UNIVERSITY COUNCIL MEETING AGENDA  
Wednesday, November 8, 2017, 3 p.m.  
Holmes Student Center Sky Room

I. CALL TO ORDER
II. ADOPTION OF THE AGENDA
III. APPROVAL OF THE MINUTES OF THE OCTOBER 11, 2017 MEETING
IV. PRESIDENT’S ANNOUNCEMENTS
   A. Ombudsperson Annual Report per Bylaws, Article 20.1 – Sarah Klaper – pages 3-15
V. CONSENT AGENDA
VI. UNFINISHED BUSINESS
VII. NEW BUSINESS
   A. Per NIU Bylaws, Article 19.4.2, approve proposed General Counsel Search
      Committee structure – pages 16-19
VIII. REPORTS FROM COUNCILS, BOARDS AND STANDING COMMITTEES
   A. Faculty Advisory Council to the IBHE – Paul Stoddard – report – Pages 20-21
   B. University Advisory Committee to the Board of Trustees – no report
      Barbara Andree, Catherine Doederlein, Alex Gelman, Mark Riley, Linda Saborío, Kendall Thu
   C. Academic Policy Committee – Terry Bishop, Chair – no report
   D. Resources, Space and Budget Committee – Jim Wilson, Chair - report
   E. Rules, Governance and Elections Committee – Therese Arado, Chair – no report
   F. University Affairs Committee – Reed Scherer, Chair – no report
   G. Student Association – Rachel Jacob, President; Christine Wang, Speaker of the Senate – report
   H. Operating Staff Council – Barbara Andree, President – report
   I. Supportive Professional Staff Council – Catherine Doederlein, President – report
IX. COMMENTS AND QUESTIONS FROM THE FLOOR

X. INFORMATION ITEMS

A. Minutes, Academic Planning Council
B. Minutes, Athletic Board
C. Minutes, Baccalaureate Council
D. Minutes, Board of Trustees
E. Minutes, Campus Security and Environmental Quality Committee
F. Minutes, Comm. on the Improvement of the Undergraduate Academic Experience
G. Minutes, General Education Committee
H. Minutes, Graduate Council
I. Minutes, Graduate Council Curriculum Committee
J. Minutes, Honors Committee
K. Minutes, Operating Staff Council
L. Minutes, Supportive Professional Staff Council
M. Minutes, University Assessment Panel
N. Minutes, University Benefits Committee
O. Minutes, Univ. Comm. on Advanced and Nonteaching Educator License Programs
P. Minutes, University Committee on Initial Educator Licensure

XI. ADJOURNMENT
Northern Illinois University

OFFICE OF THE OMBUDSPERSON

ANNUAL REPORT

May 16, 2016—May 15, 2017

Sarah Klaper, J.D.
University Ombudsperson
Acknowledgments
During Office orientation, new members of the Office of the Ombudsperson view a TEDx talk by Drew Dudley called “Everyday Leaders.” In that talk, Mr. Dudley explains how we are all leaders in everything we do, every day, even when we don’t realize it. A kind word, a smile, a listening ear, or an understanding look can change someone else’s day or life. In addition, empowering others to use their voices is an act of leadership in itself.

If you change one person's understanding of [the world], one person's understanding of what they're capable of, one person's understanding of how much people care about them, one person's understanding of how powerful an agent of change they can be in this world, you've changed the whole thing.

https://www.ted.com/talks/drew_dudley_everyday_leadership?language=en

Mr. Dudley’s talk is the theme for the Office of the Ombudsperson. The staff members here are everyday leaders, and they take this message to heart. Coming to the Office of the Ombudsperson should be the best part of any distressed visitor’s day. The staff members make it so.

The Office of the Ombudsperson is effective on this campus in large part because of the incredible people who staff it. Administrative Assistant Gay Campbell started in the Office in June 2016. Gay has an extensive knowledge of the campus and community, and she is always kind and a good listener. She is an excellent first face for visitors to see upon entering the Office.

Due to budget cuts, we are down to one graduate assistant this year. Kristina Wilkerson is crucial to the functioning of the Office. This reporting year was her second year in the Office of the Ombudsperson, so her knowledge of policies and issues on campus is extensive. Kristina has continued to provide research and policy analysis, outreach, administrative assistance, and direct service work with undergraduate and some graduate student visitors. She also attended Student Association meetings, and maintained Office social networking.

Many other individual members of the NIU community helped us to serve the entire campus community this year through administrative and policy assistance, collaboration, and being referral points for individual concerns. Although you are not named specifically here, please know that we are deeply appreciative of your efforts and assistance.

