

Minutes of the
Executive Committee
NIU Board of Trustees
Of Northern Illinois University
February 15, 2018

9. CALL TO ORDER AND ROLL CALL

The meeting was called to order at 8:17 a.m. by Chair Coleman in the Board of Trustees Room, 315 Altgeld Hall. Recording Secretary Kathleen Carey conducted a roll call. Members present were Trustees Wheeler Coleman, Dennis Barsema, John Butler, and Tim Struthers. Members absent Trustee Veronica Herrero Also present: Trustees Eric Wasowicz and Giuseppe LaGioia. University representatives present were Acting President Lisa Freeman, Chief of Staff and Board Liaison Matt Streb, Acting General Counsel Greg Brady, Acting Executive Vice President and Provost Chris McCord, Vice President of Administration and Finance Sarah McGill, UAC Representatives Cathy Doederlein, Kendall Thu, and Barbara Andree.

10. VERIFICATION OF QUORUM AND APPROPRIATE NOTICE OF PUBLIC MEETING

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

11. MEETING AGENDA APPROVAL

Chair Coleman asked for a motion to approve the meeting agenda. Trustee Butler so moved and Trustee Barsema seconded. The motion was approved.

12. CHAIR'S COMMENTS/ANNOUNCEMENTS

Chair Coleman began the meeting with brief comments. In the past, the Executive Committee would very seldom meet and what you're seeing today is a structural change where the Executive Committee intends to have a meeting every committee meeting quarter. Before we begin, let me go ahead and mention that this has been a tough week for the university, for our students, as well as for the university family overall. I want to thank all of the administration and the people that came out to support the students and the ceremony that we had yesterday. I know it was pretty emotional. I was talking to Trustee Butler earlier today about yesterday and the event. Trustee Butler reminded me that ten years ago today actually, he and several of the trustees had an opportunity or they were part of a group that actually saw the crime scene at Cole Hall. I will tell you Trustee Butler shared with me how emotional it was then, and still emotional ten years later recalling what happened. We know that we've got to continue to move forward as an institution. We've got to look forward. We've got to plan for the future, but we should never, ever forget what happened and how it impacted people close and afar. So it reminded me, Trustee Butler, how we all need to pause and say we went through some tough times, but we believe that there's better times ahead of us and let's continue to move forward. I also want to thank Trustee Butler, as well as the other trustees that were at the event this past week, for your time and effort in supporting the families and the institution. So thank you. One item that's not on the agenda that I want to speak to before we hear from our University Advisory Committee representatives is I've reached out to Trustee Butler to take on a new task and that is a task of looking at our bylaws. We know there are inconsistencies with the bylaws that we're operating within. I've asked him to work with our attorney, Mr. Brady, to look for opportunities to clean up our bylaws and get rid of some of the inconsistencies and make some recommendations for change. We should anticipate that whether it's at this committee or one of our other committees that Trustee Butler will come before us with some recommendations to the larger board in terms of some changes that we should consider. So thank you for taking on that responsibility. At this point in time, I want to welcome any of our University Advisory Committee Representatives present today.

Cathy Doederlein: Good morning and thank you. I know that the presidential goals are going to be discussed in further detail this morning, as I know one of those goals ties directly into student engagement including internships. I wanted to just briefly note that the Office of Career Services stands ready to continue to support these efforts. With well over 350 employers scheduled to be on campus the next two weeks for our internship and job fair and for education and health profession fair, we look forward to the opportunity to welcome students to the Convocation Center to engage in meaningful connections with employers for potential internships and full time jobs. At one of the most recent Board of Trustees meetings we had the opportunity to hear from some of our students who spoke eloquently about experiences they have faced on our campus relative to recent ethnicity and concerns about ensuring that the university understands the impacts of these experiences. I know that the Board, the Cabinet, and many offices on campus have taken these words to heart and continue our efforts to support our students in all facets of their lives. In January, I was asked to participate in a hip-hop peace circle facilitated by Circles & Ciphers, a group that was brought to campus for events in honor of Dr. Martin Luther King. This event was arranged through the support of the Office of Diversity, Equity, and Inclusion, and the campus resource centers. To say that this experience had a profound impact on me and others that were there for it is an understatement. I know it's only a small example of a larger effort to work to continue to hear our student's voices, the most important voices we have on our campus. I am thankful I had the opportunity to participate in that and I thank those offices for arranging it. As we all know, as a community, yesterday we marked the tenth anniversary of the tragic and senseless shooting of 2-14. I want to take a moment to publically thank all the faculty, operating staff, and supportive professional staff who I know spent a tremendous amount of time in planning these events. From contacting first responders to honor them in an event last week, to arranging the material for the 2-14 gallery at the student center, to making plans for the reflection yesterday afternoon, and so much more, I thank them for their efforts. For the last ten years and learning more about the survivors of that of that horrific day and the family and friends of the victims, I know that so many of them spend much of their time now advocating to insure these events don't keep happening and reaching out to other victims of other shootings to express their condolences and support. I am so very sorry that our Huskie family has a new set of people to reach out to in their time of need. I thoughts are with the people of Parkland, Florida at this terrible time. Thank you.

