



Regular Meeting  
of the  
Board of Trustees

*December 7, 2023*

**Regular Meeting of the  
BOARD OF TRUSTEES OF NORTHERN ILLINOIS UNIVERSITY  
9:00 a.m. – Thursday – December 7, 2023  
Board of Trustees Room  
Altgeld 315**

**AGENDA**

1. Call to Order and Roll Call
2. Verification of Quorum and Appropriate Notification of Public Meeting
3. Meeting Agenda Approval.....*Action*..... i
4. [Review and Approval of Minutes from November 9, 2023](#) .....*Action*.....1
5. Chair's Comments/Announcements
6. Public Comment\*
7. [Reports of Board Committees and Board Liaisons](#)..... *Information*.....4
  - a. Academic Affairs, Student Affairs and Personnel Committee (AASAP)
  - b. Finance, Audit, Compliance, Facilities and Operations Committee (FACFO)
  - c. Research and Innovation, Legal and Legislative Affairs Committee (RILLA)
  - d. Illinois Board of Higher Education
  - e. Universities Civil Service Merit Board
  - f. Northern Illinois Research Foundation
  - g. Northern Illinois University Foundation and Alumni Association
8. President’s Report No. 173
  - a. University Recommendations Forwarded by the Board Committees
    - 1) [Huskie Stadium Brigham Field Artificial Turf Replacement](#) .....*Action*.....8
    - 2) [Chick Evans Fieldhouse Tennis Facility Upgrades Phase II](#) .....*Action*.....9
    - 3) [DeKalb Campus 2024 Roof Repairs](#).....*Action*.....10
    - 4) [Chilled Water Plant Chiller #4 Overhaul](#).....*Action*.....11
    - 5) [Cell Tower Land Lease \(NIU as Lessor\)](#) .....*Action*.....12
    - 6) [Stevenson Towers Wireless Network Expansion and Upgrade](#).....*Action*.....13
    - 7) [Internet Exchange Point Land Lease \(NIU as Lessor\)](#).....*Action*.....14
    - 8) [Officer Safety Equipment Refresh](#).....*Action*.....15
  - b. University Reports Forwarded by the Board Committees
    - 1) [Annual Financial Summary as of June 30, 2023](#) ..... *Information*.....16
    - 2) [Quarterly Financial Summary Fiscal Year 2024 First Quarter as of September 30, 2023](#).....*Information*.....20

3) Periodic Report on Investments for Period Ending September 30, 2023 .....	Information.....27
4) Fiscal Year 2023 Annual Report Transactions Involving Real Property .....	Information.....30
5) Fiscal Year 2023 Report of Tuition and Fee Waivers.....	Information.....32
6) Quarterly Summary Report of Transactions in Excess of \$100,000 for the Period July 1, 2023 to September 30, 2023.....	Information.....35
7) Oversight of Academic Programs.....	Information.....39
8) BASICS Presentation.....	Information.....42
9) State Legislative Report.....	Information.....43
10) Federal Relations Report.....	Information.....44
11) Sponsored Programs Administration Quarterly Report.....	Information.....46
12) Alignment with the IBHE's <i>Thriving Illinois</i> Growth Goals....	Information.....66

c. Items Directly from the President

1) 2024 University Goals .....	Action.....67
2) Honorary Doctorate Recommendation for Chinary Ung .....	Action .....80
3) Honorary Doctorate Recommendation for Tom Skilling .....	Action.....82
4) Collective Bargaining Agreement for the Metropolitan Alliance of Police, Chapter 675, Police Telecommunicators.....	Action.....84
5) College of Law Overview.....	Information.....104
6) Briefing on Name Image and Likeness.....	Information.....105

9. Chair's Report No. 108

a. Closed Session Minutes Review and Release.....	Action.....106
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10. Other Matters

11. Next Meeting Date

12. Closed Session

13. 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 can be completed [online](#) in advance of the meeting or will be available in the Board Room the day of the meeting. For more information contact Crystal Doyle, [ccoppel@niu.edu](mailto:ccoppel@niu.edu), Altgeld Hall 300, DeKalb, IL 60115, 815-753-1273.

**Anyone needing special accommodations to participate in the NIU Board of Trustees meetings should contact Crystal Doyle, [ccoppel@niu.edu](mailto:ccoppel@niu.edu) or (815) 753-1273, as soon as possible.**

Minutes of the  
**Board of Trustees of Northern Illinois University**  
**Special Meeting**  
November 9, 2023

**CALL TO ORDER AND ROLL CALL**

The meeting was called to order at 12:32 p.m. by Board Chair Eric Wasowicz in the Board of Trustees Room, 315 Altgeld Hall.

Recording Secretary Crystal Doyle conducted a roll call.

Vice Chair Rita Athas: Present

Trustee Dennis Barsema: Present

Trustee John Butler: Present

Trustee Montel Gayles: Present

Trustee Veronica Herrero: Present

Trustee Tim Moore: Present

Trustee Leland Strom: Present

Board Chair Eric Wasowicz: Present

Also present: President Lisa Freeman; Vice President and General Counsel and Board Parliamentarian Bryan Perry; Interim Executive Vice President and Provost Laurie Elish-Piper; Vice President for Administration and Finance and Chief Financial Officer George Middlemist; NIU Police Chief Darren Mitchell; Senior Associate Vice President and Chief Human Resource Office John Acardo; Vice President for Enrollment Management, Marketing and Communications Sol Jensen; and University Advisory Council (UAC) Representative Felicia Bohanon and Benjamin Creed.

**MEETING AGENDA APPROVAL**

Chair Wasowicz asked for a motion to approve the meeting agenda. Trustee Athas so moved, and Trustee Herrero seconded. The motion was approved.

**REVIEW AND APPROVAL OF MINUTES OF SEPTEMBER 21, 2023**

Chair Wasowicz asked for a motion to approve the minutes of September 21, 2023. Trustee Gayles so moved, and Trustee Barsema seconded. Trustee Strom abstained since he was not at the meeting on September 21, 2023. The motion was approved.

**CHAIR'S COMMENTS/ANNOUNCEMENTS**

Chair Wasowicz welcomed the members of the University Advisory Council who were present. UAC Representative Creed welcomed Trustee Strom.

Chair Wasowicz welcomed Trustee Strom to the Board of Trustees and looks forward to working with him.

**PUBLIC COMMENT**

Chair Wasowicz introduced the public comment portion of the meeting. General Counsel Perry stated that there were no registered public comments.

**PRESIDENT'S REPORT NO. 172**

Chair Wasowicz asked President Freeman to present the President's Report No. 172.

**Agenda Item 7.a. Fiscal Year 2025 Appropriations Request**

President Freeman presented agenda item 7.a. for approval.

Chair Wasowicz asked for a motion to approve item 7.a. Trustee Barsema so moved, and Trustee Strom seconded. The motion was approved.

**Agenda Item 7.b. Fiscal Year 2025 IBHE Capital Budget Request**

President Freeman presented agenda item 7.b. for approval.

Chair Wasowicz asked for a motion to approve item 7.b. Trustee Herrero so moved, and Trustee Butler seconded. The motion was approved.

**Agenda Item 7.c. Intercollegiate Athletics Air Charter Services for Basketball Teams**

President Freeman presented agenda item 7.c. for approval.

Chair Wasowicz asked for a motion to approve item 7.c. Trustee Strom so moved, and Trustee Barsema seconded. The motion was approved.

**Agenda Item 7.d. Collective Bargaining Agreement for the Metropolitan Alliance of Police, Chapter 291**

President Freeman presented agenda item 7.d. for approval.

Chair Wasowicz asked for a motion to approve item 7.d. Trustee Athas so moved, and Trustee Moore seconded. The motion was approved.

**Agenda Item 7.e. Collective Bargaining Agreement for the American Federation of State, County and Municipal Employees, Council 31, Local 1890**

President Freeman presented agenda item 7.e. for approval.

Chair Wasowicz asked for a motion to approve item 7.e. Vice Chair Gayles so moved, and Trustee Athas seconded. The motion was approved.

**CHAIR’S REPORT NO. 108**

Chair Wasowicz presented the Chair’s Report No. 108.

**Agenda Item 8.a. 2023 Annual Performance Review of President Freeman**

Chair Wasowicz presented agenda item 8.a.

**Agenda Item 8.b. 2023 Presidential Evaluation Performance Incentive Pay**

Chair Wasowicz presented agenda item 8.b. for approval.

Chair Wasowicz asked for a motion to approve item 8.b. Trustee Athas so moved, and Trustee Herrero seconded. The motion was approved.

**OTHER MATTERS**

There were no other matters.

**NEXT MEETING DATE**

The next regularly scheduled meeting of the Board of Trustees will be held December 7, 2023 at 9:00 a.m.

**CLOSED SESSION**

Chair Wasowicz stated that the Board needed to go into closed session and would not take up new business following the closed session. He asked for a motion to close the public meeting to conduct closed session to discuss the following subjects as authorized by the Open Meetings Act: closed session minutes matters as generally described under section 2(c)(21) of the open meetings act; collective bargaining matters as generally described under section 2(c)(2) of the open meetings

act; litigation and risk management matters as generally described under sections 2(c)(11) and (12) of the open meetings act; real estate matters as generally described under section 2(c)(5) and (6) of the open meetings act; personnel matters as generally described under sections 2(c)(1)(2)(3) and (21) of the open meetings act and student disciplinary cases matters as generally described under sections 2(c)(11) and (12) of the open meetings act.

Trustee Moore so moved, and Trustee Barsema seconded.

Chair Wasowicz asked Ms. Doyle to conduct a roll call vote.

Trustee Rita Athas: Yes	Trustee Dennis Barsema: Yes
Trustee John Butler: Yes	Trustee Montel Gayles: Yes
Trustee Veronica Herrero: Yes	Trustee Tim Moore: Yes
Trustee Leland Strom: Yes	Board Chair Eric Wasowicz: Yes

The motion was approved.

The Board closed the public meeting at 12:57 p.m.

The meeting reconvened from closed session at 4:11 p.m.

Chair Wasowicz asked Ms. Doyle to conduct a roll call.

Trustee Rita Athas: Absent	Trustee Dennis Barsema: Yes
Trustee John Butler: Yes	Trustee Montel Gayles: Yes
Trustee Veronica Herrero: Absent	Trustee Tim Moore: Yes
Trustee Leland Strom: Yes	Board Chair Eric Wasowicz: Yes

## **ADJOURNMENT**

Chair Wasowicz asked for a motion to adjourn. Trustee Gayles so moved, and Trustee Moore seconded.

Chair Wasowicz asked Ms. Doyle to conduct a roll call.

Trustee Rita Athas: Absent	Trustee Dennis Barsema: Yes
Trustee John Butler: Yes	Trustee Montel Gayles: Yes
Trustee Veronica Herrero: Absent	Trustee Tim Moore: Yes
Trustee Leland Strom: Yes	Board Chair Eric Wasowicz: Yes

The motion was approved.

The meeting adjourned at 4:13 p.m.

Respectfully submitted,

Crystal Doyle  
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.*

## REPORTS OF BOARD COMMITTEES AND BOARD LIAISONS

### a. Academic Affairs, Student Affairs and Personnel Committee (AASAP)

The Academic Affairs, Student Affairs and Personnel Committee met on November 9, 2023. There were no action items on the agenda. The committee received two information items: Oversight of Academic Programs and BASICS: Business and Science Integrated Curriculum for Sustainability presentation by Christine Mooney, Associate Professor, Department of Management and Melissa Lenczewski, Professor, Department of Earth, Atmosphere and Environment.