Finally, we would like to thank all of the faculty, staff, students, personnel advisors, and administrators (including the presidents of each of the councils and the heads of the different presidential commissions), who have been excellent partners, and who have offered assistance in a myriad of ways throughout the past year. We truly appreciate your willingness to share information, to allow us to attend your meetings, and to work together to address issues to make NIU a place where we can all live, learn, and work together.

The Office of the Ombudsperson
The Office of the Ombudsperson (Office) is a confidential, neutral, and independent resource for conflict resolution at NIU. The Office serves the entire campus community, including faculty, staff, students, and administrators. As a confidential resource, members of the Office neither disclose who visits the Office, nor the content of conversations. The Office maintains the International Ombudsman Association Standards of Practice found at
As such, the only exceptions to confidentiality are for reports of child abuse and neglect (as required by Illinois law), and instances of an imminent risk of serious physical harm. Pursuant to Article 20 of the Bylaws of NIU (found at http://www.niu.edu/u_council/constitution/bylaws/article20.shtml), the University Ombudsperson is a direct report to the President and is evaluated by the University Council.

The Office consists of the University Ombudsperson, an administrative assistant, and one graduate assistant. While the University Ombudsperson sees all categories of employees, students, families, and alumni at NIU, the graduate assistant spends the majority of her time working with undergraduates, doing outreach, and conducting research. In addition to her administrative duties, the administrative assistant works through university and Office policies and procedures. She has also been integral in assessing and improving office procedures, including keeping the rest of us (who are less-than-administratively-gifted) on task. The administrative assistant is the first person a visitor sees upon entering the Office. She sets the tone of the Office, and she is responsible for making the visitor feel as calm as possible, feel respected, and feel heard.

Individuals come to the Office with a mix of fairly simple procedural questions, as well as many complex issues that are all balled-up in a big knot. For the fairly simple procedural questions, we are an information clearinghouse for university policies and procedures. We give direction to those individuals with questions about to whom they should address a concern, what office addresses a particular issue, what university policy applies, or the best ways to approach a situation.

For the individuals with the more-complex issues that resemble a big knot, our services are similarly more complex. We begin by actively listening to the concerns at hand. Then, we work to unbind the multiple issues that are knotted together so that they are in manageable pieces and are not so overwhelming. We then advise the visitor regarding the university policies that apply to each component of the issue, we work with them to develop strategies regarding the options for dealing with the issue, and we strategize regarding the best interpersonal communication methods to address those concerns.

When discussing options with visitors to the office, we go through the full range of options available, from the least-active, least-formal option, to informal options, to formal routes of complaint both on and off campus. We always stress the best practice of going back to the person with whom the visitor has an issue to discuss the matter first. Sometimes that is not possible, or the visitor has already attempted that unsuccessfully. In those cases, we will advise about how to move forward with other informal or formal options.

The Office of the Ombudsperson is also characteristically a practical office. If the visitor is incorrect about a university policy, or if the visitor has exhausted all formal processes to deal with the situation, we honestly assess the situation. We are really good at giving bad news. However, even in giving that “bad news,” we try to give options to the individual on how to move forward. The visitor leaves the office with an action plan in mind in order to keep moving forward.

Even though I formerly practiced law in both Illinois and Ohio, in the position of University Ombudsperson, I am not a practicing attorney. I do not represent the university or visitors to my office as an attorney. I do not give legal advice. I do not advocate for any individual or group. Instead, I work with visitors to understand policies and to develop strategies surrounding those policies so that they are empowered to advocate for themselves.
The University Ombudsperson is also tasked with identifying trends in conflict across the university community, and informing administrators and governing bodies regarding those issues. The Ombudsperson does not have decision-making authority within the university system, is not a “reporter” for any other office, and is not authorized to receive notice on behalf of the university. However, the Ombudsperson will recommend changes to policies and procedures that can in turn improve the university community. In this way, the Office of the Ombudsperson seeks to reduce incidents of conflict and to make the NIU experience successful for everyone who works and attends school here.

Neutrality
The Ombudsperson is a designated neutral in all matters that come to the office. According to the Ombudsperson’s job description, “As a designated neutral party, the Ombudsperson shall not serve as an advocate for any individual.” This office also complies with the Standards of Practice of the International Ombudsman Association, including the standards of Neutrality and Impartiality. Section 2 of the Standards of Practice elaborates on the concept of neutrality, stating in part:

2.1 The Ombudsman is neutral, impartial, and unaligned.
2.2 The Ombudsman strives for impartiality, fairness and objectivity in the treatment of people and the consideration of issues. **The Ombudsman advocates for fair and equitably administered processes and does not advocate on behalf of any individual within the organization.** (emphasis added).

