Special Meeting of the Board of Trustees

February 15, 2018
1. Call to Order and Roll Call

2. Verification of Appropriate Notification of Public Meeting

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4. Chair's Comments/Announcements

5. Public Comment

6. President's Report 121
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7. Other Matters
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9. Closed Session
10. 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. 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.
PRESIDENTIAL SEARCH PLANNING COMMITTEE MEMBERSHIP CHANGE

Membership Change: Two members of the 13-member committee approved at the Board of Trustees Meeting on December 7, 2017 have changed as follows:

- Nathan Hays, Undergraduate student (replaced Brandon Lesnicki)
- Isti Sanga, Instructor (replaced Stephanie Uhr)

This is a planning committee; it is not the search committee. However, serving on this planning committee does not necessarily preclude any members from serving on the search committee.

Timeline: The committee will meet periodically from January 2018-May 2018. The committee will report on the benchmarking research and present a draft job description document at the June 2018 BOT meeting.

Recommendation: The Executive Committee approved these changes to the Presidential Search Planning Committee Membership and request it be forwarded to the Board of Trustees for approval at its Special Meeting on February 15, 2018.
APPOINTMENT OF BOARD TREASURER

Summary: The Northern Illinois University Law ("NIU Law") provides that “The Board [of Trustees] shall designate a member of the staff of Northern Illinois University as Treasurer to serve the Board, but not as a member, and shall furnish a bond in such amount and with such security as is satisfactory to the Board.” (100 ILCS 685/30-30).

In furtherance of this provision of the NIU Law, the Board of Trustees *Bylaws*, Article V, Section 2, provides:

> The appointed officers of the Board shall consist of Treasurer, Assistant Secretary/Assistant Treasurer, Second Assistant Secretary, and General Counsel/Parliamentarian. The appointed officers shall be University staff members appointed by the Board on the recommendation of the President to serve as *ex-officio* corporate officers and not as Members of the Board. These officers shall have a fiduciary duty to faithfully discharge their responsibilities to the Board of Trustees. Where the board determines it is necessary or appropriate, the appointed officers may be directed to serve the Board of Trustees in special roles and may have occasional responsibilities or duties that relate exclusively to the Board of Trustees and be separate from their roles and reporting relationships as employees of the University.

Once appointed, these officers shall hold office until removal, resignation or termination of employment with the University.

Recommendation: The University recommends, in accordance with the Northern Illinois University Law and the Board of Trustees *Bylaws*, that the Finance, Audit, Compliance, Facilities and Operations Committee endorsed this request to appoint Sarah McGill as Treasurer for the Board of Trustees, effective February 15, 2018, provided that Ms. McGill furnishes a fidelity bond to the Board in the amount of $500,000 to be secured by the State of Illinois Department of Central Management Services 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.
TREASURY OPERATIONS - SIGNATORY AUTHORIZATION

Summary: The Treasurer of the Board of Trustees (the Vice President of Administration and Finance), the Associate Vice President of Finance and Budget, the University Controller, and the Director of Treasury Operations are being submitted as authorized signatories for all Treasury Operations. This designation is consistent with prior authorizations.

Background: On March 9, 2017, the Board of Trustees designated three positions with signatory authorization over all Treasury Operations to ensure uninterrupted business continuity while the Associate Vice President of Finance and Budget assumed the role of Acting Treasurer of the Board of Trustees. Since that role will transfer to the new Vice President of Administration and Finance, the University's signatory authorization needs to be updated.

Recommendation: The Finance, Audit, Compliance, Facilities and Operations Committee endorsed 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.
Summary: Northern Illinois University provides data network connectivity to students, faculty and staff through both wired and wireless (Wi-Fi) access points on campus. In an on-going effort to improve the provision of internet access to the university community, an expansion of 310 Wi-Fi access points on campus is required to ensure complete coverage and data capacity for five buildings.

Background: In order to determine where these new Wi-Fi Access Points will be optimally installed on campus, a plan has been developed by the Division of Information Technology and reviewed by the IT Steering Committee and through consultations with College/Departmental IT managers. The five initial buildings for this expansion effort will include Barsema Hall, Engineering Building, Campus Life, Campus Child Care, and Psych-Math. A 7-year plan has been developed to systematically expand the WI-FI coverage and capacity to other areas on campus.

While the predominant cost for this project is the procurement of new Wi-Fi access point equipment for approximately $240,000, the installation of the devices may require a minor amount of electrical support estimated to be approximately $40,000.

Funding: Institutional – Local Funds $280,000

Recommendation: The Finance, Audit, Compliance, Facilities and Operations Committee endorsed this request to proceed with a project that includes work orders, all necessary contracts with consultants, contractors, and suppliers as necessary to complete the work 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 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 name change and reorganization from a Program Prioritization recommendation.

Recommendation: The Academic Affairs, Student Affairs and Personnel Committee endorsed 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 Academic Affairs, Student Affairs and Personnel Committee endorsed 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 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 Academic Affairs, Student Affairs and Personnel Committee endorsed 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 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 Academic Affairs, Student Affairs and Personnel Committee endorsed 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 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 Academic Affairs, Student Affairs and Personnel Committee endorsed 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, 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.

**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 Academic Affairs, Student Affairs and Personnel Committee endorsed 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 Academic Affairs, Student Affairs and Personnel Committee endorsed 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 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 Academic Affairs, Student Affairs and Personnel Committee endorsed 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 Academic Affairs, Student Affairs and Personnel Committee endorsed 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 Academic Affairs, Student Affairs and Personnel Committee endorsed 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 Academic Affairs, Student Affairs and Personnel Committee endorsed 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 Academic Affairs, Student Affairs and Personnel Committee endorsed 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 Academic Affairs, Student Affairs and Personnel Committee endorsed 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 Academic Affairs, Student Affairs and Personnel Committee endorsed 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 Academic Affairs, Student Affairs and Personnel Committee endorsed 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 Academic Affairs, Student Affairs and Personnel Committee endorsed 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.