as an interdisciplinary collaboration between the Department of Kinesiology and Physical Education in the College of Education and the Department of Marketing in the College of Business. This minor will utilize faculty expertise in sport management and marketing/sales to prepare students in both departments, as well as across campus, the opportunity to develop skills and experiences in sport sales. No other program in the Midwest offers a minor in sport sales, which will allow graduates of this proposed program to be extremely marketable and which will make our program a leader regionally and nationally. Sales is the most common career path for individuals pursuing jobs in professional sports and other areas of the industry.

Costs: No new resources are needed to implement the proposed minor.

Recommendation: The university recommends that the Academic Affairs, Student Affairs, and Personnel Committee endorse this request and asks that the president forward it by means of the President's Report to the Board of Trustees for approval at its Special Meeting on February 15, 2018.
REQUEST FOR NEW DEGREE PROGRAM

All new degree programs require the approval of the Board of Trustees and the approval of the Illinois Board of Higher Education. This new program request has received all of the required curricular approvals at the department, college, and university levels, and the concurrence of the provost. The department has submitted an assessment plan to measure student learning for the proposed program to the University Assessment Panel which will be vetted on February 16, 2018.

B.S. in Sport Management

Description: The university seeks approval for a Bachelor of Science in Sport Management degree program to be offered on campus. This program will be housed in the Department of Kinesiology and Physical Education within the College of Education.

Overview and Rationale: The proposed B.S. in Sport Management program is designed to meet the expansive growth in the sports industry. Professional sports franchises and college athletic departments once employed no more than a handful of administrators, but today often have dozens or even hundreds of such practitioners. The U.S. Bureau of Labor Statistics projects growth in the sports and entertainment industry, with a forecast of job growth of ten percent by 2026. Additionally, the Bureau lists Illinois as third among the 50 U.S. states in highest concentration of employment in sports and entertainment. The proposed degree will fit well with both the university’s institutional priorities, as well as with the College of Education’s strategic plan. One key strength of this proposed program will be the ability to grow enrollment and tuition revenue, which is vital in our current climate. Undergraduate sport management programs at peer institutions possess enrollments ranging from the low 100s to as many as 500 students. Additionally, sport management programs are efficient from a resource perspective as they do not require expensive laboratories/equipment and can possess moderate class sizes, many with 50 or more students. Further, NIU already possesses a strong master's degree program in sport management, providing a strong network of industry and alumni connections and creating efficiencies with existing sport management faculty who will be able to teach in both the current M.S. and this proposed B.S. programs. The proposed B.S. program will emphasize experiential learning, including multiple required internships, and will leverage professional networks to assist students in successfully launching careers in the sports and entertainment industry.

Financial Impact: Based on Bureau of Labor forecasts and data from peer programs throughout the region, we estimate that the program will initially enroll 50 students, growing to 150-200 students over five years. To initiate the program, one additional faculty line will be needed to complement the three existing faculty in this area at an approximate cost of $65,000. To sustain the program, additional faculty and academic advising costs will be needed only as the program grows in enrollment. Two additional faculty lines and an academic advisor would be needed over five years should the program grow to the expected 150-200 students at an approximate additional cost of $180,000. The forecast enrollment growth and tuition revenue will cover the expenses of the program at an approximate 10:1 return within the first 1-2 years, potentially reaching 15:1 or greater by Year 5.

Impact on the State and Region: As the demand for careers and educational preparation in sport/entertainment management has grown, the number of programs has not kept pace, particularly at the bachelor’s degree program. NIU and several peer institutions such as Illinois State University, DePaul University, and Northwestern University currently offer graduate, but not undergraduate, programs in this area. Additionally, this program will be distinctive by offering an accompanying minor in sport sales in collaboration with the College of Business. No other program in the Midwest offers sport sales credentials,
something highly desired by industry organizations which will allow graduates of this proposed program to be extremely marketable and which will make our program a leader regionally and nationally.