Therefore, although I absolutely do not advocate on behalf of any individual, I can and do advocate for fair and equitably administered processes within the institution. If I receive reports that a policy is not being applied fairly, or that a new policy has been created that is not fair and equitable on its face (e.g. a new attendance policy), I will talk with the decision-maker on the creation or application of that policy to ask questions about the background of the policy or practice, discuss the matter further, and make recommendations on how to tweak the policy to make it more fair in order to avoid future conflict on the issue. In discussing the issue with the decision-maker, I look at the bigger picture beyond individual concerns, toward how to prevent the issue from gaining momentum and causing bigger conflicts for all involved.

The Data
This year’s data reflects a changing institution. While the total number of cases is down (with fewer staff), the complexity of the cases has increased. Our cases are detailed as follows:

<table>
<thead>
<tr>
<th>Category</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Complex cases</td>
<td>574</td>
</tr>
<tr>
<td>Simple Referrals</td>
<td>110</td>
</tr>
<tr>
<td>Policy Development</td>
<td>25</td>
</tr>
</tbody>
</table>

I continue to work to record visitors who stop me in hallways, at receptions, at meetings, at lunch, etc. to discuss pending issues, even very serious concerns that take a significant amount of time to address. I implemented a new system to better document these cases for the next reporting year so that they can be better tracked for purposes of the Annual Report. Regardless, based on a small amount of research, the NIU Office of the Ombudsperson, with one professional ombudsperson, typically sees the same number, if not more, visitors than ombuds offices at other academic institutions, even those with more professional staff. So, we do the best we can in this office to document visitors.
In addition to raw numbers of visitors, starting in October 2013, we began tracking how many times we saw individual visitors on the same issue. Many cases are complex and take more than one contact to help the individual resolve the situation. Therefore, the numbers of visitors tends to not be a completely accurate reflection of the total time spent on visitor concerns. Out of the 574 visitors to the office with complex issues, 92 of those individuals required multiple visits. The number of multiple visit concerns broke down in this fashion:

2 visits = 38
3 visits = 34
4 visits = 08
5 visits = 05
6 visits = 03
7 visits = 01
10 visits = 01
11 visits = 01
12 visits = 01

In addition to the Office staff assisting individuals and groups, I have attended and participated in the meetings of the presidential commissions, the University Council, the Faculty Senate, the Operating Staff Council, SPS Council, and Graduate Council throughout this year. I have also attended committee meetings regarding workplace issues and morale for operating staff and SPS, as well as the AAEC Advisory Committee. Attending all of these meetings is time-consuming. However, it has been extremely helpful in getting to know the campus and the issues pending across campus in order to better advise individuals and decision-makers.

The entire Office has also been extremely active in outreach through presentations and as exhibitors at different campus fairs. We have presented to literally thousands of people through Jobs PLUS, UNIV 101 & 201 classes, in CAHC 211 instructor classes, for international student orientations, for different student and faculty/staff organizations, International Student Orientation, First and Second Year Experience, and with Faculty Development, Human Resource Services, and Employee Assistance. We also exhibited at the Wellness Fair and the International Student Fair. We exhibited at several other fairs in the fall.

The Ombudsperson also presented at the Summer Meeting of Academic Ombuds hosted at Michigan State University. She also worked on the organizing committee for that meeting, as well on the Title IX and Government Action Committees for the International Ombudsman Association.

**Trends and Comments**

**Budget and Morale**

The budget stalemate in Springfield, and its subsequent “hangover” has created a crisis for higher education in the State of Illinois, and at NIU. The State’s failure to provide a reasonable allocation for two years (after already performing a series of cuts) had an ongoing and direct impact on every single area of study, work, and life at NIU. While the State did allocate money to higher education and NIU in July 2017, NIU is still struggling to take care of employee and programmatic needs while filling the budget deficit hole. During this reporting year, students, faculty, and staff continued to
feel the burden of a lack of funding, unfilled positions, and overburdened and insecure employees and students. In addition, human resource processes have changed, civil service state guidelines have changed, and HRS has had multiple retirements and resignations in key positions. These issues have aggravated the frustration and concerns of individuals who are attempting to deal with vacancies, reclassifications, etc.

Morale and a general belief in the university took additional hits this year with the release of both an email from President Baker and a report regarding complaints to the Illinois Office of the Inspector General. After the close of this reporting year, President Baker resigned his position, and the Board of Trustees appointed Dr. Lisa Freeman as Acting President. This change has led to what appears to be a swing back to some trust and optimism regarding administration from many segments of campus (albeit after the end of this reporting period).