### b. Finance, Audit, Compliance, Facilities, and Operations Committee (FACFO)

The Finance, Audit, Compliance, Facilities and Operations Committee met on November 9, 2023. The committee was presented with three Financial Update items: Annual Financial Summary as of June 30, 2023; Quarterly Financial Summary Fiscal Year 2024 First Quarter as of September 30, 2023; and Periodic Report on Investments for Period Ending September 30, 2023. The committee approved eleven action items: Fiscal Year 2025 Appropriations Request; Fiscal Year 2025 IBHE Capital Budget Request; Huskie Stadium Brigham Field Artificial Turf Replacement; Chick Evans Fieldhouse Tennis Facility Upgrades Phase II; DeKalb Campus 2024 Roof Repairs; Chilled Water Plant Chiller #4 Overhaul; Cell Tower Land Lease (NIU as Lessor); Stevenson Towers Wireless Network Expansion and Upgrade; Internet Exchange Point Land Lease (NIU as Lessor); Officer Safety Equipment Refresh; and Intercollegiate Athletics Air Charter Services for Basketball Teams. Of the eleven action items, three items were sent in front of the Special Meeting that same day. The committee also received three University Information items: Fiscal Year 2023 Annual Report of Transactions Involving Real Property; Fiscal Year 2023 Report of Tuition and Fee Waivers; and Quarterly Summary Report of Transactions in Excess of \$100,000 for the Period July 1, 2023 to September 30, 2023.

### c. Research and Innovation, Legal and Legislative Affairs Committee (RILLA)

The Research and Innovation, Legal and Legislative Affairs Committee met on November 9, 2023. The committee reviewed three information items: the State Legislative Report, the Federal Legislative Report, and the Sponsored Programs Administration Quarterly Report. Dr. Yvonne Harris, Vice President for Research and Innovation Partnerships reported that research funding surged 121% this past quarter. Yvonne noted that Ms. Dara Little, Associate Vice President for Research/Executive Director Sponsored Programs, was recognized by the Society of Research Administrators International as the new President Elect while continuing to champion NIU as an emerging research institution. Dr. Harris noted the previous work of Dr. Jerry Blazey to forge a collaborative partnership with the Illinois Innovation Network has led to new opportunities for continued work in sustainability. Dr. Thomas Skuzinski is the new Chairperson for the Research and Collaboration working committee. Lastly, Dr. Harris reported Dr. Tao Li is the newest member of the U.S. Department of Energy Argonne National Laboratory. Dr. Li also received the Designing Materials to Revolutionize and Engineer our Future (DMREF) award for work on a project that will be used to train the next generation of undergraduates with a focus on commitment to developing a workforce that is diverse, equitable, and inclusive. The award was designated by the National Science Foundation (NSF).

Ms. Katie Davison, Director of State Relations provided the State Legislative Report. She reported that the General Assembly will adjourn with no legislation of significant impact on

higher education as nothing substantive was presented for the 2023 veto session. Work is ongoing to identify developing legislation in support of the 2024 spring legislative agenda. Top of mind for all institutions is adequate and equitable funding along with addressing deferred maintenance challenges facing campus.

Ms. Julia Rowe, Director of Federal Relations provided the Federal Relations Report. She reported that Representative Mike Johnson was elected Speaker of the House of Representatives after Representative Kevin McCarthy was removed. Government operates under a continuing resolution with fiscal year 2023 levels until November 17<sup>th</sup>. On October 11, 2023 Representative Virginia Fox introduced the Defending Education Transparency and Ending Rogue Regimes Engaging in Nefarious Transactions (DETERRENT) Act, modifying Section 117 of the Higher Education Act which requires foreign gift reporting for institutions of higher education. The act would lower the reporting threshold from \$250,000 to \$50,000 and require disclosures of gifts to individual staff and faculty at research heavy institutions, including penalties for noncompliant universities. The penalties would result in loss of Title IX funding. The bill has not moved forward. The new FAFSA mandated by the FAFSA Simplification Act is delayed until December. The Department of Education has not transmitted its final Title IX rule to the Office of Management and Budget for review. A Judge in the Southern District of Texas ruled that DACA was unlawful with the ruling resting on an earlier decision from the U.S. Court of Appeals in the Fifth Circuit in October 2022. DACA recipients' status remains unchanged at this time allowing for renewal.

Ms. Dara Little, Assistant Vice President for Research/Executive Director Sponsored Programs reported that totals reached \$61M for funding including COVID Relief Funds, or \$58M without. Looking at trends we see steady increased funding coming from The College of Liberal Arts and Sciences along with the Office of Outreach, Engagement, and Regional Development. Also noted were the increased number of proposals and state funding since FY22. Sponsored proposal and award volume continues to increase, with a 72% increase in award funding since FY19. Federal funds account for most sponsored funding, but direct State funding is increasing and SPA continues to look for ways to modernize to keep pace with the increased volume and complexity.

**d. Illinois Board of Higher Education**

The IBHE met on August 16, 2023 and November 15, 2023. Updates will be provided when minutes are available and additional details regarding these items are posted on the IBHE website.

**e. Universities Civil Service Merit Board**

The last meeting of the State Universities Civil Service Merit Board was on November 30, 2023. Several Merit Board members joined the meeting through remote connection between the System Office and campus facilities throughout the state (NIU's Merit Board representative participated through a remote connection on NIU's campus). At the meeting, most of the Merit Board's attention concerned a discharge matter unrelated to NIU. Other matters concerned welcoming a new appointee to the Merit Board; public comment; reports from representatives of the Human Resource Directors Advisory Committee (HRDAC) and the Employee Advisory Committee (EAC); the progress of proposed revisions of new rules through the Joint Committee on Administrative Rules; consideration of a change to the Bylaws of the Merit Board concerning ex parte communication related to discharge and demotion matters; reconsideration of a matter concerning the University of Illinois System Office that was previously considered at the Merit Board's August meeting; the scheduling of regular meetings of the Merit Board in 2024; a review of recent activities of the System's Governance, Risk, and Compliance Audit Program; a report from the Executive Director; and a report from the



Merit Board's Legal Counsel. The Bylaw change regarding ex parte communication was tabled pending further review by the Board's Legal Counsel. It concerns the legality of comments offered during the public comment period concerning a discharge or demotion matter before the Board. The Bylaw amendment would clearly indicate such public comment is not permissible; the measure was introduced after a decision of the circuit court found in favor of a previously discharged employee who claimed that comments offered during the public comment period by a university's legal counsel constituted ex parte communication in violation of 80 Ill. Adm. Code 250.110(f)(6)(d). While the specific employment matter did not concern NIU, the decision and any subsequent changes in the Bylaws would prevent parties involved in a pending discharge or demotion case from making any remarks during the public comment period in advance of the Merit Board's consideration of the case. During the reports of HRDAC and EAC, the Merit Board learned more specifically what each entity believes are the central concerns about SUCSS (the statute, the policies, etc.); particularly, the EAC representative outlined more precisely where there might be common ground between proposals advanced by HRDAC and some universities and EAC. Concerning a decision of the Merit Board in August to grant the University of Illinois System Office designation as a Separate Place of Employment, significant discussion occurred, including remarks offered by representatives of AFSCME Council 31 and SEIU Local 73, some employees of the University of Illinois, and a representative of the University of Illinois administration. The prior action would have meant that, effective January 1, 2024, SUCSS would begin to consider the UI System office as a distinct employer, as if it was a separate university or related separate entity employing status employees. Considering the alleged advantages and disadvantages of the policy and after some debate, the Merit Board determined it would suspend the prior action and take up the proposal again at its next meeting on March 14, 2024. If the proposal is adopted at that meeting, a new effective date would be determined then as well.

**f. Northern Illinois Research Foundation**

The Audit Committee and Board of Directors of the Northern Illinois Research Foundation (NIRF) held their quarterly meetings on September 5<sup>th</sup> and 20<sup>th</sup>, 2023, respectively. The Audit Committee discussed the quarterly financial statements, the FY24 NIRF budget, and the FY23 audited financial statements with the auditor's preliminary communication letter. The Board of Directors held their annual elections of directors and officers, including official introduction to Dr. Yvonne Harris as President of NIRF. The Board received quarterly updates from the Audit Committee and the NIU Office of Innovation. The NIRF IP Management Committee met on October 30, 2023 and discussed current and upcoming patent matters.

**g. Northern Illinois University Foundation and Alumni Association**

**Fundraising** – Through the month of October, fundraising performance reached \$7.1M in total philanthropy, which is an increase compared to the \$5.1M raised during the same period. The pipeline continues to be very strong, and growing even more robust as the campaign case for support comes into clearer view.

**Donor and Alumni Engagement** - Activity in the first quarter of this fiscal year included key events such as football-related activities in Boston where the NIU Foundation engaged over 200 alumni and friends through donor engagement dinner and pre-game reception. Another 50 alumni traveled with the football team to Nebraska, where we followed the same model of engagement. Other regional engagement activities included events in Seattle and Portland, with upcoming events in Florida (Tampa and the Villages), as well as San Francisco before the end of the calendar year. We have hosted 42 events so far, this fiscal year.

Despite the threat of bad weather, Homecoming was one of the most spirited in recent history, with about 100 attendees at the annual NIU Alumni Association awards ceremony and the Bold Spirits event at Jonamac orchard respectively. Simultaneously, affinity groups represented well as the Golden Huskie 50+ Year Reunion committee engaged more than 80 Golden Huskies across a variety of events planned for them throughout the weekend and the Marching Band Alumni Council brought 94 alumni back to “Fill the Field” and perform during half time. Game day closed out with 84 attending the NIUAA’s annual brunch and a record-breaking 679 making their way through Mission’s Grove.

Signature events hosted by our affinity groups continue to be successful with the Black Alumni Council bringing hundreds back for its annual Labor Day picnic and building upon activities hosted throughout homecoming. The Latino Alumni Council doubled attendance to 50 at its annual pre-game tailgate for a Chicago Fire game. The Computer Science Alumni Council also hosted another alumni career panel which drew 99 current students. This year, leadership from the groups are coming together to create a consistent set of guidelines that will undergird the health and success of each group. These efforts will be complemented by the hire of an Assistant Director for Constituent Programs in the second quarter.

Volunteer opportunities kicked off with a new partnership with the Huskie Food Pantry, the continuation of activities with NIU Career Services and the launch of the Huskie Finals Postcard Project and the Recruit a Huskie Postcard Campaign. We also expect to host one of NIU’s largest Advocacy Days this spring, the date for which will be announced in late November/early December, in conjunction with the release of Illinois’ legislative calendar.

The Celebration of Generosity, the annual Founders Forum donor recognition event, was held on November 3. During that event, an expansion of two panels to the donor display outside of the Altgeld ballroom was unveiled, an important indicator of growth within the donor societies since the display’s construction in November of 2021.

### *Upcoming Events*

NIUAA Holiday Reception in Chicago – The Ivy Room	December 13
NIUAA Travel – Vietnam and Cambodia	March 6 – 15, 2024

**Campaign Planning** - Campaign planning has accelerated over the past two months in alignment with the timeline for the completion of the case for support and launch of the Campaign Cabinet. Highlights through the end of October:

- Achieved the \$82.6M mark
- Successfully recruited Ray Banks as chair of the Campaign Cabinet
- The case for support is nearing completion and will be ready for presentation to the campus community in February.

## HUSKIE STADIUM BRIGHAM FIELD ARTIFICIAL TURF REPLACEMENT

**Summary:** Replacement of the existing artificial turf at the NIU Huskie Stadium Brigham Field is considered a necessary improvement for the field to remain appropriate and competitive for collegiate level sports. The current stadium playing surface is past useful-life, and significant lead time is required for the specialized materials with the intent of avoiding impact to the fall 2024 season. This project has an estimated cost of \$1.1M.

