Program Prioritization at NIU is...

- **An opportunity to**
  - align resources with mission and priorities
  - increase program quality and efficiency across the university
  - encourage a data-informed culture
Program Prioritization at NIU is...

- A process
  - with rigor and integrity
  - that is inclusive and transparent
Process to Date

Program Prioritization

Next Steps Timeline

- Process Update: Next Steps outlined
  - March 29
- Task Force Co-Chairs speak to councils
  - Mar. 30 - Apr. 14
- Town Hall Meeting
  - April 27
- Task Forces issue final reports
  - May 2
- All responses and feedback due
  - May 23
- Divisional action plans complete
  - July 15

- Reports posted on website with feedback mechanism
- Shared governance groups create formal responses
- Responses and feedback sent to program leaders
- VPs/Division leaders work on action plans
- Council of Deans works on unified plan
- Action plans go to President's Cabinet for review
- Executive Budget Comm. & APC/RSB reps review plans
- President reviews plans, ensures recommendations are reflected in budgets presented to BoT
### Divisional Action Plans

<table>
<thead>
<tr>
<th>Division</th>
<th>Programs</th>
<th>Pages</th>
</tr>
</thead>
<tbody>
<tr>
<td>Academic Affairs</td>
<td>294</td>
<td>715</td>
</tr>
<tr>
<td>Academic Diversity, Equity and Inclusion</td>
<td>7*</td>
<td>28</td>
</tr>
<tr>
<td>Administration &amp; Finance</td>
<td>22</td>
<td>112</td>
</tr>
<tr>
<td>DoIT</td>
<td>19</td>
<td>45</td>
</tr>
<tr>
<td>Human Resources</td>
<td>7</td>
<td>13</td>
</tr>
<tr>
<td>Athletics</td>
<td>30</td>
<td>15</td>
</tr>
<tr>
<td>Marketing &amp; Communications</td>
<td>14</td>
<td>80</td>
</tr>
<tr>
<td>Office of the General Counsel</td>
<td>12</td>
<td>7</td>
</tr>
<tr>
<td>Outreach, Engagement, &amp; Regional Development</td>
<td>6</td>
<td>38</td>
</tr>
<tr>
<td>Research &amp; Innovation Partnerships</td>
<td>12</td>
<td>29</td>
</tr>
<tr>
<td>Student Affairs &amp; Enrollment Management</td>
<td>27</td>
<td>64</td>
</tr>
<tr>
<td>University Advancement</td>
<td>6</td>
<td>10</td>
</tr>
<tr>
<td>President’s Office</td>
<td>10</td>
<td>2</td>
</tr>
</tbody>
</table>
Action Plans- Key Elements

Is the recommendation reasonable?
- Yes
- No (Why not?)

What type of response do you propose?
- No Action
- Routine Action
- Significant New Action
  - Description of proposed actions (w/ timeline)
  - Individuals impacted and how
  - Resources required/released
  - Anticipated outcomes
Consideration of Proposed Actions

Key Questions (Not Resource Related)

– Responsive to the task force recommendation?
– Complexity/need for collaboration?
– Any reasonable basis for objection?

Resource Considerations

– Releases Resources
– Requires No Significant New Resources
– Requires Significant New Resources
Consideration of Proposed Actions

- Proposed Action
  - High Complexity; Requires Discussion
    - Responsive to TF?
      - NO
      - YES
        - Action Implemented
        - Action Not Pursued
  - Responsive to TF?
    - NO
    - YES
      - Reasonable Objection?
        - NO
        - YES
          - EBC Considers; Proposer Consulted; Resources Decided
  - Reasonable Objection?
    - NO
    - YES
      - Significant Resource Impact?
        - NO
        - YES
          - Action Implemented
          - Action Not Pursued
  - Significant Resource Impact?
    - NO
    - YES
      - Action Implemented
      - Action Not Pursued
Complex Conversations

- **Student-Focused Conversations**
  - Diversity, Equity & Inclusion
  - Recruiting
  - Advising, Retention, Tutoring & Academic Support

- **University Operations Conversations**
  - Information Technology
  - Institutional Effectiveness
  - Marketing & Communications

- **Community Connections**
  - Communiversity
  - External Programming & Conferencing
  - Online & Off-Campus Courses
  - P-20 & School Partnerships

*Facilitated and/or tracked by Chris McCord*
*Facilitated and/or tracked by Matt Streb*
Complex Conversations - Examples

Off-Campus/Online Course Delivery/Fee Structure (McCord)
- Working Group: Brian Becker; Brad Bond; Laurie Elish-Piper; Susan Mini; Diana Robinson; Balaji Rajagopalan; Jason Rhode; Meryl Sussman; Linda Traff

Advising, Retention, Tutoring & Academic Support (Streb)
- Planning Group: Diana Robinson (Facilitator); Anne L. Birberick; Eric Dannenmaier; Beverly Henry; Paul Kassel; Margee Myles

Institutional Effectiveness (McCord)
- Working Group: Lisa Freeman; Carolinda Douglass; Anne Birberick; Ritu Subramony; Chris Parker; Daniel House; Gregory Barker; Brian Lance; TBN DoIT; TBN Admin and Finance
Consideration of Proposed Actions

- Proposed Action
  - High Complexity; Requires Discussion
    - YES
    - Initiate Complex Conversation
    - NO
    - Responsive to TF?
      - YES
      - Reasonable Objection?
        - YES
        - Action Not Pursued
        - NO
        - Significant Resource Impact?
          - YES
          - EBC Considers; Proposer Consulted; Resources Decided
          - NO
          - Action Implemented
      - NO
  - NO
Consideration of Proposed Actions

If Significant Resources Required:

– Type?
  • Personnel;
  • Non-Personnel;
  • Both

– Availability?

– Overall Priority?
Guiding Principles: Vacancy Refill/Hiring

- As resources are clarified, there will be distinct, transparent pools developed for hiring of academic vs. administrative personnel
- Priorities within these groups will reflect the recommendations advanced in the action plans
- Disciplinary differences will be respected, such that no faculty search opportunity will be revoked as the result of misaligned timelines
- As always, final hiring authorization will be subject to the availability of funds
Variable Timelines for Proposed Actions

Routine Action

Complex Conversation Needed

Complex Conversation Needed

Step-wise Response

Essentially Complete

<table>
<thead>
<tr>
<th></th>
<th>May 16</th>
<th>July 16</th>
<th>Oct 16</th>
<th>Jan 17</th>
<th>April 17</th>
<th>July 17</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Implementation

• Implementation of routine actions (that don’t require resources) should begin as soon as approval is given.

• Complex conversations should generally aim for completion by the end of the fall semester (although some may need to lag slightly)

• This year, there will be tracking of progress and regular reporting to the leadership and the community, including:
  – dashboards
  – periodic updates
  – a formal progress report from President Baker in November.
Institutionalization

The EBC and the NIU leadership team are working towards institutionalizing the linkages between data-informed planning, budget and assessment, so that these processes are routine in how we do business.