Twenty-eight percent of employee visitors to the Office specifically reported concerns with morale, and 48% reported concerns with working conditions. Common themes reported to the Office are that employees feel as though they have been good team members for years. They have begrudgingly accepted the budget crisis and need to “do more with less.” Now, however, they are tired, and they are feeling used. A common reason given that some employees are feeling this way is that their offices and departments have been depleted through attrition, and they are being required to do multiple jobs for a stagnant salary, with more expensive benefits. Also, in the need for efficiency, many employees report feeling as though they are not treated as professionals, with trust and appreciation. They are not seen as actual people behind all of the data.

Morale issues were reflected on campus by the formation of two large unions in the past 1.5 years (in addition to the other unions already on campus): for technical/clerical staff, and for faculty. Employees in the process of forming unions and in open bargaining throughout the past year have experienced some frustration because they are living in a grey area: they do not have a collective bargaining agreement yet that dictates how to resolve concerns. However, they really cannot resolve many workplace and wage issues independently through normal university avenues because their unions are in negotiations for the entire union on relevant topics. For example, Operating Staff have been able to work with HRS on reclassifications; however, individual pay equity and other concerns have had to wait until the conclusion of negotiations.

Each year, this Office talks about improving morale by increasing communication and transparency. If people know what is happening and why, they can have empathy and understanding, and they are less anxious and upset. In addition, if they are treated as respected members of the team, who can provide valuable input, they are more likely to “buy in” and feel like true members of the community.

**Student Concerns**

At over 40% of the total visitors, students continued to be the largest constituency to use the Office of the Ombudsperson. The decrease in student users can again be attributed the decrease in total student population at NIU, and the Office being short-staffed for extended periods of time periodically. The Office is also down to one graduate assistant to perform outreach, to work with undergraduate students, and to fill in at the front desk.

The Office has increased outreach through many avenues. Our graduate assistant has renewed a
focus on outreach to UNIV 101 and 201 courses, has continued to work with the SA, and has offered presentations regarding conflict resolution to student organizations and residence halls. In addition, the Office worked with Housing to having our graduate assistant populate a “satellite office” or display in different residence halls once each week to increase visibility and accessibility.

Concerns continue to focus on students’ ability to get disability accommodations (40 students reporting such issues), sanctions in the student conduct system (59 students reporting such concerns), faculty and staff unprofessionalism (155 students, faculty, and staff expressing concerns). The Office has also worked with numerous students to just improve communication between the students and their academic departments. The Office continues to actively work with other departments across campus to attend to the needs of student in financial or other crisis.

Graduate students in particular faced issues concerning program dismissals and appeals (43 students reporting). As was the case in the previous two years, graduate students are also struggling to deal with retirements, resignations, and other vacancy issues affecting their ability to complete their degrees. In some departments, it has been difficult to find faculty with the appropriate expertise (and time) to teach advanced-level courses, to sit on graduate committees, or to provide clinical or practicum supervision. As addressed last year, doctoral students are frequently taking on increasing levels of responsibility in what are traditionally faculty roles, for which they are not necessarily prepared or capable.

The administration’s dedication to a faculty hiring push for the 2017-18 academic year will hopefully help address some of the concerns laid out above. In addition, this Office has repeatedly seen faculty and staff who are dedicated to working with students to make sure that they get what they need to be successful and to graduate, or to find “work arounds” to challenges.

**Faculty and Staff**

The numbers of faculty and professional staff visitors to the Office have increased again. For the first time, SPS visitors to the Office well outnumber the Operating Staff visitors. That increase in SPS is indicative of SPS feeling particularly insecure as the last large group of non-unionized employees on campus without civil service protections. The issues brought to the Office of the Ombudsperson have centered on treatment by supervisors and colleagues, including unprofessional behavior (155 students, faculty, and staff reporting), poor supervisory skills (117 employees reporting), job duties (116 employees reporting), working conditions (149 employees reporting), and supervisor/employee relations (151 employees reporting).

Effective communication in decision-making processes and general collegiality continues to be at the core of most concerns, whether it be tenure, promotion, and sabbatical decision-making, or office/departmental policy and interpersonal issues. In addition, the Office still regularly encounters supervisors at all levels of the university (from directors and chairs up through vice presidents and provosts) who do not feel empowered to take control of situations and remedy them in an effective manner. Increased and consistent supervisor training across divisions and within colleges, that individuals either have or make time to attend, would increase supervisors’ abilities to effectively handle difficult situations and prevent them from getting worse. Such training would also assist in providing some consistency in how similar situations are handled across the university.

While Operating Staff numbers are down this year, they are still significant. Feelings of frustration and helplessness have risen in certain areas across campus, and caused certain areas to lose almost
entire departments due to resignation and retirement. Again, issues with supervisory skills and supervisor relationships dominated discussions with Operating Staff, as detailed above with other employees. The Office continues to work with university leadership to address these concerns.