**Background:** The current sideline perimeter and North Endzone turf surface is part of the 2007 construction of the Yordon Center venue. The main playing field surface was replaced in summer 2015 and had a warranty of eight years. While properly maintained over the years, the field presents increased risk to player safety particularly for the NCAA Division I football program.

Additionally, the collective improvement of playing surfaces between the stadium, soccer and baseball facilities are resources used to enhance community relations through annual summer youth camps and venue rentals, which welcome roughly 1,000 children and families to the DeKalb community each year. These programs introduce potential future students to both NIU and the surrounding area. Potential donation funding is being pursued to assist in the funding.

**Funding:** Institutional Funds: \$1,100,000

**Recommendation:** The Finance, Audit, Compliance, Facilities and Operations Committee recommends Board of Trustee approval of the request for Huskie Stadium Brigham Field Artificial Turf Replacement.

## CHICK EVANS FIELDHOUSE TENNIS FACILITY UPGRADES PHASE II

**Summary:** The university is requesting approval to renovate the Chick Evans Fieldhouse (Evans Fieldhouse) locker room facilities supporting the NIU tennis teams. The existing spaces are outdated and in need of improvement to align with recent improvements made to the Nelson Tennis Center playing surfaces. Supported by donation funding, the improvements are estimated at \$380K.

**Background:** Evans Fieldhouse was originally opened in 1957, with portions renovated in 2003 and again in 2022 to create the Nelson Tennis Center. The locker room areas are mostly original to the facility and require updating to support the intercollegiate program.

Following a consultant-assisted assessment conducted earlier in 2023, a scope of work has been developed to include renovation of both tennis locker rooms including locker replacements, finishes upgrades, upgrades to associated shower rooms and improvements to HVAC system serving these spaces. A refresh of the interior space at the main south entrance to the building is also included. Following approval, a design will be finalized, and drawings and specifications prepared for final bidding and execution.

**Funding:** Institutional/Donation Funds: \$380,000

**Recommendation:** The Finance, Audit, Compliance, Facilities and Operations Committee recommends Board of Trustee approval of the request for Chick Evans Fieldhouse Tennis Facility Upgrades Phase II.

## DEKALB CAMPUS 2024 ROOF REPAIRS

**Summary:** Following annual assessments of campus buildings roof conditions, several buildings have been identified as highest priority for roof repairs/replacements for the 2024 roofing season. Design, specification development, and contracting efforts will be orchestrated over the coming months to help ensure work can be scheduled in 2024 with the least disruption to university operations. Packaging of common roof repairs across multiple buildings into one project and contract effort will create efficiencies for improved contract pricing, anticipated to total \$2M.

**Background:** Roof assessments are conducted through regular monitoring of leak reports and augmented with thermography scanning to identify, access and prioritize repair deficiencies. Roofs targeted for repair work in 2024 include Neptune Central, Wirtz Hall, Stevenson Central Core, Founders Library, and Altgeld Hall. Roofs to be reviewed for scope/potential repair work in 2025 or 2026 include LaTourette, Davis, Psychology/Computer Science, Evans Fieldhouse, and Convocation Center.

All roofs planned for 2024 have experienced significant leaks and/or roof system failures which have put them at the highest priority for work to be completed at the next available construction season. Specifications and bidding are to be finalized over the winter/spring to ensure competitive pricing, minimize supply chain delays and to be ready for roof work to begin as soon as possible in 2024 as funding allows. The project repair scope may be adjusted to capture emergent roof repair priorities if considered affordable under the budget authorization.

**Funding:** Institutional Funds: \$2,000,000

**Recommendation:** The Finance, Audit, Compliance, Facilities and Operations Committee recommends Board of Trustee approval of the request for the DeKalb Campus 2024 Roof Repairs.

## CHILLED WATER PLANT CHILLER #4 OVERHAUL

**Summary:** The university is requesting to inspect and overhaul a water chiller at the East chilled water plant. Unlike the project approved in November 2022 due to a failed drive, this project seeks to proactively inspect and overhaul this chiller to extend the life of the system and minimize the risk of an unexpected failure. This project is planned to be executed over the winter and early spring to allow the plant to support the next cooling season. The total project cost is estimated not to exceed \$400K.

**Background:** The East chilled water plant was originally opened in 2010 and is the primary source of chilled water production for the east half of campus. There are four centrifugal chillers in the plant. During high cooling loads during the summer months, the plant must run all four of the chillers to meet the campus demand.

The scope of work for this project will be to perform a comprehensive overhaul and inspection, and calibration of the chiller including installation of new motor bearings and gaskets. The work will be completed by contracted support with assistance from internal personnel.

**Funding:** Institutional Funds: \$400,000

**Recommendation:** The Finance, Audit, Compliance, Facilities and Operations Committee recommends Board of Trustee approval of the request of the Chilled Water Plant Chiller #4 Overhaul.

**CELL TOWER LAND LEASE  
(NIU as LESSOR)**

**Summary:** The university is requesting to establish a lease with The Towers, LLC for the construction and operation of a cellular tower on campus. The primary benefit to the university and the surrounding community would be the enhancement of cellular service in the form of improved reception and call volumes particularly required for high-attendance events. The targeted location is a site south of the NIU Soccer and Track & Field Complex on the west side of campus.

**Background:** Proposed as a monopole style tower, the 95-foot-high structure would be situated on a 100' x 100' area with utility connections to Lincoln Highway. Due to the capital investment to be made by Lessee, a 50-year lease term is to be developed. Based on some initial investigation, the lease rate is considered fair and reasonable based on industry indications.

**Funding:** This is a revenue-generating agreement anticipated to be an approximate magnitude of \$500,000 over the potential full 50-year term.

**Recommendation:** The Finance, Audit, Compliance, Facilities and Operations Committee recommends Board of Trustee approval of the request for Cell Tower Land Lease (NIU as Lessor).

## **STEVENSON TOWERS WIRELESS NETWORK EXPANSION AND UPGRADE**

**Summary:** Northern Illinois University provides data network services to students, faculty, and staff via wired and wireless (WiFi) connectivity on campus. The university is requesting to expand and enhance WiFi coverage and capacity in Stevenson Towers housing complex in support of student technology mobility. Anticipated costs for this phase of ongoing WiFi expansion are \$750K, inclusive of labor, hardware, and materials. The project is anticipated to be completed by summer of 2024.

**Background:** Ongoing wireless expansion is a multi-year project aimed at providing WiFi access in buildings that do not currently have service and upgrading service in buildings with limited coverage. A proposed WiFi access point layout was developed by the Division of Information Technology, in partnership with Student Affairs.

**Funding:** Institutional Funds: \$750,000

**Recommendation:** The Finance, Audit, Compliance, Facilities and Operations Committee recommends Board of Trustee approval of the request for Stevenson Towers Wireless Network Expansion and Upgrade.



## INTERNET EXCHANGE POINT LAND LEASE (NIU as LESSOR)

**Summary:** The university is requesting to establish a no-cost lease with Connected Nation Internet Exchange Points, LLC, a not-for-profit entity, for the construction and operation of an internet exchange point (IXP) on campus. The primary benefit to the university is to enhance the data connectivity, capacity, and timeliness of transmission (i.e. connection latency). Final locations for the IXP site are being evaluated and will be determined based on connectivity to existing community fiber networks and data support to the university.

**Background:** An internet exchange point (IXP) is a location in which networks of all types (e.g., local service providers, backhaul providers, research & education networks, mobile networks, cloud application providers, and content delivery networks) “meet” to exchange data traffic. Historically, IXPs have existed only in major metropolitan areas, requiring traffic from small cities, towns, and rural areas to be backhauled to the nearest IXP, which may be hundreds of miles away. But as internet-based applications and cloud services evolve and require higher bandwidth, lower latency connections, smaller communities risk falling behind without a local IXP.

Connected Nation’s strategic approach is to find key geographic locations across the state of Illinois to enhance internet connectivity and capacity. Similar arrangements are being made with Southern Illinois University Carbondale and the University of Illinois Springfield which, collectively with NIU, provides the strategic geographic coverage desired. As federal and state grant funding is pursued for constructing the IXP structures, this strategic, tri-university, state-wide approach is likely to enhance the grant request. A letter of commitment to host the IXP with a long-term, no-cost lease would show the necessary support for the grant application.

The site would encumber about two acres of land and involve the construction of an approximately \$8M facility with related utility connections to the nearest fiber network. Due to the capital investment to be made by Lessee, a 40-year lease term will be established. The schedule for execution depends on the Lessee obtaining grant opportunities in the coming months.

**Funding:** In-kind contribution of approximately two acres of land through a 40-year lease estimated at \$20,000.

**Recommendation:** The Finance, Audit, Compliance, Facilities and Operations Committee recommends Board of Trustee approval of the request for Internet Exchange Point Land Lease (NIU as Lessor).

## **OFFICER SAFETY EQUIPMENT REFRESH**

**Summary:** In order to ensure officer safety, enhance public safety, and increase efficiency of operations, the department of Public Safety is seeking to enter into a maximum 5-year agreement with a single vendor to provide an officer safety technology plan, including all equipment refreshes, relevant software licenses, accessories, and certification training.

The goal is to encompass timely equipment refreshes and all supporting software and certifications in one procurement, allowing for greater operational efficiencies as opposed to purchasing equipment and support services on an as-needed basis. Over the maximum 5-year term, anticipated spend is Not-to-Exceed \$775K.

**Background:** The university's police force uses conducted electrical defense devices and video recording equipment to enable officers to safely de-escalate situations, reducing potential harm to officers, suspects, and bystanders. These products require routine refresh and replacements based on warranty data and usable life terms. In addition to equipment as part of a comprehensive safety technology plan, Public Safety is seeking an evidence data management system that will allow for unlimited artificial intelligence transcription of playable video and audio files as well as image and redaction software to both provide evidence to prosecutors and allow sharing for public information requests. Optimally, it may also provide the ability to obtain evidence directly from members of the community via secure web link, allow custom summary reports, provide unlimited storage, and allow for detailed written reports via interactive PDF with embedded video image content.

Currently, the university uses Axon Enterprises, Inc. (Axon), an approved IPHEC vendor, to fulfill the need for officer safety technology, purchasing various products and services as they are needed. The current vendor's IPHEC agreement expires FY26, and the university's existing contract with Axon expires this fiscal year. Initial conversations suggest the most financially advantageous officer safety plans, including those of Axon, span longer periods up to five years. Procurement options are being researched, and approval is being sought in advance to streamline the process once the most appropriate path forward is identified.

**Funding:** Institutional: \$775,000 (NTE)

**Recommendation:** The Finance, Audit, Compliance, Facilities and Operations Committee recommends Board of Trustee approval of the request for Office Safety Equipment Refresh.

## ANNUAL FINANCIAL SUMMARY AS OF JUNE 30, 2023

**Background:** With the completion of the fiscal year in June and progress on the subsequent financial audit, the University may now present its preliminary FY23 operating results.

Overall, the University finished the fiscal year with an operating deficit of \$18,563,414. Total revenues outperformed budget by \$1.3M (0.3%) while expenses exceeded budget by \$5.4M (1.3%). These results reflect both one-time and usual revenues and activities of the University. Both revenues and expenses grew from FY22, by 2.0% and 4.3%, respectively.

Please note that non-financial aid-related grant revenue and spending on grant-sponsored research is removed from the full-year results reported here. Sponsored research is generally assumed to generate revenues equal to expenses, so removing this activity from year-end numbers allows greater focus on the revenues and expenses from general University operations.

Beginning with FY23, base revenues and expenses were presented separately in the budget and quarterly financial summary reports. This structural basis identified the FY23 plan for regular revenues and expenses of NIU that occur each year. As reported in the table below, full year structural net revenue is \$2.5M (17.5%) short of the budget plan, resulting in a deficit of \$16.6M, consistent with projections made in the FY23 Third Quarter Financial Summary. Revenues trailed the structural budget by \$1.9M (0.5%) overall. Tuition & Student Fee revenues outperformed the budget by \$1.9M (1.2%) but Sales and Miscellaneous & Investment Income collectively missed by \$4.6M (8.7%). Improvements to budget practices to better align budgets with the expected activities in these two revenue categories were introduced for FY24.