**Recommendation:** The university recommends that the Academic Affairs, Student Affairs, and Personnel Committee endorse this request and asks that the president forward it by means of the President's Report to the Board of Trustees for approval at its Special Meeting on February 15, 2018.
REQUEST FOR A NEW MINOR

New subdivisions of existing undergraduate programs, including minors, require the approval of the Board of Trustees. If the board approves these additions, the university will report them in the Annual Listing of Changes sent to the Illinois Board of Higher Education in June 2018. These requests come to the Academic Affairs, Student Affairs and Personnel Committee after receiving approval from the curriculum committees at the department, college and university levels and the concurrence of the provost.

**Minor in Social Change Leadership**

**Description:** The university proposes to offer a minor in Social Change Leadership in the Department of Counseling, Adult and Higher Education within the College of Education.

**Rationale:** The minor in social change leadership offers students the opportunity to acquire knowledge and skills related to the theory and practice of leadership across various contexts. The minor is designed to complement a wide range of academic majors to better prepare students for professional and personal success post-graduation. The social change approach to leadership focuses on examining the intersection of social justice, ethics, and collaboration in the practice of leadership in order to promote positive social change. The minor focuses on developing critical self-reflection, analytical skills, and communication skills through the application of leadership in various contexts including student organizations, service learning, internships, and a capstone project.

**Costs:** No new resources are needed to implement the proposed minor.

**Recommendation:** The university recommends that the Academic Affairs, Student Affairs, and Personnel Committee endorse this request and asks that the president forward it by means of the President’s Report to the Board of Trustees for approval at its Special Meeting on February 15, 2018.
REQUEST FOR NEW SPECIALIZATIONS

New subdivisions of existing graduate programs are called specializations. Specializations require the approval of the Board of Trustees. If the board approves these additions, the university will report them in the Annual Listing of Changes sent to the Illinois Board of Higher Education in June 2018. These requests come to the Academic Affairs, Student Affairs and Personnel Committee after receiving approval from the curriculum committees at the department, college and university levels and the concurrence of the provost.

Specialization in Clinical Mental Health Counseling within the M.S.Ed. in Counseling

Description: The university proposes a Specialization in Clinical Mental Health Counseling within the M.S.Ed. in Counseling offered by the Department of Counseling, Adult and Higher Education within the College of Education.

Rationale: This area of specialization is designed for students seeking professional counseling positions in agencies that assist clients to alleviate mental and emotional disorders, psychopathology, and/or development issues through crisis intervention, remediation, and/or primary prevention interventions. Clinical mental health counselors are uniquely trained to apply clinical counseling theory and techniques as they promote optimal mental health, rehabilitation, treatment, testing, assessment, and evaluation. These professionals seek state licensure that is unique from other helping professionals and the discipline of professional clinical mental health counseling, according to the Illinois licensing board, requires students to be trained to conduct assessment and diagnosis of clients and to plan, implement, and evaluate treatment plans that will facilitate human development and remediate mental, emotional, or behavioral disorders that interfere with optimal well-being. The training is highly unique and by having this specialization included on the transcripts of our graduates facilitates their efforts to earn licensure as it would clearly reflect their level of preparation in a nationally accredited clinical mental health counseling program.

Costs: No new resources are needed to implement the proposed specialization. The courses and faculty needed to offer this specialization are currently in place.

Specialization in School Counseling within the M.S.Ed. in Counseling

Description: The university proposes a Specialization in School Counseling within the M.S.Ed. in Counseling offered by the Department of Counseling, Adult and Higher Education within the College of Education.

Rationale: This area consists of course work and experiences that prepare students to do counseling in a K-12 school setting. The training that is provided in this program includes unique K-12, school-based preparation including 600-hour internships in school settings. The coursework completed by graduates in the School Counseling program is unique to this professional preparation program and it would benefit students professionally to have their specialization identified on their transcripts when they seek professional certification/licensure at the state level.