Barbara Andree: I'm the President of the Operating Staff Council. At this time, I know that the operating staff are concerned about budget talks and Springfield and the word consolidation being thrown around and we continue to support this university at every level. We're in so many parts of the university from building service workers, to food service workers and office staff. We hear so many things and we continue to support NIU and whatever we can do to provide information or feedback, we welcome that opportunity. Because many of us were here ten years ago including myself and we've seen NIU go through so many changes. Some are alums, like myself, from many years ago and NIU is going through some changes. We support the university, we support the students, and we appreciate the opportunity to continue in our shared governance role.

13. PUBLIC COMMENT

Acting General Counsel Brady indicated that there were no requests for public comment.

14. EXECUTIVE COMMITTEE REPORT

Agenda Item 6.a. Presidential Search Planning Committee Membership Change

Chair Coleman stated the first item on the agenda is the Presidential Search Planning Committee membership changes and we've got two changes to the membership group. The request for the replacements of the previously appointed undergrad student and an instructor, Nathan Hayes and Isti Sanga as replacements for two individuals that were previously appointed. The university recommends approval to these changes to the Presidential Search Planning Committee membership and request it be forwarded to the Executive Committee of the Board of Trustees for full board approval at its special meeting on February 15, 2018. May I have a motion for these changes?

Trustee Butler so moved and Trustee Struthers seconded the motion.

Trustee Barsema added, let me just maybe fill in a few gaps as to why we're doing this. In the case of our student Brandon, his class schedule just did not coincide with the needs of the planning committee. Because of his class schedule was not able to attend the meetings that we have planned. So he asked to be replaced. Nathan was brought forward by the Student Association as the representative so we're happy to have him on. In the case of Stephanie, she had a personal issue that took her away during the afternoons which is when the committee meets, so again she just did not have the time to be on the committee and asked to be replaced. Isti Sanga's name was brought forward and we are happy to welcome him also.

Chair Coleman called for a vote and the motion was approved.

Agenda Item 6.b. Presidential Goals Update (Information)

Chair Coleman asked Acting President Freeman to present an update on the presidential goals.