Overall structural spending for FY23 exceeded the budget by only \$0.6M (0.2%). The two largest expense categories - Personnel Services and Contractual Services - together represented 79% of all spending on a structural basis. Collectively, these categories finished the year \$1.3M under budget (0.5%) which kept overall expenditures in line with expectations.

Non-structural spending included the use of fund balance and net revenue from past fiscal years. The spend-down of these resources focused on Capital Repairs (\$3.2M), Cost of Sales (\$2.8M), Equipment & Library Materials (\$1.5M), and Personnel Services (\$1.6M).

Specific revenue and expense categories in the following tables are consistent with the descriptions below. For reference, an explanation of each table and its content concludes this board item.

### Revenues

- 1. Tuition and Student Fees:** All tuition, including differential tuition, course and materials fees, athletics fees, bus fees, and health service fees.
- 2. Gifts, Grants, and Contracts:** Includes grant revenue to support financial aid programs, like Pell Grants and AIM High awards.
- 3. Other Fees and Fines:** Includes parking fees, residential living-learning community fees, parking fines, and transcript and commencement fees.
- 4. Sales:** Includes board plan and retail food sales, concessions sales, advertising/sponsorship, sales of services to off-campus entities (including, but not limited to catering, childcare, and conference services).

5. **Rental and Room Income:** Includes room fees for residential students, rental of on-campus and off-campus meeting and conference space, hotel revenues, and Northern View apartment revenues.
6. **Gate Receipts and Commissions:** Includes athletic ticket sales, performing arts ticket sales, commissions, and concert/event revenues from the Convocation Center.
7. **Miscellaneous and Investment Income:** Includes athletics' game guarantees, NIU share of conference tournament revenues, rental of facilities, and interest income from investments, gains and losses on disposals of fixed assets, and year-end transfers to mandated reserves in the auxiliary facilities system.
8. **State of Illinois:** Represents the annual state appropriation to public universities.

## Expenses

1. **Cost of Sales:** Includes the cost of all items purchased for resale on campus such as food for dining units, parts and supplies to be charged out through the campus work order system, as well as paper for pay-to-print copiers and printers.
2. **Personnel Services:** Includes all salaries paid to faculty, supportive professional staff, civil service, graduate assistants, extra help, and student employees. Also includes required payments for Medicare and employee health insurance.
3. **Contractual Services:** Includes annual software support, subscriptions, conference registrations, non-employee travel reimbursements, service contracts, repairs and maintenance, grounds, building service work charges, speaking fees, and other arrangements with outside contractors to perform services for the University.
4. **Commodities:** Includes purchased items of a low cost that typically are consumed in a single year. Examples include paper for printing, lab supplies, napkins, and cleaning supplies.
5. **Travel:** Includes airfare, hotel rooms, mileage, meals (all up to limits set by the state and the University), and ancillary expenses for employees to travel to-and-from campus on official University business.
6. **Automotive:** Includes the cost to rent cars, vans, and buses from the University transportation department.
7. **Scholarships:** Includes scholarships awarded, including Pell Grant funds disbursed (which, when netted against Pell Grant funds received, results in zero effect on the University's cash position).
8. **Telecommunications:** Includes the cost of providing phone, internet, and other digital services to the University.
9. **Equipment and Library Books:** Includes the cost of all items over \$100 with an estimated useful life of two years or more, as well as library books, journal subscriptions, manuscripts, films, music, and video materials.
10. **Capital Repairs:** Includes the cost of centralized capital repair activities.
11. **Debt Service:** Includes debt service payment on bonds, certificates of participation, and performance contracts.
12. **Miscellaneous Expense:** Includes refunds issued for on-campus external programming, deposit refunds, and other expenses not classified elsewhere.

**Northern Illinois University**  
**as of June 30, 2023**  
**Full Year Financial Summary**  
*(\$ in thousands)*

	<u>FY23</u>			<u>FY22 (Prior Year)</u>		<u>FY23</u>			<u>FY23</u>		
	<u>Full Year - All Types</u>			<u>Full Year - All Types</u>		<u>Structural Only</u>			<u>Non-Structural and Grant Supported Financial Aid</u>		
	<u>Actuals</u>	<u>Budget</u>	<u>Variance</u>	<u>Actuals</u>	<u>Variance</u>	<u>Actuals</u>	<u>Budget</u>	<u>Variance</u>	<u>Actuals</u>	<u>Budget</u>	<u>Variance</u>
<b>Revenue</b>											
Tuition & Student Fees	\$ 162,625	\$ 160,733	\$ 1,892	\$ 164,425	\$ (1,800)	\$ 162,625	\$ 160,733	\$ 1,892	\$ -	\$ -	\$ -
Gifts, Grants, & Contracts - Financial Aid	31,658	27,058	4,601	46,853	(15,194)	-	-	-	31,658	27,058	4,601
Gifts, Grants, & Contracts - Other	5,730	6,883	(1,152)	5,480	251	5,689	5,508	182	41	1,375	(1,334)
Other Fees and Fines	5,914	5,931	(17)	4,968	946	5,844	5,866	(22)	70	65	5
Sales	35,019	35,482	(463)	26,229	8,790	28,740	29,849	(1,109)	6,279	5,633	646
Rental & Room Income	35,044	34,295	749	31,850	3,194	35,044	34,295	749	-	-	-
Gate Receipts & Commissions	4,085	4,288	(202)	2,189	1,896	3,886	4,010	(124)	199	278	(79)
Miscellaneous & Investment Income	20,103	26,909	(6,806)	10,649	9,453	19,532	23,041	(3,508)	570	3,868	(3,298)
State of Illinois	92,216	92,195	22	92,217	(0)	92,216	92,195	22	-	-	-
<b>Total Revenue</b>	<b>\$ 392,394</b>	<b>\$ 393,772</b>	<b>\$ (1,378)</b>	<b>\$ 384,858</b>	<b>\$ 7,536</b>	<b>\$ 353,578</b>	<b>\$ 355,496</b>	<b>\$ (1,918)</b>	<b>\$ 38,817</b>	<b>\$ 38,277</b>	<b>\$ 540</b>
<b>Expenses</b>											
Cost of Sales	\$ 5,501	\$ 5,558	\$ (57)	\$ 3,794	\$ 1,708	\$ 5,501	\$ 5,558	\$ (57)	\$ -	\$ -	\$ -
Personnel Services	214,832	219,227	(4,394)	208,726	6,106	212,109	216,575	(4,466)	2,723	2,652	72
Contractual Services	81,310	78,161	3,149	74,089	7,221	79,647	76,507	3,140	1,663	1,654	10
Commodities	5,728	7,023	(1,295)	5,316	412	5,560	6,833	(1,273)	168	190	(22)
Travel	4,012	3,517	496	3,094	918	3,813	3,355	458	199	162	38
Automotive	651	1,070	(419)	875	(224)	651	1,070	(419)	-	-	-
Scholarships - Financial Aid	31,368	27,058	4,310	46,574	(15,206)	-	-	-	31,368	27,058	4,310
Scholarships - Other	35,384	34,989	395	32,261	3,122	35,384	34,988	395	-	0	(0)
Telecommunications	438	393	44	398	40	438	357	80	-	36	(36)
Equipment & Library Materials	10,230	7,676	2,554	8,514	1,716	8,780	6,673	2,108	1,449	1,003	446
Capital Repairs	3,247	3,205	42	1,496	1,751	-	-	-	3,247	3,205	42
Debt Service	17,787	18,001	(214)	8,580	9,207	17,787	18,001	(214)	-	-	-
Miscellaneous Expense	470	(331)	800	472	(3)	470	(331)	800	-	-	-
<b>Total Expenses</b>	<b>\$ 410,958</b>	<b>\$ 405,547</b>	<b>\$ 5,411</b>	<b>\$ 394,190</b>	<b>\$ 16,768</b>	<b>\$ 370,140</b>	<b>\$ 369,588</b>	<b>\$ 551</b>	<b>\$ 40,818</b>	<b>\$ 35,958</b>	<b>\$ 4,860</b>
<b>Net Revenue</b>	<b>\$ (18,563)</b>	<b>\$ (11,774)</b>	<b>\$ (6,789)</b>	<b>\$ (9,331)</b>	<b>\$ (9,232)</b>	<b>\$ (16,562)</b>	<b>\$ (14,093)</b>	<b>\$ (2,469)</b>	<b>\$ (2,001)</b>	<b>\$ 2,318</b>	<b>\$ (4,320)</b>

The following description of the above tables is provided for reference.

### **Full Year – All Types Financial Summary**

This table is a “roll-up” of the other two FY23 tables and includes the structural budget, non-structural budget, and grant-supported financial aid. Please note that previous FY23 quarterly financial summaries included grant-supported (sponsored) research revenues and expenses that are removed from this Annual Financial Summary report. This grant-adjusted information is provided for both FY23 and FY22, for reference. The intent of the All Types Financial Summary is to maintain a familiar, complete view of NIU’s budget and financial performance comparable to information from past fiscal years.

### **Structural Only Financial Summary**

This table identifies recurring revenues and expenses of the University. This data was gathered for each budgeted fund of the University and for each revenue and expense category presented in the following tables. In total, 97.6% of non-grants budgeted revenues in FY23 and 98.2% of non-grants budgeted expenses were identified as structural. Examples of structural revenues include Tuition & Fees, Rental & Room Income, and the State of Illinois appropriation to support NIU operations. Examples of structural expenses include 98.8% of Personnel Services spend, Scholarships expense, and Debt Service.

The intent of the Structural Financial Summary is to create a budget framework capable of anchoring a transition to multi-year planning and budgeting. Through this focus on regular revenues and expenses, a forward-looking understanding of resources and commitments can be leveraged for multi-year planning purposes. This presentation attempts to separate recurring and one-time or temporary expenses to enhance transparency and facilitate multiyear planning. Beginning in FY24, this “structural” terminology and definition is replaced by “recurring” language and definitions, as explained in the FY24 First Quarter Financial Summary report.

### **Non-Structural and Grant Supported Financial Aid Summary**

This summary combines two types of activities: non-structural, following the definition below, and financial aid that is supported through grant revenues, like the Pell Grant. Previous FY23 quarterly financial summaries reported non-structural and grants activity separately. The consolidated view included in this document is intended to simplify the presentation of this information and focus attention on the Structural Only Financial Summary table.

The non-structural component of this summary identifies non-recurring or temporary revenues and expenses of the University. In total, 2.4% of non-grants budgeted revenues in FY23 and 1.8% of non-grants budgeted expenses were identified as non-structural. Examples of non-structural revenues include 33% of Gifts, Grants, & Contracts revenue and 23.5% of Sales income. Examples of non-structural expenses include 25.1% of Equipment & Library Materials and 5.8% of Travel. Of special note, all Capital Repairs spending is classified as non-structural.

Beginning in FY24, the “non-structural” terminology and definition is replaced by “non-recurring” language and approach. Also beginning in FY24, grant-supported financial aid is included in the “recurring” budget. Both of these changes are explained in the FY24 First Quarter Financial Summary report.

## QUARTERLY FINANCIAL SUMMARY FISCAL YEAR 2024 FIRST QUARTER AS OF SEPTEMBER 30, 2023

**Background:** With the September 30 conclusion of the first quarter of FY24, the University is now able to update the Board of Trustees on NIU's financial performance relative to the current year budget and prior year actuals.