As detailed last year, continuing to increase communication throughout the university and across divisions regarding decision making, processes, and new procedures, as well as providing supervisors with mandatory, consistent training would help the university become more effective, and would help employees enjoy coming to work again. Supervisor training must be required, and it must extend to supervisors promoted from within, new hires, and department chairs. The outmoded idea that the university cannot “mandate” training for its employees is not helpful in moving NIU forward in its mission for the benefit of students, employees, and the community.

As stated last year, despite all of the challenges and frustrations, we are in control of our own behavior and our own interactions with others. If we as a collective can find a way to effectively advocate for our needs and concerns while being leaders at every level and keeping collegiality and our humanity intact, we will be better as individuals, and as an institution.
Data Tables

When interpreting the data displayed throughout the following pages, it is crucial to keep the following points in mind in order to place the data in the proper context.

- These data represent the largely unsubstantiated and uninvestigated allegations of individuals contacting the Office of the Ombudsperson for assistance. They are, at best, honest singular perceptions, not the objective judgments of uninvolved parties.
- The incidents reflected in the data represent concerns presented by individuals who chose to contact our Office for advice and assistance.

Questions or comments regarding this report are welcome and may be directed to the NIU Office of the Ombudsperson.
Appendix A

Ombuds Staff Outreach, Service, and Support Activities of 2016-17

Presentations by Ombudsperson or Staff
- CHANCE Orientation
- International Student Orientation Panel
- Residence Hall Student Floor Programs
- Teaching Assistant Orientation
- Teaching Effectiveness Institute
- UNIV101/201 and Other Classes

Office Outreach Activities
- Employee Wellness Fair
- Holmes Student Center Window Display
- Message on Campus TV and Electronic Message Boards
- New Faculty Forum
- New International Students Welcome Fair
- Office Flyers Posted on Campus Bulletin Boards and Buses
- Office Brochures and Magnets in HRS New Employee Handouts
- Student Association Meetings
- Table Tents in Holmes Student Center Café
- Table Tents in Residence Hall Cafeterias
- Transfer Students Open House

Training Sessions Provided by Ombudsperson
- Jobs PLUS student trainings
- Training re Relationships with Students, Title IX, and FERPA
- HR Workshop – Resolving Conflict
- HR Workshop – The Art of Disagreeing AND Maintaining Professional or Personal Relationships
- HR Workshop – A Sign of a Great Leader-Hearing and Responding to Negative Feedback
- HR Workshop – Using Principles of Negotiation to Resolve Conflict
- Teaching Assistant Training
- Honors Training

Ombudsperson Service/Committees
- Affirmative Action/Equity Resources Advisory Committee

Faculty Senate
- Operating Staff Council
- Operating Staff Morale Committee
- Operating Staff Workplace Issues Committee
- Presidential Commission on Persons with Disabilities
- Presidential Commission on Sexual Orientation & Gender Identity
- Presidential Commission on the Status of Minorities
- Presidential Commission on the Status of Women
- Summer Meeting of Academic Ombuds Planning/Host Supportive Professional Staff Council
- Supportive Professional Staff Council Workplace Issues Committee
- Title IX Subcommittee – International Ombudsman Assoc.
- University Council
- Committee on Conflict Resolution and Management
### Table 1
Status, Gender and Ethnicity of Office Contacts in 2016-2017

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<th>Status of Contact</th>
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<th>African-Am.</th>
<th>Asian</th>
<th>Cauc.</th>
<th>Latina/o</th>
<th>Other</th>
<th>Unkn.</th>
<th>Policy</th>
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<td>143</td>
<td>50</td>
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<td>Supportive Professional Staff</td>
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<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

257  316  1  574  98  40  370  31  7  * 28  0  574

* unable to determine via phone or email communications
**does not include participants in workshops, presentations by members of the Office staff, or consultations with external entities
### Table 2
All Issues (Primary and Secondary) Presented in 2016-2017 Sorted by Constituency*