President Freeman began, first I just want to echo the comments of my colleagues on the board about the wonderful job our faculty and staff did planning the 2014 commemoration and also my support for Parkland and the parents and the community that's experiencing unfortunately what we experienced a decade ago. I think everyone here is well aware of NIU's mission. I just want to remind folks that imbedded in that mission is really our value proposition. Our value proposition occurs at the intersection of teaching and learning and research and scholarship and artistry and engagement and outreach and the experience that we're able to provide our students by engaging them in those practices and the benefit that we bring to our community through public engagement is really what defines NIU and allows us to prepare students for their lives and their careers. From that mission we have the elements of the mission and the value proposition cascading to inform the Board of Trustees priorities which were approved earlier this academic year and the Board of Trustees priorities then cascade to inform the NIU presidential goals. The goals set for the president then inform the behavior and the agendas of the divisions across the university and this is the way that we move forward together. Today I'm going to focus on two presidential goals. I'm will speak very briefly about the one related to Research and Innovation and Vice President Blazey will speak much more extensively to that goal in our next committee meeting. I will talk about program prioritization. I apologize to almost everyone in the room except the trustees because the slide deck that I'll be using was derived from the one that Executive Vice President and Provost McCord used to speak about program prioritization to the Faculty Senate and to the leadership meeting that we have every month and I think pretty much everyone in the room was at one of those two meetings so you many see some familiarity in the presentation. So the board priority number three talks at the highest level about distinguishing NIU among Illinois public universities by advancing excellence in all aspects of the university mission. In particular, increasing understanding across internal and external stakeholder communities about our strengths and our value proposition. A lot of this is done outside of the presidential goals just as part of being president. I have the opportunity to speak to our internal shared governance groups. I have the opportunity to speak to our alumni in a variety of formal and informal settings, and I have the opportunity to testify in Springfield. Recently, we spoke to the higher ed working group in Springfield and made the same point I made on the first slide about NIU's value proposition and how we contribute to the state's economy through the students that we prepare and through our work in the communities at the intersection of the elements of our mission. What Dr. Blazey is going to be speaking about in the next committee meeting related to Board priority three is specifically about presidential goal five which has elements of increasing capacity for research, innovation and regional engagement. Dr. Blazey will be speaking about the research cluster strategy and our sub-goal of initiating at least one cluster in fiscal year '19 and fiscal year '20. I will be speaking briefly in this presentation about the second sub-goal of two new doctoral programs moving through the NIU curricular process in this academic year. But what I'm really going to be focusing on is Board priority 3B which is about leveraging program prioritization to align the university's resources and budget and to direct future investments in ways that support our values and our aspirations. I'm going to be speaking most specifically about presidential goal three, specifically the goals that have outcomes expected in 2018 - expectations for implementing 80% of the recommendations regarding administrative programs, 75% of the recommendations related to transformation or elimination of academic

programs and 25% of the expectations for new academic programs. I want to point out here when we're talking about the recommendations in the presidential goals; we're talking about recommendations that were issues in the president's report, not the recommendations that were the raw material issued by the task forces although in the majority of cases they're one in the same. This is the program prioritization timeline and I put it up to remind the audience of two things. First, that this was a fairly inclusive process that we built over time by educating ourselves, by seeking feedback from the campus and then moving forward. We started with the planning actually late in 2014. We really started the process narrative development in the fall of 2015 and, at this point in time, we are about a year into the implementation phase. I also want to point out that as we look at this, we can see that the task forces issued their recommendations in the spring of 2016, but we didn't, as a university, just say we accept all of those. We had additional opportunities for response from the public, from members of our community, the division leaders worked with their staff and faculty to create actions plans and those action plans were then subject to a presidential decision and presidential recommendations. So as I go through my presentation today, I'll try to point out specifically on each slide whether the data that are referenced come from task force recommendations, action plans, or the ultimate presidential recommendations. Just as a quick reminder, we did not do program prioritization as a budget reduction exercise. We did it to align our budget and missions so that we could better serve our communities to increase the overall quality and efficiency of our programs and to advance a culture of data informed decision-making assessment and continuous improvement. When we say data informed we deliberately choose not to say data driven. We understand that there are qualitative elements to our decision-making process and when we say data we include both quantitative data metrics as well as qualitative data in what is considered. We also engaged in program prioritization to meet the expectations of our accreditor, the Higher Learning Commission, this Board of Trustees, and the Illinois Board of Higher Educations, all of whom suggested that we needed along with other Illinois public universities more alignment of mission and budget and more attention to and more focus on the quality and the efficiency of our programs over time. The assessment that was done of program prioritization to date is described here and these are what I'll be talking about today. At least the data that I'll be showing today came from these assessment elements, the accounting of the direct cost of executing program prioritization and the data that was garnered by focus groups with the process participants and anonymous surveys of program narrative authors and unit leaders and division leaders. So the direct costs of program prioritization execution to the university are detailed on this slide. Engaging in program prioritization resulted in the university expending \$287,000 and if you look at the summary, most of that was invested in our employees in training them, in compensating the members of the two task force for their efforts, in training materials support in bringing people who had engaged in this process on other campuses to inform out campus. When we start to look at what the impacts were that resulted from that investment and from our engagement in the process, when we think about resources and how they align with mission, resources are not just dollars although funding is certainly a large part of it, it's also personnel time and effort and behavior. I go through the impacts of program prioritization, I'll be speaking about financial impacts, structural impacts, curricular impacts, and cultural impacts. When we look at the financial impact of program prioritization and we look at whether programs received enhanced resources, whether we chose to reallocate resources internally to create more quality or operational efficiency and effectiveness, whether we chose to reduce resources because this was a reallocation exercise. When we spoke to our division leaders and we asked them to provide this information, they came back and said we can trace things to program prioritization in a number of ways. There are some things that were just a direct result of program prioritization, the task force recommendations, the action plans and the presidential recommendations. There are other things that were strongly influenced by program prioritization. Even as we wrote the narratives we started to see opportunities that we moved forward with and there are other things that align with program prioritization they are minimally influenced by program prioritization because in our estimation they are things we might have done anyway. And then there are things that we do that have nothing to do with program prioritization. So the first three categories are summarized on this slide and you can see that the total financial impact on the institution was on the order of \$16.1 million with 8 percent being in reductions. So when you think about that in the context of the university's budget, our total budget will estimate around \$400 million, but our operating budget is about \$200 million; we have about eight percent impact in terms of what we did to move resources within the institution. One of the things that we all feel badly about is the intersection of program prioritization and the 700-day budget impasse and the fact that that prevented us from really enhancing resources to the