The following update provides a disaggregated view of NIU's budget and its financial performance, consistent with the format used when the Board of Trustees adopted the FY24 budget in June. Specifically, this revised format displays the following tables:

- An All Funds Financial Summary similar to the traditional table presented in past quarterly financial summary reports. It is a roll-up of the "recurring" and "non-recurring" budgets and activities. Consistent with the FY24 budget, grant-supported research is intentionally removed from all FY24 reports - a change in practice from FY23 and prior fiscal years.
- A Recurring Financial Summary that focuses on regular, ongoing revenues and expenses of the University. The Recurring Summary includes grant-supported financial aid programs, like Pell grants.
- A Non-Recurring Financial Summary that focuses on short-term or temporary revenues and expenses.

Please note that FY23 information presented in FY24 reports for comparison purposes is adapted to the above definitions. Reference information about each table of this FY24 First Quarter Financial Summary is explained in more detail at the end of this report.

In addition to presenting multiple views of the FY24 budget, this financial summary also provides an update on the FY24 budget itself. As noted in June, ongoing FY24 budget development activities in the first month of the fiscal year drove sizeable adjustments to the preliminary budget previously presented to the Board of Trustees. This revised budget includes \$401.4M in expected revenues and \$433.2M in planned spending resulting in a \$31.8M deficit. Specific revenue and expense categories are consistent with the following descriptions, which precede the presentation of the FY24 financial summary tables that appear in the order outlined above.

### Revenues

- 1. Tuition and Student Fees:** All tuition, including differential tuition, course and materials fees, athletics fees, bus fees, and health service fees.
- 2. Gifts, Grants, and Contracts:** Includes grant revenue to support financial aid programs, like Pell Grants and AIM High awards.
- 3. Other Fees and Fines:** Includes parking fees, residential living-learning community fees, parking fines, and transcript and commencement fees.
- 4. Sales:** Includes board plan and retail food sales, concessions sales, advertising/sponsorship, sales of services to off-campus entities (including, but not limited to catering, childcare, and conference services).

5. **Rental and Room Income:** Includes room fees for residential students, rental of on-campus and off-campus meeting and conference space, hotel revenues, and Northern View apartment revenues.
6. **Gate Receipts and Commissions:** Includes athletic ticket sales, performing arts ticket sales, commissions, and concert/event revenues from the Convocation Center.
7. **Miscellaneous and Investment Income:** Includes athletics' game guarantees, NIU share of conference tournament revenues, rental of facilities, and interest income from investments, gains and losses on disposals of fixed assets, and year-end transfers to mandated reserves in the auxiliary facilities system.
8. **State of Illinois:** Represents the annual state appropriation to public universities.

## Expenses

1. **Cost of Sales:** Includes the cost of all items purchased for resale on campus such as food for dining units, parts and supplies to be charged out through the campus work order system, as well as paper for pay-to-print copiers and printers.
2. **Personnel Services:** Includes all salaries paid to faculty, supportive professional staff, civil service, graduate assistants, extra help, and student employees. Also includes required payments for Medicare and employee health insurance.
3. **Contractual Services:** Includes annual software support, subscriptions, conference registrations, non-employee travel reimbursements, service contracts, repairs and maintenance, grounds, building service work charges, speaking fees, and other arrangements with outside contractors to perform services for the University.
4. **Commodities:** Includes purchased items of a low cost that typically are consumed in a single year. Examples include paper for printing, lab supplies, napkins, and cleaning supplies.
5. **Travel:** Includes airfare, hotel rooms, mileage, meals (all up to limits set by the state and the University), and ancillary expenses for employees to travel to-and-from campus on official University business.
6. **Automotive:** Includes the cost to rent cars, vans, and busses from the University transportation department.
7. **Scholarships:** Includes scholarships awarded, including Pell Grant funds disbursed (which, when netted against Pell Grant funds received, results in zero effect on the University's cash position).
8. **Telecommunications:** Includes the cost of providing phone, internet, and other digital services to the University.
9. **Equipment and Library Books:** Includes the cost of all items over \$100 with an estimated useful life of two years or more, as well as library books, journal subscriptions, manuscripts, films, music, and video materials.
10. **Capital Repairs:** Includes the cost of centralized capital repair activities.
11. **Debt Service:** Includes debt service payment on bonds, certificates of participation, and performance contracts.
12. **Miscellaneous Expense:** Includes refunds issued for on-campus external programming, deposit refunds, and other expenses not classified elsewhere.



**Northern Illinois University**  
**as of Sep 30, 2023**  
**All Fund Financial Summary**  
*(\$ in thousands)*

	<u>Current Year FY24</u>			<u>Prior Year FY23</u>		<u>Full Year FY24</u>		
	<u>YTD Actuals</u>	<u>YTD Budget</u>	<u>Variance</u>	<u>YTD Actuals</u>	<u>Variance</u>	<u>Forecast</u>	<u>Annual Budget</u>	<u>Variance</u>
<b>Revenue</b>								
Tuition & Student Fees	\$ 88,888	\$ 89,816	\$ (928)	\$ 87,932	\$ 956	\$ 163,780	\$ 164,323	\$ (543)
Gifts, Grants, & Contracts - Financial Aid	11,997	\$ 10,935	1,062	11,714	283	28,850	28,850	-
Gifts, Grants, & Contracts - Other	2,172	2,745	(574)	2,325	(153)	7,610	7,243	367
Other Fees and Fines	2,286	2,142	143	1,987	298	8,827	5,544	3,284
Sales	13,401	15,291	(1,890)	12,663	737	36,145	39,958	(3,814)
Rental & Room Income	18,238	19,443	(1,205)	18,141	97	38,826	37,360	1,466
Gate Receipts & Commissions	331	513	(182)	562	(231)	2,144	4,636	(2,492)
Miscellaneous & Investment Income	2,948	2,181	766	3,321	(373)	21,276	14,876	6,400
State of Illinois	41,425	39,773	1,651	33,735	7,690	98,648	98,648	-
<b>Total Revenue</b>	<b>\$ 181,684</b>	<b>\$ 182,841</b>	<b>\$ (1,156)</b>	<b>\$ 172,379</b>	<b>\$ 9,305</b>	<b>\$ 406,106</b>	<b>\$ 401,438</b>	<b>\$ 4,668</b>
<b>Expenses</b>								
Cost of Sales	\$ 1,088	1,350	\$ (262)	\$ 944	\$ 144	\$ 6,284	\$ 6,827	\$ (543)
Personnel Services	53,293	52,862	431	44,679	8,614	233,893	233,368	526
Contractual Services	20,659	19,835	825	16,566	4,093	81,310	78,065	3,245
Commodities	1,524	1,908	(384)	1,260	264	6,999	7,171	(171)
Travel	927	1,145	(218)	737	189	5,051	4,955	96
Automotive	215	247	(32)	155	60	862	846	17
Scholarships - Financial Aid	16,257	14,859	1,398	15,138	1,119	28,850	28,850	-
Scholarships - Other	18,224	19,466	(1,242)	17,715	509	37,795	37,796	(0)
Telecommunications	62	133	(71)	42	19	404	939	(535)
Equipment & Library Materials	3,433	2,932	501	1,241	2,192	7,969	8,736	(768)
Capital Repairs	313	346	(33)	259	54	4,372	3,586	787
Debt Service	7,780	9,656	(1,876)	3,047	4,733	22,074	22,074	-
Miscellaneous Expense	227	3	224	233	(6)	6	7	(1)
<b>Total Expenses</b>	<b>\$ 124,003</b>	<b>\$ 124,740</b>	<b>\$ (738)</b>	<b>\$ 102,018</b>	<b>\$ 21,985</b>	<b>\$ 435,871</b>	<b>\$ 433,218</b>	<b>\$ 2,653</b>
<b>Net Revenue</b>	<b>\$ 57,682</b>	<b>\$ 58,100</b>	<b>\$ (419)</b>	<b>\$ 70,361</b>	<b>\$(12,679)</b>	<b>\$ (29,765)</b>	<b>\$ (31,780)</b>	<b>\$ 2,015</b>

**Northern Illinois University**  
**as of Sep 30, 2023**  
**Recurring Financial Summary**  
*(\$ in thousands)*

	Current Year FY24			Full Year FY24		
	YTD Actuals	YTD Budget	Variance	Forecast	Annual Budget	Variance
<b>Revenue</b>						
Tuition & Student Fees	\$ 88,888	\$ 89,816	\$ (928)	\$ 163,780	\$ 164,323	\$ (543)
Gifts, Grants, & Contracts - Financial Aid	11,997	10,935	1,062	28,850	28,850	-
Gifts, Grants, & Contracts - Other	1,818	2,224	(406)	7,827	5,868	1,958
Other Fees and Fines	2,258	2,108	150	8,732	5,454	3,278
Sales	10,000	12,688	(2,688)	28,976	33,156	(4,179)
Rental & Room Income	18,238	19,443	(1,205)	38,826	37,360	1,466
Gate Receipts & Commissions	274	490	(216)	2,000	4,426	(2,426)
Miscellaneous & Investment Income	2,933	1,860	1,073	21,208	12,680	8,528
State of Illinois	41,425	39,773	1,651	98,648	98,648	-
<b>Total Revenue</b>	<b>\$ 177,830</b>	<b>\$ 179,336</b>	<b>\$ (1,506)</b>	<b>\$ 398,847</b>	<b>\$ 390,764</b>	<b>\$ 8,082</b>
<b>Expenses</b>						
Cost of Sales	\$ 1,073	\$ 1,350	\$ (277)	\$ 6,296	\$ 6,827	\$ (531)
Personnel Services	52,167	52,204	(37)	230,989	230,464	526
Contractual Services	20,089	19,399	691	79,647	76,349	3,298
Commodities	1,463	1,855	(392)	6,799	6,972	(173)
Travel	927	1,090	(163)	4,798	4,717	81
Automotive	215	247	(32)	862	846	17
Scholarships - Financial Aid	16,257	14,859	1,398	28,850	28,850	-
Scholarships - Other	18,224	19,466	(1,242)	37,795	37,796	(0)
Telecommunications	52	153	(101)	404	935	(532)
Equipment & Library Materials	3,433	2,428	1,005	6,724	7,236	(512)
Capital Repairs	313	346	(33)	4,372	3,586	787
Debt Service	7,780	10,182	(2,401)	22,074	22,074	-
Miscellaneous Expense	106	3	102	375	7	368
<b>Total Expenses</b>	<b>\$ 122,099</b>	<b>\$ 123,581</b>	<b>\$ (1,482)</b>	<b>\$ 429,986</b>	<b>\$ 426,657</b>	<b>\$ 3,329</b>
<b>Net Revenue</b>	<b>\$ 55,731</b>	<b>\$ 55,755</b>	<b>\$ (24)</b>	<b>\$ (31,139)</b>	<b>\$ (35,893)</b>	<b>\$ 4,754</b>