Costs: No new resources are needed to implement the proposed specialization. The courses and faculty needed to offer this specialization are currently in place.

Recommendation: The university recommends that the Academic Affairs, Students Affairs and Personnel Committee endorse this request and asks that the president forward it by means of the President's Report to the Board of Trustees for approval at its Special Meeting on February 15, 2018.
REQUEST FOR NEW DEGREE PROGRAM

All new degree programs require the approval of the Board of Trustees and the approval of the Illinois Board of Higher Education. This new program request has received all of the required curricular approvals at the department, college, and university levels, and the concurrence of the provost.

M.S. in Digital Marketing

Description: The University seeks approval for a Master of Science in Digital Marketing degree program to be offered by Northern Illinois University. This will be an online program housed in the Department of Marketing within the College of Business.

Overview and Rationale:
The M.S. in Digital Marketing program provides advanced study in marketing and digital marketing to prepare students for the challenges of working in the digital marketing field. The program’s online format and professional orientation provide an opportunity for a large population of potential graduate students who cannot commit to either a full-time or location-based program to obtain the advanced degree. The program is designed to meet both the needs of full-time students and working professionals who desire to earn the degree while continuing to work full time. Graduates of the program will possess a set of marketable skills along with the business acumen needed to identify, engage, and continue meaningful relationships with both business customers and consumers.

The program provides opportunities to develop knowledge related to marketing and digital marketing concepts. The program also focuses on the development of communication, research, and technology skills and an understanding of ethical issues and expectations of the business community for professional conduct.

Financial Impact:
It is anticipated that the program will be approved by the IBHE and classes will be offered beginning the Fall 2018 semester. Year One costs (July 1, 2018-June 30, 2019) are estimated to be the following. Total costs projected for Year One are $416,000. Total costs for Year Two and beyond would be $455,000.

Based on Bureau of Labor Forecasts and digital marketing job growth forecasts, we estimate that the program will initially enroll 10 students by the Spring 2019 semester and grow to an enrollment of 80 students by Year Four (Fall 2021). To launch the program, an initial investment of approximately $161,000 by the College and University would be requested. Forecasted enrollment growth calls for tuition and differential tuition associated with the program covering Year Two and beyond costs.

Impact on the State and Region:
The proposed M.S. in digital marketing program will be the first AACSB (Association to Advance Collegiate Schools of Business) accredited Master’s program specializing in digital marketing offered in the state of Illinois. The digital marketing career path provides numerous opportunities for individuals in fast-growing, hard-to-fill job categories. A recent survey of 400 marketing and advertising executives (Nanji 2017) revealed that 46 percent of respondents found it was challenging to find skilled workers and that the most difficult positions to fill are related to digital marketing roles. Burning Glass Technologies (2017) reports that, since 2011, digital marketing job postings grew 30 percent faster than overall marketing postings (with almost 175,000 postings calling for digital marketing skills in 2016).
The proposed M.S. in digital marketing will be the only M.S. in digital marketing offered on a fully online basis by a state-based university. Many of the online courses will be taught by experienced professionals in the field with the remainder being taught by top academics who are performing cutting edge research in marketing-related areas. With online course offerings, students will be able to access course materials, complete and submit assignments, and participate in discussions with professors and fellow students from anywhere and at a convenient time. With a fully online program, the M.S. in Digital Marketing will be accessible to not only those residing in the major labor markets but also those living and working in more rural areas. As a result, the program will be of great interest to place-bound individuals. Finally, due to the differentiated curriculum and delivery format, the proposed program should not impact other MBA and MS in Marketing programs of other schools.

**Recommendation:** The University recommends that the Academic Affairs, Student Affairs, and Personnel Committee endorse this request and asks that the president forward it by means of the President's Report to the Board of Trustees for approval at its Special Meeting on February 15, 2018.
REQUEST FOR NEW DEGREE PROGRAM

All new degree programs require the approval of the Board of Trustees and the approval of the Illinois Board of Higher Education. This new program request has received all of the required curricular approvals at the department, college, and university levels, and the concurrence of the provost.