<table>
<thead>
<tr>
<th>Types of Concerns</th>
<th>Students</th>
<th>Faculty</th>
<th>Staff</th>
<th>Supportive</th>
<th>Professional</th>
<th>Operating</th>
<th>Family</th>
<th>Policy</th>
<th>Other</th>
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<tbody>
<tr>
<td>Financial Concerns</td>
<td>106</td>
<td>10</td>
<td>14</td>
<td>6</td>
<td>3</td>
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<td>Student Academic Status</td>
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<td>34</td>
<td>36</td>
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<td>9</td>
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<tr>
<td>Student Conduct</td>
<td>203</td>
<td>58</td>
<td>100</td>
<td>5</td>
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<tr>
<td>Classroom Instruction</td>
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<td>21</td>
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<tr>
<td>Faculty/Staff Performance</td>
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<td>154</td>
<td>277</td>
<td>193</td>
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<td>Employment</td>
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<td>519</td>
<td>682</td>
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<td>Miscellaneous</td>
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*These data represent only allegations and should not be interpreted as confirmed incidents.*
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<th>Category</th>
<th>Issues</th>
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<tr>
<td><strong>Financial Concerns</strong></td>
<td>contracts(1), emergency funding(14), encumbrances(8), evictions(6),</td>
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<td>fees(16), financial aid(25), fines(6), independent status(2),</td>
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<td>insurance(4), leases(10), other(2), paycheck(1), policy issue(14),</td>
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<td>refunds(4), residency(5), scholarship(8), tuition(8), tuition</td>
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<td>waiver(5)</td>
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<td><strong>Student Academic Status</strong></td>
<td>academic advising(9), Academic probation/dismissal(20), add/drop(6),</td>
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<td>admission(1), certification(2), class permits(24), class</td>
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<td>scheduling(8), clinical/student teaching course(21), closed classes(1),</td>
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<td>comprehensive exams(7), credit transfer(6), degree/graduation</td>
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<td>requirements(58), incompletes(4), medical withdrawal(3), other(6),</td>
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<td>policy issue(66), program admission(10), program dismissal(43),</td>
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<td>registration (MyNIU)(6), reinstatement(30), repeat courses(19),</td>
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<td>staff/hearing(15), thesis/dissertation(13), transcripts(30),</td>
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<td>withdrawals(8)</td>
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<td><strong>Student Conduct</strong></td>
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<td>classroom disruption(20), deceifultness(8), discrimination(4), drugs(2),</td>
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<td>due process(47), harassment(13), intimidation(20), judicial system(50),</td>
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<td>disputes(8), sanctions(59), sexual harassment(12), stalking(8),</td>
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<td><strong>Classroom Instruction</strong></td>
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<td>faculty absences(4), faculty office hours(6), final exams(8), grade</td>
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<td>assault/battery(2), deceitfulness(69), derogatory comments(97),</td>
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<td>other(20), retaliation(108), retention of tests/papers(1), rudeness(102),</td>
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<td>job duties(116), lay-off(10), merit raise(9), morale(87), other(16),</td>
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<td>GC Search Committee Structure</td>
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<td>-------------------------------------------------------------------</td>
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<tr>
<td>Chair</td>
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<td>Athletics Representative</td>
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<td>Administration and Finance Representative</td>
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<td>Human Resource Services Representative</td>
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<td>Operating Staff Council Representative</td>
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<td>Public Safety Representative</td>
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<td>Student Affairs Representative</td>
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<td>Supportive Professional Staff Council Representative</td>
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</table>
Northern Illinois University

GENERAL COUNSEL

Chartered in 1895, Northern Illinois University is a comprehensive institution in one of the most diverse and dynamic regions of the country. The main campus in DeKalb is 65 miles west of Chicago with outreach locations throughout northern Illinois. With 18,042 students, NIU attracts students from across Illinois, the country and the world. The University includes seven degree-granting colleges: Business, Education, Engineering and Engineering Technology, Health and Human Sciences, Law, Liberal Arts and Sciences, and Visual and Performing Arts. NIU offers its diverse student body an education that is nationally recognized in quality, nationally ranked in value and aimed at providing a transformational experience in support of personal, career and life success. Further information about Northern Illinois University can be found at www.niu.edu.

Position Summary

The General Counsel reports directly to the President, serves as chief legal counsel for the university and Parliamentarian to the Board of Trustees. The General Counsel is the principal legal advisor to the President, Board of Trustees, and executive officers of the university. The General Counsel is a member of the President’s Senior Roundtable, supervises the Office of the General Counsel, and provides legal guidance for all aspects of university operations.

Summary of Essential Duties and Responsibilities

The following describe the general nature and level of work, however, other duties may be assigned:

- Represent the university, President, and Board of Trustees on all legally related matters. Manage university responses to litigation, legal investigations, and other legal proceedings.
- Advise the President, Board of Trustees, Vice Presidents, and senior administrators on all matters pertaining to applicable litigation, laws, regulations, and other duties under the law.
- Serve as Parliamentarian to the Board of Trustees, oversee rules of order for Board meetings and actions, interpret and maintain Board Regulations, and advise Trustees on corporate procedures and obligations.
- Maintain expertise and provide legal guidance, updates, reviews, and recommendations to the President and senior administrators on existing and evolving laws (including statutes and regulations) and legal trends involving all aspects of university academic and non-academic operations. Such areas
include but are not limited to labor and employment law, administrative and constitutional law, contracts, privacy, academic and research regulations, construction and real property regulations, intellectual property, and applicability of state and federal laws.