**Northern Illinois University**  
**as of Sep 30, 2023**  
**Non-Recurring Financial Summary**  
*(\$ in thousands)*

	Current Year FY24			Full Year FY24		
	YTD Actuals	YTD Budget	Variance	Forecast	Annual Budget	Variance
<b>Revenue</b>						
Tuition & Student Fees	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Gifts, Grants, & Contracts - Financial Aid	-	-	-	-	-	-
Gifts, Grants, & Contracts - Other	353	521	(168)	(217)	1,375	(1,592)
Other Fees and Fines	28	35	(7)	96	90	6
Sales	3,401	2,603	798	7,168	6,803	366
Rental & Room Income	-	-	-	-	-	-
Gate Receipts & Commissions	57	23	34	145	211	(66)
Miscellaneous & Investment Income	15	322	(307)	67	2,195	(2,128)
State of Illinois	-	-	-	-	-	-
<b>Total Revenue</b>	<b>\$ 3,854</b>	<b>\$ 3,504</b>	<b>\$ 350</b>	<b>\$ 7,260</b>	<b>\$ 10,674</b>	<b>\$ (3,414)</b>
<b>Expenses</b>						
Cost of Sales	\$ 15	\$ -	\$ 15	\$ (12)	\$ -	\$ (12)
Personnel Services	1,126	658	468	2,904	2,904	(0)
Contractual Services	570	436	134	1,663	1,716	(52)
Commodities	61	53	8	200	199	1
Travel	-	55	(55)	253	239	15
Automotive	0	-	0	-	-	-
Scholarships - Financial Aid	-	-	-	-	-	-
Scholarships - Other	-	0	(0)	-	0	(0)
Telecommunications	10	1	9	-	3	(3)
Equipment & Library Materials	-	504	(504)	1,245	1,501	(256)
Capital Repairs	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-
Miscellaneous Expense	122	-	122	(368)	-	(368)
<b>Total Expenses</b>	<b>\$ 1,903</b>	<b>\$ 1,706</b>	<b>\$ 197</b>	<b>\$ 5,885</b>	<b>\$ 6,561</b>	<b>\$ (676)</b>
<b>Net Revenue</b>	<b>\$ 1,951</b>	<b>\$ 1,798</b>	<b>\$ 153</b>	<b>\$ 1,374</b>	<b>\$ 4,113</b>	<b>\$ (2,738)</b>

### **All Funds Financial Summary**

For the first quarter, the All Funds Financial Summary shows revenues and expenditures consistent with budget, resulting in net revenue of \$57.7M. FY24 net revenue through the first three months is \$12.7M less than FY23 despite improved revenues of \$9.3M. Expected escalations of spending on personnel, contracts, and debt service in FY24 drove the variance to the prior year. Current trends suggest a full year of activity will produce a slightly better deficit than budget at \$29.8M.

### **Recurring Financial Summary**

Through the first quarter of the fiscal year, recurring performance is projected to exceed budget in both total revenues (\$8.1M improvement) and expenses (\$3.3M overage), netting to a projected reduction from the budgeted deficit. Primary drivers of this outlook include:

- Miscellaneous & Investment Income is projected to exceed budget because of elevated interest rates. NIU's cash holdings result in interest and investment earnings that already meet budget expectations (\$1.5M) and are projected to exceed budget by \$3.5M over the full fiscal year.
- Contractual Services expenses are trending above budget based on recent-year spending patterns. This expense category is difficult to predict, and first-quarter contractual activity often is driven by supply chain factors, queuing of work and availability of vendors, and unpredictable intensity of need early in the fiscal year. As a result, the FY22 First Quarter projection for Contractual Services over-projected actual full-year spending by \$2.9M (4.7%) while the FY23 First Quarter projection under-projected actual full-year spending by \$3M (3.5%). A similar range of projection errors in FY24 suggests a potential swing of plus/minus \$2.8M.

### **Non-Recurring Financial Summary**

The Non-Recurring Financial Summary also reports revenue and expenses above budget. Full-year projections suggest revenues will fall below expectations while expenses improve relative to budget. Early-year Non-Recurring projections of revenues and expenses depend greatly on early-year activities that may be impacted by timing differences between budget plans and financial activity. Future projections and budget reports will provide improved projections with respect to the Non-Recurring budget.

Consistent with prior fiscal years, quarterly financial summaries will continue throughout FY24. The format and information in this report may evolve throughout the year, consistent with an iterative approach to producing and reporting a recurring budget framework.

For reference, definitions and data associated with each table presented above are described in detail below.

### **All Funds Financial Summary**

This table is a "roll-up" of the other tables presented in this report and includes the Recurring budget and Non-Recurring budget. Activity not reported in this table or any of its component tables is sponsored-research revenue and expenses, agency funds that are not formally revenue or expenses of the University, and internal service-type operations. The table includes a summary of FY24 activity through September 30 compared to a year-to-date budget (pro-rated based on recent-year history), a summary of first quarter activity from the prior fiscal year adjusted to a similar All Funds basis, and a comparison to the FY24 budget, including a full-year projection of performance based on the pace of revenues and spending throughout the first quarter of FY24.

### **Recurring Financial Summary**

This table identifies ongoing and normal revenues and expenses of the University. This recurring

view of the budget is based on the expertise of more than one dozen NIU senior business managers who provided detailed knowledge of unit-level revenues and spending. This data was gathered for each budgeted fund of the University and for each revenue and expense category presented in the following tables. In total, 97.6% of non-grants budgeted revenues in FY24 and 98.2% of non-grants budgeted expenses were identified as recurring. Examples of recurring revenues include Tuition & Fees, Rental & Room Income, and the State of Illinois appropriation to support NIU operations. Examples of recurring expenses include 98.8% of Personnel Services spend, Scholarships expense, and Debt Service.

The intent of the Recurring Financial Summary is to create a budget framework capable of anchoring a multi-year planning and budgeting. Through this focus on recurring revenues and expenses, a forward-looking understanding of resources and commitments can be leveraged for multi-year planning purposes. The recurring basis is an evolution of the “structural” basis used in FY23.

### **Non-Recurring Financial Summary**

The Non-Recurring Financial Summary identifies unpredictable or temporary revenues and expenses of the University. This non-recurring view of the budget was compiled using a similar approach and data to the recurring budget information. In total, 2.4% of non-grants budgeted revenues in FY24 and 1.8% of non-grants budgeted expenses are designated as non-recurring. Examples of non-recurring revenues include 33% of Gifts, Grants, & Contracts revenue and 23.5% of Sales income. Examples of non-recurring expenses include 25.1% of Equipment & Library Materials and 5.8% of Travel.

The intent of the Non-Recurring Financial Summary is to identify temporary resources that may be available for strategic investment and to identify short-term expenses that may create strain for recurring or non-recurring resources.

## **PERIODIC REPORT ON INVESTMENTS FOR PERIOD ENDING SEPTEMBER 30, 2023**

In accordance with the University's Investment and Cash Management policy, this report on cash and investments is submitted at the end of each calendar quarter to the Board of Trustees. This report is required by *Board of Trustees Regulations (Section V, Subsection D)*. The following schedules are included:

- Cash and Investment Holdings Summary as of September 30, 2023
- Investment Earnings for the quarter ended September 30, 2023

The Investment Committee is responsible for monitoring compliance with the University's Investment and Cash Management Policy. The investment goals, as stated in the policy, are to insure the preservation of principal and maintain compliance with applicable state laws, rules, regulations, debt covenants and *Board of Trustees Regulations* while meeting cash flow needs and earning a yield acceptable to conservative investment managers.

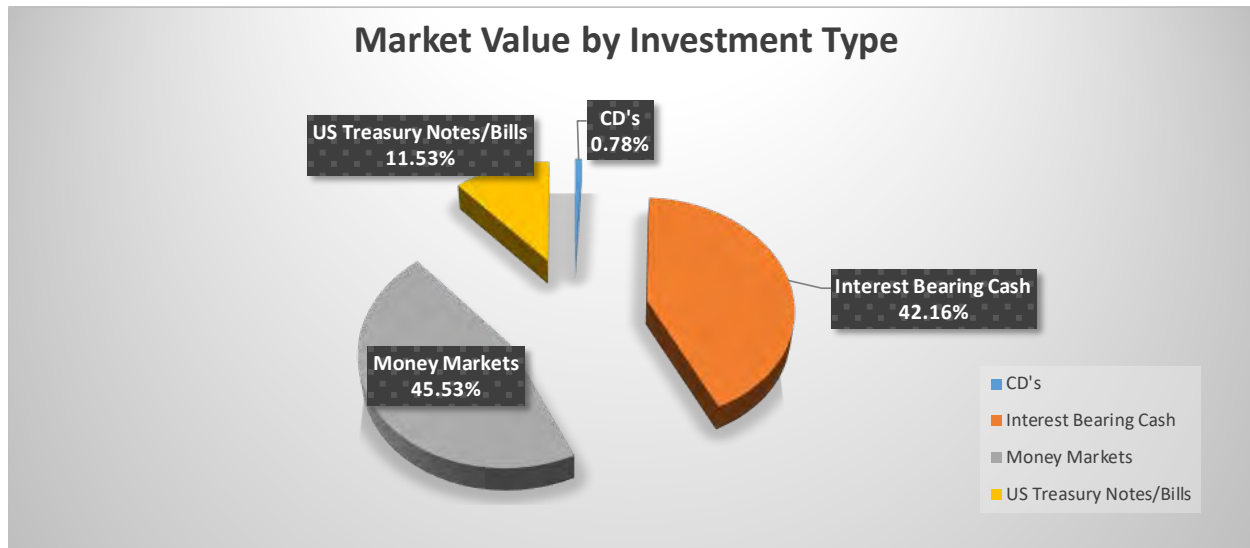
The *Cash and Investment Holdings Summary* at September 30, 2023 shows NIU's total holdings at just over \$129M. Of the total holdings balance, approximately \$68M is available for daily operations providing approximately 60 days cash on hand. This operating cash balance is sufficient to meet the University's current obligations for approximately two months based on the historical burn rate of \$1.2M per day. The remaining balance is restricted per collateralization requirements and contractual obligations. The total holdings balance is down \$13M from the balance at September 30, 2022. The decrease is primarily a result of increases in cash disbursements, offset by increases from the timing of financial aid cash receipts.

The *Investment Earnings* report shows income of \$1.5M and an overall annualized rate of return of 5.34% for the first quarter. This represents an increase in interest earned of approximately \$856K when compared to the same quarter of FY23. The increase in interest earned is primarily due to increasing market investment yields. Operating funds are primarily invested in interest-bearing savings accounts, money markets, and fixed-income securities to balance liquidity needs with investment earnings.

Recent indicators of economic activity continue to suggest expansion at a solid pace. Job gains have slowed in recent months but continue to be strong, and the unemployment rate remains low. Inflation, however, still remains elevated above the 2% goal set by the Federal Open Market Committee. The Federal Open Market Committee (Committee) decided to maintain the target range for the fed funds rate at 5.25% to 5.50% at its most recent meeting in September 2023. The Committee will continue to assess additional information and the implications of the monetary policy. The Committee meets again October 31 and November 1, 2023 and may determine additional rate increases are warranted. Management is continuously monitoring market changes that will affect the university's cash management and investment goals. Management is committed to the fiscal sustainability of NIU and is reviewing all available options for strengthening the university's cash position.