M.S. in Health Sciences

Description: The university seeks approval for a Master of Science in Health Sciences degree program to be offered on campus. This program will be housed in the College of Health and Human Sciences. Specifically, it will be housed in the newly approved School of Interdisciplinary Health Professions, once this is established.

Overview and Rationale: This 30-semester-hour program prepares students from a variety of health-related fields to become managers, educators, and leaders in health-related professions or to progress to doctoral studies. Students develop competencies in interdisciplinary communication skills, quality measurement of health services, culturally-aware leadership, and evidence-based analysis to function effectively in professional and academic environments. Courses include core content and a focused area to meet student learning goals developed in discussion with adviser. Core content consists of foundational research methods, statistics, management, and systems- or theory-based courses. Requirements for electives can be fulfilled by courses to expand knowledge and skills such as the topics of evidence-based practice, cultural diversity, leadership, policy, and communication that may benefit other graduate programs in the college or a focused content area from another CHHS/NIU program. Students can complete the program through online course work and additionally can participate in on-campus offerings as desired.

Financial Impact:

Based on Bureau of Labor forecasts, the Illinois Department of Employment Security (IDES) estimates, and a Burning Glass report, it is estimated that the program will initially enroll 5 students, growing to 35 students over 5 years. To initiate the program, internal reallocations will cover the initial costs of $73,000. To sustain the program, an ongoing investment of $133,000 will be required. The forecasted enrollment growth will more than cover the expenses of the program within 5 years. The addition of the M.S. in Health Sciences program complements current CHHS academic programming in a relatively low-cost manner. It will increase student enrollment in graduate coursework in other areas that have capacity, off-setting some costs. These classes include the core courses and graduate certificates offered in CHHS or NIU. In addition, the M.S. in Health Sciences program may serve students in highly competitive and tightly regulated professional graduate programs who need to consider alternative degrees to complete their graduate education.

Impact on the State and Region

Currently, there are only 2 state universities that appear comparable, though both focus on health services administration. The proposed NIU program distinguishes itself by serving a broader range of clinicians, a curricular focus on interdisciplinary studies, and through online delivery. The program also provides an accessible option in Health Sciences that can be tailored for practitioners with limited access to graduate programs in their field such as Medical Laboratory Sciences or Respiratory Therapy. This degree provides options for concentrated study in CHHS to match career interests including Aging, Health Education, Family and Child Development or certificates in other colleges such as College Teaching and Managerial Leadership.
**Recommendation:** The university recommends that the Academic Affairs, Student Affairs, and Personnel Committee endorse this request and asks that the president forward it by means of the President's Report to the Board of Trustees for approval at its Special Meeting on February 15, 2018.
REQUEST FOR NEW DEGREE PROGRAM

All new degree programs require the approval of the Board of Trustees and the approval of the Illinois Board of Higher Education. This new program request has received all of the required curricular approvals at the department, college, and university levels, and the concurrence of the provost.

Ph.D. in Computer Science

Description: The university seeks approval for a Doctor of Philosophy in Computer Science degree program to be offered on campus. This program will be housed in the Department of Computer Science within the College of Liberal Arts and Sciences.

Overview and Rationale: The proposed Ph.D. program in Computer Science will contribute to the growing need, in Illinois and beyond, for computer science professionals who are skilled in solving problems with modern computing techniques. Future employment prospects for graduates of the proposed program are well above average while, unfortunately, Ph.D. production in computer science nationally has been flat and, hence, not able to keep pace with the market's demand. Such jobs include academia as well as industry positions requiring advanced technical expertise and research opportunities in national laboratories. This proposed program is well positioned to ensure that NIU students benefit from this strong trend given the Department of Computer Science's ties with the US Department of Energy's Argonne National Laboratory and Fermi National Accelerator Laboratory, as well as the long-established relationships with industry partners where our students routinely complete internships.