extent that we would have liked to. I do want to point out that despite the fact that we couldn't do the things that were recommended to the full extent and we couldn't do everything that we wanted to do, we did have 26 percent of the academic programs and 32 percent of the administrative programs who were recommended for enhancement receive some additional resources. Just to provide an example of that, we tried to do that in ways that would allow the university to increase the quality of the programs and also to increase not only our efficiency, but also to invest in things that would generate further revenue through enrollment or other mechanisms. An example of an academic program that was enhanced we had degree programs and a number of colleges that were enhanced. The honors program was enhanced. That is actually considered an administrative program but in the academic units. The marketing budget, the advertising budget for Enrollment Management Marketing and Communication was also increased. The structural impact of program prioritization on the university was significant. We looked at how we were organized and we thought that our organization reflected a landscape that no longer existed. We were organized in ways that made sense when the state provided 40 to 50 percent or more of our operating budget, but not today. The other thing that we recognized about our structure and the opportunity to reorganize or restructure in certain ways is that we could really decrease transactional costs and try to make our processes nimble if we thought about how we were aligned internally. As a result of program prioritization, the Division of Enrollment Management Marketing and Communications was created with Enrollment Management transferred from Student Affairs to be aligned with Marketing and Communications. This is a structure that's generally more common, at least in the past, that private universities than public universities, but one that you're seeing more and more at all universities. We combined within that division the offices responsible for student financial aid and scholarships because that would allow us to serve students better to help target the money more easily to where it's needed. There were realignments within Marketing and Communications to help people get the word out about our university and its value proposition to help them be more effective in that mission and to use resources more effectively to accomplish that. When I was testifying along with the Provost and our Vice President for Enrollment Management and Marketing and Communications earlier this week to the higher ed working group, they said "what do you think is a big obstacle to increasing enrollment, to enhancing recruitment" and I said part of it is just getting the word out. We were content for a long time to be a best-kept secret and that's just not acceptable. But that's a much better problem to have than having a problem with the quality of your programs. Our programs are excellent. We just need to get that word out. This is an effort structurally to help us accomplish that. The Office of Institutional Effectiveness was formed by the merger of accreditation assessment and offices that were responsible for decision support and research functions. Academic Affairs received responsibility for on and off campus programs and community college partnerships so that we could actually move things more effectively towards creating seamless pathways for students who may not start on our campus or may be working adults. We also had reorganizations or restructuring within the units that are shown on this slide. I'll say a little bit about them individually, but I want to talk about the biggest impact of these individual organizations and that is we now have in one reporting line meeting regularly the leaders on our campus who are responsible who are curators for the student experience; the academic aspects of the student experience, the student life aspect of the students experience, the support of multi-cultural students, and students who come from diverse backgrounds, and that has been very helpful to the university in terms of addressing the needs of our students and helping both academically, socially, and professionally. In Student Affairs, we were able to eliminate a vice presidential position by moving the reporting line under the Office of the Executive Vice President and Provost. Career Services which Cathy Doederlein spoke about so eloquently was transfer to undergraduate studies. Again this is more current thinking. In the old days, internships were something you did after you completed most of your coursework on your way into the workforce. Today we understand that it's very important to think about how what you're learning in the classroom translates into the real world to see the value of the critical thinking skills you're learning as well as to explore the opportunities that are available to you upon graduation. Having a tighter linkage of career services and undergraduate studies is something that benefits our students tremendously, informs our NIU plus undergraduate curriculum and makes us a better university. The Chief Diversity Officer was able to assume responsibility for the NIU cultural centers in the Office of Academic Diversity Equity Inclusion and what we're seeing there is a more efficient and effective use of the resources that we devote to diversity and inclusion programming on this campus, but also just a better opportunity to encourage thinking about the intersections and how we can work better at the intersections of our communities. When we talk about curricular impact what we're