**NORTHERN ILLINOIS UNIVERSITY**  
**CASH and INVESTMENT HOLDINGS SUMMARY**  
September 30, 2023  
For Fiscal Year 2024

Investment Type	Purch Price/ Ending Bal *	Book Value **	Market Value ***
<b>CD's:</b>			
Local Funds	\$ 1,012,563	\$ 1,012,563	\$ 1,012,563
<b>Federal Agency Notes:</b>			
Local Funds	\$ -	\$ -	\$ -
<b>Interest Bearing Cash Accounts:</b>			
Local Funds	\$ 54,401,472	\$ 54,401,472	\$ 54,401,472
<b>Money Markets:</b>			
Contributory Trust	\$ 9,839,000	\$ 9,839,000	\$ 9,839,000
Local Funds	48,898,683	48,898,683	48,898,683
	\$ 58,737,683	\$ 58,737,683	\$ 58,737,683
<b>US Treasury Notes/Bills:</b>			
Local Funds	\$ 14,782,235	\$ 14,884,506	\$ 14,875,023
<b>TOTAL INVESTMENT HOLDINGS</b>	<b>\$ 128,933,953</b>	<b>\$ 129,036,224</b>	<b>\$ 129,026,741</b>
Non-interest Bearing Cash	\$ 509,482	\$ 509,482	\$ 509,482
<b>TOTAL CASH &amp; INVESTMENT HOLDINGS FOR 9/30/2023</b>	<b>\$ 129,443,435</b>	<b>\$ 129,545,706</b>	<b>\$ 129,536,223</b>
<b>TOTAL REPORTED FOR 9/30/2022</b>	<b>\$ 142,499,179</b>	<b>\$ 142,708,902</b>	<b>\$ 142,556,168</b>



\* Amounts per Bank and Investment Statements  
\*\* Purchase price, net of accumulated amortization of premiums and discounts  
\*\*\* Estimated price for which an investment would sell in the marketplace

Assets reported in the CASH and INVESTMENT HOLDINGS SUMMARY comply with the Illinois Public Funds Investment Act (30 ILCS 235) and the NIU Investment and Cash Management Policy

**NORTHERN ILLINOIS UNIVERSITY**  
**INVESTMENT EARNINGS**  
**For Fiscal Year 2024**  
**July 1, 2023 - September 30, 2023**

	September 30 Ending Balance	Qtr 1 Average Daily Balance	Percent of Portfolio	Qtr 1 Income Earned	Annualized Rates of Return			
					FY2024	FY2023		
					1st Qtr	4th Qtr	3rd Qtr	2nd Qtr
<b>Short-Term Investment Accounts</b>								
Illinois Funds	\$ 48,898,683	\$ 42,243,214	37.50%	\$ 576,968	5.419%	5.040%	4.485%	3.491%
Investment Accounts - Financial Institutions	\$ 54,401,472	\$ 39,286,106	34.87%	\$ 537,979	5.433%	5.023%	4.715%	3.406%
Contributory Trust	\$ 9,839,000	\$ 9,838,902	8.73%	\$ 128,047	5.163%	4.906%	4.393%	3.526%
Escrow Account	\$ -	\$ 911,719	0.81%	\$ 11,310	4.922%	4.674%	4.177%	3.217%
CD's	\$ 1,012,563	\$ 1,005,389	0.89%	\$ 11,975	4.725%	4.172%	3.857%	2.763%
<b>ST Investment Accounts Total</b>	<b>\$ 114,151,718</b>	<b>\$ 93,285,330</b>	<b>82.80%</b>	<b>\$ 1,266,279</b>	<b>5.385%</b>	<b>5.005%</b>	<b>4.573%</b>	<b>3.444%</b>
<b>Fixed Income Securities</b>								
Local Funds	\$ 14,782,235	\$ 19,371,560	17.20%	\$ 250,526	5.131%	4.819%	4.141%	2.770%
<b>Fixed Income Securities Total</b>	<b>\$ 14,782,235</b>	<b>\$ 19,371,560</b>	<b>17.20%</b>	<b>\$ 250,526</b>	<b>5.131%</b>	<b>4.819%</b>	<b>4.141%</b>	<b>2.770%</b>
<b>Non-interest Bearing Cash</b>	<b>\$ 509,482</b>	<b>-</b>	<b>-</b>	<b>-</b>				
<b>COMBINED TOTAL</b>	<b>\$ 129,443,435</b>	<b>\$ 112,656,890</b>	<b>100.00%</b>	<b>\$ 1,516,805</b>	<b>5.34%</b>	<b>4.96%</b>	<b>4.43%</b>	<b>3.25%</b>

Assets reported in INVESTMENT EARNINGS comply with the Illinois Public Funds Investment Act (30 ILCS 235)  
and the NIU Investment and Cash Management Policy



## FISCAL YEAR 2023 ANNUAL REPORT OF TRANSACTIONS INVOLVING REAL PROPERTY

This report is structured around four categories of real property transactions: surplus property sales, in-leases, out-leases, and purchasing arrangements.

Surplus real property sales include properties previously approved by the Board under the authority granted by the *Illinois Property Control Act (30 ILCS 605)*. Other disposition efforts for properties determined as surplus at previous Board meetings continue to progress with sales transactions planned for a future date.

In-leases, where NIU acts as the lessee, serve to provide support when either there is insufficient or inadequate space for the requirement within university-owned property. Annual reviews are conducted to verify the continuing need for in-lease arrangements before renewals are executed.

Out-leases, where NIU acts as the lessor, serve to effectively leverage under-utilized property either financially and/or through compatible support to the university mission. Annual reviews are conducted to evaluate the out-lease value to the university prior to renewal.

Facility purchasing arrangements are long-term payment agreements with interim leases where the final objective is university ownership of the property.

<b>Transaction Type</b>	<b><u>Number of Transactions</u></b>	<b><u>Transaction Percentage</u></b>	<b><u>Dollar Volume</u></b>	<b><u>Dollar Percentage</u></b>
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**Surplus Real Property:** One surplus real property sale was transacted in FY23 with the net proceed reflected below. This involved the Hoffman Estates campus, which was sold to a private party.

Hoffman Estates	1	100%	\$2,156,462	100%
<b>Total</b>	<b>1</b>	<b>100%</b>	<b>\$2,156,462</b>	<b>100%</b>

**In-leases (NIU as lessee):** Includes support for academic activities (e.g. steel drum workshop, law clinics), and outreach activities (e.g. NPR towers, downtown Chicago offices).

Under \$100K	14	93%	\$295,793	75%
\$100K to \$250K	1	7%	\$100,582	25%
Over \$250K	0	0%	\$0	0%
<b>Total</b>	<b>15</b>	<b>100%</b>	<b>\$396,375</b>	<b>100%</b>

**Out-leases (NIU as lessor):** Includes support for government organizations (e.g. IL Board of Examiners, IL Dept. of Agriculture, State University Retirement System), commercial operations (e.g. HSC bookstore, farmland, Northwestern Medicine clinic), and research.

Under \$100K	18	90%	\$356,538	35%
\$100K to \$250K	1	5%	\$126,699	13%
Over \$250K	1	5%	\$523,538	52%
<b>Total</b>	<b>20</b>	<b>100%</b>	<b>\$1,006,836</b>	<b>100%</b>

**Facility purchasing arrangements:** Includes the annual payments for the Illinois Association of School Business Officials (IASBO) Building.

IASBO Building

- Payments made in FY23	\$69,926
- Payments to date	\$1,684,064
- Remaining debt	\$64,099
- Ending date of term	May 2024

## **FISCAL YEAR 2023 REPORT OF TUITION AND FEE WAIVERS**

The Illinois Board of Higher Education issued Tuition and Fee Waiver Guidelines for Illinois Public Universities in June 1999, which was amended in February 2000. These guidelines include the requirement that tuition and fee waivers granted during the fiscal year be reported to each university's Board of Trustees. Pursuant to that requirement, the university has prepared the following report for FY23. The FY22 report, approved in September 2022, is included for reference.

**Fiscal Year 2023**  
**Total Tuition and Fee Waivers**  
**07/01/2022 - 08/31/2023**

(rounded to nearest dollars)

**Mandatory Waiver Category**

Program	Total Waived		Tuition Waived		Fees Waived	
	Number of Recipients	Total Waived	Number of Recipients	Tuition Waived	Number of Recipients	Fees Waived
Teacher Special Education	56	\$ 607,121	56	\$ 496,947	37	\$ 110,174
ROTC	46	\$ 255,873	45	\$ 254,129	21	\$ 1,744
DCFS	36	\$ 218,381	36	\$ 181,735	25	\$ 36,646
Children of Employees	108	\$ 442,143	108	\$ 442,143	-	\$ -
Senior Citizens	3	\$ 12,096	3	\$ 12,096	-	\$ -
Honorary Scholarships	-	\$ -	-	\$ -	-	\$ -
Veterans Grants & Scholarships*	331	\$ 2,746,940	325	\$ 2,347,404	232	\$ 399,536
Other (please specify)**	-	\$ -	-	\$ -	-	\$ -
<b>Mandatory Waiver Totals</b>	<b>580</b>	<b>\$ 4,282,554</b>	<b>573</b>	<b>\$ 3,734,454</b>	<b>315</b>	<b>\$ 548,100</b>
<b>Unduplicated Mandatory Count***</b>	<b>572</b>		<b>565</b>		<b>311</b>	

**Discretionary Waiver Category**

Program	Total Waived		Tuition Waived		Fees Waived	
	Number of Recipients	Total Waived	Number of Recipients	Tuition Waived	Number of Recipients	Fees Waived
Faculty/Administrators (Non-Civil Service)	66	\$ 282,422	66	\$ 281,843	1	\$ 579
Civil Service	127	\$ 694,200	127	\$ 646,821	41	\$ 47,379
Interinstitutional/Related Agencies	38	\$ 124,251	38	\$ 124,251	-	\$ -
Retired University Employees	12	\$ 48,935	12	\$ 45,789	4	\$ 3,147
Children of Deceased Employees	2	\$ 12,720	2	\$ 9,551	2	\$ 3,169
Children of Employees	-	\$ -	-	\$ -	-	\$ -
Academic/Other Talent	662	\$ 3,344,154	662	\$ 3,344,134	1	\$ 20
Athletic	221	\$ 1,679,229	221	\$ 1,679,229	-	\$ -
Gender Equity in Intercollegiate Athletics	130	\$ 1,168,033	130	\$ 1,168,033	-	\$ -
Foreign Exchange Students	-	\$ -	-	\$ -	-	\$ -
Out-of-State Students	-	\$ -	-	\$ -	-	\$ -
Foreign Students	19	\$ 177,235	19	\$ 177,235	-	\$ -
Fellowships	8	\$ 30,117	8	\$ 30,117	-	\$ -
Student Need - Financial Aid	-	\$ -	-	\$ -	-	\$ -
Student Need - Special Programs	4	\$ 16,985	4	\$ 16,985	-	\$ -
Cooperating Professionals	323	\$ 1,020,017	323	\$ 1,020,017	-	\$ -
Research Assistants	404	\$ 2,118,439	404	\$ 2,118,439	-	\$ -
Teaching Assistants	705	\$ 4,395,366	705	\$ 4,395,366	-	\$ -
Other Assistants	185	\$ 1,261,427	185	\$ 1,261,426	-	\$ -
Contract/Training Grants	38	\$ 287,631	38	\$ 287,631	-	\$ -
Other (please specify)**	-	\$ -	-	\$ -	-	\$ -
<b>Discretionary Waiver Totals</b>	<b>2,944</b>	<b>\$ 16,661,161</b>	<b>2,944</b>	<b>\$ 16,606,867</b>	<b>49</b>	<b>\$ 54,294</b>
<b>Unduplicated Discretionary Count***</b>	<b>2,794</b>		<b>2,794</b>		<b>49</b>	

**Waiver Totals**

	Total Waived		Tuition Waived		Fees Waived	
	Number of Recipients	Total Waived	Number of Recipients	Tuition Waived	Number of Recipients	Fees Waived
<b>Mandatory &amp; Discretionary Waiver Totals</b>	<b>3,524</b>	<b>\$ 20,943,715</b>	<b>3,517</b>	<b>\$ 20,341,321</b>	<b>364</b>	<b>\$ 602,394</b>
<b>Unduplicated Mandatory &amp; Discretionary Count****</b>	<b>3,351</b>		<b>3,344</b>		<b>360</b>	

\* Illinois Veterans Grants (ISAC), Illinois National Guard Grants (ISAC), and MIA/POW Scholarships (Department of Veterans' Affairs). Included are only the waived portion of these grants.

\*\* Other waiver categories must be approved by the Board of Higher Education prior to reporting.

\*\*\* Each recipient is counted only once in the unduplicated count even if they benefited from multiple waivers during the academic year.

\*\*\*\* Each recipient is counted only once in the Total Count of Waivers even if they benefited from a mandatory and a discretionary waiver.