- Communicate and confer with external entities, such as legal venues, agencies, university organizations, and other legal consortia that represent the interests of universities, on national legal trends for colleges and universities and the development of specific university legal matters.
- Supervise the Office of the General Counsel, including assigned staff and attorneys. The number of staff and attorneys is approximately 14.
- Conduct legal research and prepare documents including opinions, memoranda, briefs, reports, and correspondence.
- Prepare and review reports and correspondence for the President and senior administrators.
- Supervise and coordinate the engagement and work product of outside counsel, appointed Attorney’s General, and designated legal representatives.
- Provide interpretations of existing and emerging laws and regulations, for litigation prevention and other purposes.
- Assist with risk assessments and other aspects of university compliance.
- Represent the university in hearings, court proceedings, other legal proceedings, and meetings.
- Prepare presentations, as needed, for the President, meetings of the Board of Trustees, and other settings.
- Serve as a liaison for the President on legal matters. Advise the President on campus issues and communications.
- Track public policy issues involving new and evolving laws, including statutes and regulations.
- Recommend policy updates and assist with policy development.
- Manage and coordinate special projects on behalf of the President that are of strategic concern and legal importance to the University.
- Performs other duties as assigned by the President and/or the Chair of the Board of Trustees.

Qualifications

Required

- Law degree from an ABA-accredited law school
- License to practice in the State of Illinois
  - Candidate must be a member in good standing of the State Bar of Illinois or be eligible for and achieve admission to the State Bar of Illinois within one year of the date of appointment.
- A minimum of 10 years of law practice experience
- Excellent oral and written communication skills, including the ability to communicate complex issues and legal concepts to non-lawyers;
- Demonstrated ability to navigate effectively through and successfully work with the different departments and constituencies within a college community;
- Demonstrated ability to manage multiple priorities and work under deadlines;
- Excellent presentation and project management skills; and
• Excellent judgment and interpersonal skills.

Preferred
• Preference for candidates with substantive experience in the legal representation of academic institutions, including (i) 10 years+ in practice and 6+ years of experience advising academic institutions, either in an in-house or outside counsel capacity, (ii) deep knowledge of laws and regulations applicable to academic institutions, and (iii) good familiarity in general with the operational and organizational environment of undergraduate or graduate institutions;
• Demonstrated ability to gain trust and inspire confidence at all levels of an academic institution.

Core Competencies

• Superior knowledge and experience with the broad spectrum of statutes, regulations, and legal procedures relevant to university operations.
• Exceptional written and verbal communication skills necessary to effectively represent the university, President, and Board of Trustees in all legal matters.
• Leadership qualities and expertise necessary to manage the full range of legal functions. Superior managerial skills demonstrating leadership, creativity, negotiation skills, as well as the ability to adapt and continuously improve the effectiveness of university legal services.
• Commitment to the highest standards of quality, integrity, ethics, fairness, and public responsibility.
• Commitment to the diversity that characterizes the university setting.

Application/Nomination Process

The Search Committee invites letters of nomination, applications (letter of interest, complete CV, and references), or expressions of interest to be submitted to Northern Illinois University. Confidential review of materials will begin at the preferred date of XX and continue until the appointment is made.

The appointment of the General Counsel is subject to Board of Trustees approval. Criminal background check, educational, licensure, and employment verifications required.

NIU is an AA/EEO Institution.
Faculty Advisory Council
Illinois Board of Higher Education
13 October 2017 Meeting Agenda
Meeting Host: Chicago State University
Meeting Location: 9501 S. King Drive, Campus Library Room 301, Chicago, Illinois 60628

9:00 Call to order & introductions (Marie Donovan)

9:05 Welcome and discussion with Rachel Lindsey, CSU Interim President, and Angela Henderson, CSU Provost & Senior Vice President, Academic Affairs.
RL: Personal background – comes from a joint LAS/ED college. Some of her philosophy – academics should be able to disagree amicably, or at least civilly. Expectation of accreditation is essential to integrity of academic programs (of those programs that require accreditation) and is thus extremely important in the face uncertain budgetary times.
AH: First College of Pharmacy class has graduated. CSU is 150 years old (1st in Chicago, maybe 2nd oldest in the state). 30% budget from the state → universal layoff notices last spring, cancelled spring break, declared financial exigency. Stoppay money arrived at the end of April, in the nick of time. She stressed that faculty remained dedicated, even under the layoff scenario. CSU was issued an order of sanction from the Higher Learning Commission due to sever financial crisis. CSU has 3,000 students, of which 800 are grad students. 89 new freshmen matriculated, which the university takes as a good sign given all the troubles of recent times.