seeing here is actually the task force recommendations and the academic task force recommended that there were 45 academic programs to be transformed, 41 academic programs who were candidates for elimination, and 4 new programs that should be moved forward. To date, 10 programs have been transformed and 28 are in the process of transformation; 9 programs have been eliminated, 16 are in the process of being eliminated, and 13 came out of the action planning process and the president's recommendation more as candidates as transformation rather than elimination. Of the four programs the task force recommended to move forward as new programs for approval, one has been implemented and three are in progress. This slide lists the programs that have been eliminated and I don't want to go through them in detail, but I do want share a story again from our testimony to the higher ed working group. Provost McCord presented this list to the working group in a handout and he spoke about the efforts we were making on campus to be good stewards of the public funds and Senator McGuire, who was the chair of the committee, said I very much appreciate getting a list of programs, hearing that you're not afraid to stop doing things as you start doing new things, but I want to ask a question about the Institute for Nanoscience and Engineering and Technology because that sounds like something kind of current and an area that's worthy of investment and so I want to hear the university's rationale for eliminating that program. The Provost did an excellent job of saying we thought that that would be a great area for us to be in given our proximity to Argonne National Lab and the expertise of some of our faculty and that's why we invested in it. But as we assessed our progress in that area and compared our contributions to those of the larger universities of Illinois, the University of Chicago and Northwestern, we realize that our impact in that area was not really just not worthy of the resources that were being invested, the efforts we put in that area and we thought we could create a better niche, a better value for our students, for our faculty, for the state of Illinois by moving out of that area and in to others. That was an answer that was met with so much positivity from the working group and I think it captures the spirit of program prioritization and having a culture that's data informed and committed to ongoing assessment and continuous improvement. When we talk about the new programs, the top portion of this slide lists the four new programs that were recommended to move forward by the academic task force. The Doctor of Nursing Practice is in place and in fact it was moving forward as the program prioritization process progressed. We have a Bachelor's in Statistics and Health Information Management that are moving forward in either the planning or the preproposal stage. The Ph.D. in Data Science which was recommended is moving forward in the planning stage and it is in bold because it is one of the two Ph.D. programs that we will suggest as part of fulfilling the goal of two new Ph.D. programs under the presidential goals. Two additional programs that were proposed and looked at by the academic task force as candidates not to move forward because of resource investment came out of the action planning process and the presidential recommendations with encouragement to move forward. These are the Ph.D. in Computer Science, another one of the programs that will be relevant to the presidential goals and satisfying them; and a Bachelor's in Sports Management and I call your attention to the fact that those will actually be considered today by our committee on Academic Affairs, Student Affairs and Personnel because the Board of Trustees has to approve not only program deletions but also program additions. When we talk about the cultural impacts of program prioritization, we speak about being data informed and committed to continuous improvement and part of that is being willing to look at our processes and say we're not going to do things the way we've always done them. We're going to think about doing things a different way, a more efficient way, a more effective way, and we did have a number of formal process reengineering efforts and this slide details ones that I think have been successfully completed and positive for the university. Within Enrollment Management Marketing and Communications, a lot of the creative services and marketing efforts underwent process reengineering and this has allowed us to start improving our webpages, our external presence, much more quickly than we would have been otherwise. Again, Institutional Aid, the new office formed by Scholarships and Financial Aid, has also undergone process reengineering to see how they could work together more effectively. We had process reengineering effort that we called advancing culturally competent admissions process. This was a joint effort involving Admissions, CHANCE, Financial Aid and Orientation, and this effort was a way to look at some of the technology and practices that had been used by our admissions office but now some of the special programs such as CHANCE to say let's make sure we take advantage of technology to help us communicate with all of the students who we're trying to recruit and also looking at the holistic processes and the cultural competency that resided in CHANCE and say why don't we have this competency when we talk to all of our students not just our students in the special admissions program, CHANCE. That's been an extremely successful effort where really incorporating technology more effectively, looking at our