Financial Impact: The proposed program will grow enrollment from ten students in its first year to its steady state capacity of thirty students in its fifth year. Support for the doctoral students will come by redirecting the funds the department currently receives from the college to support the twenty-nine graduate teaching assistants enrolled in our Master's program. Fewer than one in six Master's students currently receive that support, and so, students who enroll in the department's Master's program do so without a reasonable expectation of receiving that financial support. The department, therefore, does not expect that redirecting those funds to the doctoral students will significantly impact enrollment in its Master's program.

While the department has enough office space and computer equipment to support thirty doctoral students, it anticipates that it will require more space for research laboratories. Most offices and classrooms on campus can be repurposed to support computer science research without modification. In rare cases it may be necessary to increase the electrical capacity of a room. The department estimates one-time startup costs of $20,000 for new furniture to furnish new laboratory spaces and $15,000 to possibly upgrade the electrical capacity for up to two research laboratories (i.e., $7,500 per laboratory).

The proposed program will come with some financial benefits to the university. A robust doctoral program will significantly increase the department's ability and chances to secure external research awards. Direct funding from those awards will be used to support doctoral students thus relieving the need to rely on university funding for such support and additional indirect revenues will help support the university's operations. Additionally, as part of their professional development doctoral students will be assigned to teach undergraduate courses in the department and under proper supervision. This will be a cost-effective and much needed strategy in helping the department meet its increased demand for instructional staffing for its undergraduate program where enrollment has grown nearly 70% since 2010.

Impact on the State and Region: There is a strong unmet demand in the domestic labor force for people
who recently receive a Ph.D. in computer science. The Bureau of Labor Statistics (BLS) predicts that between 2014 and 2024 there will be 11% growth in the number of jobs, or what the BLS characterizes as “faster than average growth,” for people who have a doctoral degree in computer science but have not prior work experience.

Regionally, the Illinois Department of Employment Security (IDES) provides long term occupational projections in which they forecast job growth from 2014 to 2024. Employment growth for “Computer/Information Research Scientists” is expected to be among the highest in the state. Of the 900+ occupations listed IDES predicts that employment opportunities for computer research scientists will grow nearly 15% by 2024 which places it in the top 10% in forecasted employment growth in Illinois.

At the same time, unfortunately, Ph.D. production in computer science has not kept pace, or even increased, to meet that demand. The 2016 Taulbee Survey reports that the number of Ph.D.’s conferred nationwide in 2014 is essentially the same as it was in 2008 and, more disturbingly, that production has essentially declined since 2013. Ph.D. production in Illinois mirrors the national trend. The number of Ph.D.’s conferred reached a peak of 106 in 2012 and has fallen to 74 in 2016 nearly matching the eleven-year low of 72 set in 2011.

In addition to helping meet the forecasted demands for computer science researchers, the proposed program has distinctive regional advantages. There are only three public universities in the state that offer doctoral programs in computer science; the University of Illinois in Urbana, Southern Illinois University, and the University of Illinois in Chicago. The proposed program would be only the second affordable option for prospective students in the Chicago area and the only one of the two with research emphases in high performance computing and data analytics.

Those research foci strongly align with computational research programs at Argonne National Laboratory. Argonne’s proximity to the university has enabled faculty in the department to establish and sustain long-standing collaborations with computer scientists at Argonne and two members of the faculty have appointments there. The named research foci in the proposed program present a distinctive opportunity for prospective students to collaborate with the world class researchers and facilities at Argonne as well as providing a means by which department faculty can broaden and deepen their collaborations with scientists at the local national laboratory.

**Recommendation:** The university recommends that the Academic Affairs, Student Affairs, and Personnel Committee endorse this request and asks that the president forward it by means of the President’s Report to the Board of Trustees for approval at its Special Meeting on February 15, 2018.