9:30 Presentation by Mike Sukowski, Director, CSU Center for Teaching & Research Excellence, and Latrice Eggleston, Director, CSU Office for Institutional Excellence & Research, Patrice Boyles, Acting Director, Center for Teaching and Research Excellence
LE: Gathering data: A basic toolbox – LSN strategy, navigating public domains. Her research concentrates on transfer students. LSN stands for Local, State, (www.IBHE.org) National (www.nces.org, also IPEDS (very long url), College Navigator https://nces.ed.gov/collegenavigator) Access. NCES is National Center for Education Statistics. A walk-through demonstration of the IPEDS (Integrated Postsecondary Education Data System) site followed.
MS: Started collaborative faculty development, due to budget constraints. NIU is part of this. Faculty Development folks from one campus are providing presentations at other campuses. The CTRE is using online training modules (necessary for teaching on line).
PB: CTRE focuses on faculty support. Implementing e-portfolios (Digital Measures). Encourage faculty to share research, presentations, and awards (using “Moodle”).

10:15 Break

10:30 Reports: Chair (Marie Donovan), Vice Chair (Shawn Schumacher), Secretary (Steve Rock), and Legislative Liaison (Mike Phillips)
MD: University Dialog with American Publishers on Oct 27 at Red Shelf in Chicago. MD, one other DePaul faculty are the only two faculty members from across the state going. Get others to come! Bookstore survey – get names/titles of people on campus who may wish to participate (department chairs, library, bookstore manager, e.g.). No news on IBHE/Faculty seat.
SR: Represented FAC at IBHE meeting at WIU last month. WIU Prez got IBHE to table several recommendations regarding having out-of-state institutions provide courses (?) at Illinois schools. There are some legislative dictates on this (not in our favor). We may want to address at FAC, making legislative recommendations. SURS portfolio has grown about 15% over last 15 months to about $16 billion. The bad news is that SURS is still $21 billion underfunded.

10:45 Update from Gretchen Lohman, FAC Liaison, Associate Director, IBHE Academic Affairs
GL: Jaimie says no legislative report. Admin rules (see FAC meeting at UIC) still under review. Will be testing new IBHE application system. No update on Exec Director (GL was unaware of information provided by President Freeman at UC last month). December meeting will be at same place as last year.
Hotel information still TBA. Some IAI information/clarification may be provided at December meeting. March 13 IBHE meeting in Quincy. June 5 in Chicago.

11:00 Informal discussion with Rep. Lou Lang (D-Skokie) about issues facing higher education in Illinois

LL: Huge supporter of higher ed. 30 years in the House, currently deputy majority leader. Recognizes the problem of net exportation of students. It often costs more to replace a faculty member than it would have to retain that faculty member. Appalling that K12 has been allowed to fall into disrepair and be disrespected by the Gov. Positive economic effect of universities on their communities (and converse when the universities suffer). What do we do? Get involved in the political process. Express your opinions to your representatives. Look at voting records to determine friends and foes. Not getting involved, not devoting time and/or money leads to maintaining the status quo. LL will be proposing legislation to provide more money (beyond MAP) to help poorer students attend college. It will be need-based and tied to GPA (“B or better”). LL working on a “fair” or progressive tax – takes a constitutional amendment but 99.6% would get a cut, but still raise an extra $2 billion.

SR: Question about Chapin/Brady proposal. LL: Hasn’t read it yet. Sounds like he’s open to considering it, depending what the language states. Based on details provided by SR, LL says it is a “really bad idea.”

12:00 Lunch

1:00 Caucus Meetings

Publics: Working Agenda.

1:45 Caucus Reports

Jd’A (CC): out of state institutions should not be allowed to offer post-graduate credit instate. Preference would be that students not use digital books

AT (Privates): Looking into IAI volunteers. How to get more hits on the FAC page (since the IBHE/FAC page, more or less defunct, still is listed first in a Google search).

SW (4-yr Publics): Website suggestions should go to Devi. What would suggested legislation re: dual credit look like? Answers not immediately forthcoming.

2:15 Business Meeting

1) Old Business
   a) Approval of minutes from the 13 June 2017 meeting at SIU-Edwardsville unanimous approval

2) New Business
   a) Announcements
   b) Other

2:30 Adjourn

Next FAC Meeting: 17 November 2017 at Illinois Valley Community College