communications processes and merging our orientations so that we really have more of an equity mindset at NIU.

Acting President Freeman continued, presidential goals whereby you can see that we've actually achieved 76 percent of the academic program recommendations and 92 percent of the administrative program ones, but it has impact on our campus to say we weren't afraid to take a hard look. We weren't afraid to use the data that we had available. We weren't afraid to say we have to stop doing things and we may need to start doing things differently or smarter and we actually did it. We didn't have a planning document that sat on the shelf and eventually became a doorstop. We actually linked our strategic priorities to our budget and we have more to do in this area. But I can remember from the time we started program prioritization, getting the eye roll of this is going to wind up just like other efforts of the university, we're going to spend a lot of time and we will not be able to point to a single accomplishment. We can point to a lot of accomplishments and I think that's a source of Huskie pride and it has really given our campus the ability to look at the fiscal challenges in Illinois which continue to be significant and say we're going to try to work through this together in a way that puts our students at the top of the list and allows us to continue to be a great university. Additional cultural impacts are the influences that we've seen on our organizational behavior. When we surveyed the academic program leaders, 60 percent of them said program prioritization really helped them think about remodeling the curricula. That our faculty are now playing a greater role in student recruitment and retention, increasingly engaged with alumni, and again using data in a different way to inform decision-making. The behavior of the leaders of our administrative programs was also influenced in a similar way. Collaboration across units has increased. Data informed decision-making has increased. Resource sharing has increased and there's more thinking about paying attention to how we train folks and how we automate processes to make our lives easier. We still have a long way to go, but we're on that journey in a different way than we were before. The criteria that our campus developed through a very inclusive process now are used in a rubric that's become standard to inform budget decisions, hiring decisions, and program review. Again this shows that the program prioritization process has had an effect, a lasting effect, on the way we do business exhibited in a commitment to continuous improvement. Highlights, program prioritization although not a budget cutting exercise, did help us craft a response to the 700 days we went without an appropriation. It's influenced allocation of \$25 million within the institution not just the \$16.1 million that I showed on the earlier slide, but also our faculty investments and faculty hiring and associated startup costs. We have increased data use in decision making on this campus, and we've inspired confidence by showing that we're committed to our mission and also committed to accountability and to continuous improvement. At this point I'd be happy to take questions from the Board of Trustees and I appreciate the opportunity to speak about my goals.

Chair Coleman added, I know there's probably a few questions on the table. I would encourage each trustee to reach out to Dr. Freeman for specific questions related to her presentation today. I'm excited about program prioritization and providing us with ongoing feedback about your goals specifically. This is new and it's exciting to see that you provide a formal way of providing us with information.

15. OTHER MATTERS

No other matters were discussed.

NEXT MEETING

The next meeting of the Executive Committee for 2018 will be held on May 10, 2018.

16. ADJOURNMENT

Chair Coleman asked for a motion to adjourn. Trustee Struthers so moved and Trustee Barsema seconded. The motion was approved. Meeting adjourned at 9:03 a.m.

Respectfully submitted,

Kathleen Carey
Recording Secretary

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