**Fiscal Year 2022**  
**Total Tuition and Fee Waivers**  
**07/01/2021 - 08/31/2022**

(rounded to nearest dollars)

**Mandatory Waiver Category**

Program	Total Waived		Tuition Waived		Fees Waived	
	Number of Recipients	Total Waived	Number of Recipients	Tuition Waived	Number of Recipients	Fees Waived
Teacher Special Education	63	\$ 735,683	63	\$ 566,096	50	\$ 169,587
ROTC	35	\$ 207,218	34	\$ 205,448	21	\$ 1,770
DCFS	45	\$ 234,241	43	\$ 185,941	34	\$ 48,300
Children of Employees	121	\$ 468,820	121	\$ 468,820	-	\$ -
Senior Citizens	4	\$ 17,307	4	\$ 17,307	-	\$ -
Honorary Scholarships	-	\$ -	-	\$ -	-	\$ -
Veterans Grants & Scholarships*	314	\$ 2,423,017	308	\$ 2,130,330	196	\$ 292,687
Other (please specify)**	-	\$ -	-	\$ -	-	\$ -
<b>Mandatory Waiver Totals</b>	<b>582</b>	<b>\$ 4,086,286</b>	<b>573</b>	<b>\$ 3,573,942</b>	<b>301</b>	<b>\$ 512,344</b>
<b>Unduplicated Mandatory Count***</b>	<b>582</b>		<b>572</b>		<b>301</b>	

**Discretionary Waiver Category**

Program	Total Waived		Tuition Waived		Fees Waived	
	Number of Recipients	Total Waived	Number of Recipients	Tuition Waived	Number of Recipients	Fees Waived
Faculty/Administrators (Non-Civil Service)	64	\$ 298,660	64	\$ 297,467	2	\$ 1,193
Civil Service	132	\$ 652,241	132	\$ 617,632	37	\$ 34,609
Interinstitutional/Related Agencies	39	\$ 123,313	39	\$ 123,313	-	\$ -
Retired University Employees	11	\$ 33,110	11	\$ 30,850	3	\$ 2,260
Children of Deceased Employees	2	\$ 15,340	2	\$ 14,340	2	\$ 999
Children of Employees	-	\$ -	-	\$ -	-	\$ -
Academic/Other Talent	705	\$ 3,546,941	705	\$ 3,546,941	-	\$ -
Athletic	215	\$ 1,604,165	215	\$ 1,604,165	-	\$ -
Gender Equity in Intercollegiate Athletics	131	\$ 1,194,639	131	\$ 1,194,639	-	\$ -
Foreign Exchange Students	-	\$ -	-	\$ -	-	\$ -
Out-of-State Students	-	\$ -	-	\$ -	-	\$ -
Foreign Students	17	\$ 182,629	17	\$ 182,629	-	\$ -
Fellowships	11	\$ 49,031	11	\$ 49,031	-	\$ -
Student Need - Financial Aid	-	\$ -	-	\$ -	-	\$ -
Student Need - Special Programs	6	\$ 41,309	6	\$ 41,309	-	\$ -
Cooperating Professionals	287	\$ 808,736	287	\$ 808,736	-	\$ -
Research Assistants	421	\$ 2,421,278	421	\$ 2,421,278	-	\$ -
Teaching Assistants	689	\$ 4,151,074	689	\$ 4,151,074	-	\$ -
Other Assistants	140	\$ 1,020,110	140	\$ 1,020,111	-	\$ -
Contract/Training Grants	30	\$ 205,812	30	\$ 205,812	-	\$ -
Other (please specify)**	-	\$ -	-	\$ -	-	\$ -
<b>Discretionary Waiver Totals</b>	<b>2,900</b>	<b>\$ 16,348,388</b>	<b>2,900</b>	<b>\$ 16,309,327</b>	<b>44</b>	<b>\$ 39,061</b>
<b>Unduplicated Discretionary Count***</b>	<b>2,800</b>		<b>2,800</b>		<b>44</b>	

**Waiver Totals**

	Total Waived		Tuition Waived		Fees Waived	
	Number of Recipients	Total Waived	Number of Recipients	Tuition Waived	Number of Recipients	Fees Waived
<b>Mandatory &amp; Discretionary Waiver Totals</b>	<b>3,482</b>	<b>\$ 20,434,674</b>	<b>3,473</b>	<b>\$ 19,883,269</b>	<b>345</b>	<b>\$ 551,405</b>
<b>Unduplicated Mandatory &amp; Discretionary Count****</b>	<b>3,370</b>		<b>3,363</b>		<b>345</b>	

\* Illinois Veterans Grants (ISAC), Illinois National Guard Grants (ISAC), and MIA/POW Scholarships (Department of Veterans' Affairs). Included are only the waived portion of these grants.

\*\* Other waiver categories must be approved by the Board of Higher Education prior to reporting.

\*\*\* Each recipient is counted only once in the unduplicated count even if they benefited from multiple waivers during the academic year.

\*\*\*\* Each recipient is counted only once in the Total Count of Waivers even if they benefited from a mandatory and a discretionary waiver.

**QUARTERLY SUMMARY REPORT OF TRANSACTIONS IN EXCESS OF  
\$100,000 FOR THE PERIOD JULY 1, 2023 TO SEPTEMBER 30, 2023**

In accordance with *Board of Trustees Regulations (Section V, Subsection B.5)*, this report of all obligations of financial resources greater than \$100,000 but less than \$250,000 is submitted at the end of each calendar quarter to the Board of Trustees. Transactions included in this quarterly report reflect the maximum approved amount that orders may not exceed and do not include commercial card obligations. Following is a summary of the number of transactions, fund source, and total dollar amount, and transaction details for obligations incurred during the quarter ended September 30, 2023.

<b>Purchase Amount</b>	<b>No. of Transactions</b>	<b>Appropriated*</b>	<b>Non-Appropriated</b>	<b>Total</b>
Over \$100,000	25	\$1,454,204	\$2,398,116	3,852,320

**TRANSACTIONS DETAIL:**

Purchases:

1. The Division of Outreach, Engagement, and Regional Development requested permission to renew their software subscription for an on- and off-campus platform for camp and conference registrations, memberships, inventory tracking, facility booking, abstract paper submission, and reporting for the period July 1, 2023 through June 30, 2024. (Momentus Technologies, O’Fallon, MO) 131,410
2. The Division of Information Technology requested permission to renew the contract for Identify Management Software that is used to programmatically manage computing accounts for the entire university involving students and staff. The period coverage will be August 1, 2023 through July 31, 2024. (Micro Focus Software Inc., Provo, UT) 115,000\*
3. Campus Dining requested permission to issue an FY24 open order for food items, paper products, and chemical/cleaning supplies needed to operate dining services for the period July 1, 2023 through June 30, 2024. This was the third of a 4-year renewal option offered under IPHEC JMT201707. (Gordon Food SVC, Wyoming, MI) 166,000
4. Continuing and Professional Education requested permission to issue an FY24 purchase order for reimbursement of non-credit OSHA courses held between July 1, 2023 through June 30, 2024. (Minnesota Safety Council, St. Paul, MN) 150,000
5. The Biology department requested permission to purchase a CytoFlex, which will be used for research and can detect biological nanoparticles as small as 80nm by light scatter. The price also included installation and a 3-year service protection plan. (Fisher Scientific, Pittsburg, PA) 128,123\*

6. The College of Law Library requested permission to issue an FY24 open order for books and materials for the period July 1, 2023 through June 30, 2024. (West Group, St. Paul, MN)	110,000
7. Athletics requested permission to issue an FY24 open order for officiating services (referees and umpires) for sporting events for the period July 1, 2023 through June 30, 2024. (Arbiter Sports LLC, Sandy, UT)	116,565
8. The Center for Governmental Studies requested permission to enter into an agreement for consulting services to design and implement strategies for active business engagement, at both statewide and local levels, using TPM (Total Productive Maintenance) strategies for the period July 1, 2023 through December 31, 2024. (Kim Kuchenbrod, Armstrong, IL)	132,500
9. Athletics requested permission to issue payment required as part of the license agreement between NIU and Phantom Regiment, Inc. for the use of Huskie Stadium for the Phantom Regiment Competition held on July 7, 2023. The amount paid was after expenses had been reconciled. (Phantom Regiment Drum & Bugle Corp., Rockford, IL)	116,423
10. University Libraries requested permission to renew their annual group services subscription to ILLINET/OCLC for the period July 1, 2023 through June 30, 2024. (IL Heartland Library System, Springfield, IL)	168,049*
11. The Division of Information Technology requested permission to purchase three 1-year Zoom Enterprise licenses for use by faculty, students, and staff for the periods of August 20, 2023 through August 20, 2024, August 20, 2024 through August 20, 2025, and August 20, 2025 through August 20, 2026. (CDWG, Vernon Hills, IL)	238,405*
12. The Division of Enrollment Management, Marketing and Communications requested permission to purchase a 4-year license to Intersect, a recruiting tool used to show high school student's interest in learning about and applying to colleges. (Powerschool Group Inc., Folsom, CA)	150,003*
13. The Division of Enrollment Management, Marketing and Communications requested permission to purchase a membership to Common App, a state mandated software that allows students to apply to multiple Illinois schools by completing a single application. (Common Application Inc., Arlington, VA)	113,000
14. The department of Illinois Interactive Report Cards requested permission to enter into an agreement for the services of a data analyst for the Data Warehouse project for the period through June 30, 2024. (Datametrics, Piscataway, NJ)	160,160
15. The department of Illinois Interactive Report Cards requested permission to enter into an agreement for the services of a data analyst for the Data Warehouse project for the period through June 30, 2024. (WAFTS Solutions Inc., Farmington Hills, MI)	139,360

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| 16. The Division of Information Technology requested permission to renew the license for Dell Systems, which includes Dell Unity, Data Domain, and Isilon. The system includes the storage for the university's entire virtual infrastructure, backup infrastructure, and departmental data. The price included hardware replacement should anything go wrong, software updates, and support for the storage. (CDWG, Vernon Hills, IL) | 249,024* |
| 17. Campus Dining Services requested permission to increase the open order for fresh produce needed to operate campus dining services for the period through June 30, 2024. This item was originally approved on the July 14, 2023 President's Report in the amount of \$95,000 and is the seventh year of a 9-year renewal option under bid JMT16PRODUCE. (Dalmares Produce Inc., Chicago, IL)  | 170,000  |
| 18. The Division of Information Technology requested permission to increase the open order for local and long-distance services and voice trunking services for the period July 1, 2023 through December 31, 2023. This item was under sole source PSCMKAL01122023 and was originally approved on the March 7, 2023 President's Report in the amount of \$100,000. (Frontier North Inc., Sycamore, IL)                                 | 170,000  |
| 19. The Division of Information Technology requested permission to purchase a 3-year subscription to EfficientIP, which enables network automation and strengthens DNS security with DDI services to control and secure anywhere access. (Presidio Networked Solutions Group, New York, NY)  | 114,288  |
| 20. The Division of Enrollment Management, Marketing and Communications requested permission to issue an open order to purchase SAT and PSAT prospective student names for student recruitment for the period through June 30, 2024. (College Board, New York, NY)   | 185,000* |
| 21. Counseling and Consultation Services requested permission to purchase furniture for the Student Wellness offices, located in the Campus Life Building, to replace the current old and dated furniture. (Krueger International, Green Bay, WI)  | 126,310  |

Capital Improvement Projects:

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|---|-------------------|
| 1. Parking lot repairs: Following annual parking lot condition review and prioritization, three lots were identified for critical repairs near Anderson Hall, Founders Memorial Library and Wellness/Literacy. The scope of work included sections to be milled and repaved, sealcoating and restriping.  | 184,800           |
| 2. Baseball Field fencing: New 2024 NCAA rules require upgrades for the Ralph McKinzie Baseball Field. The scope of work included replacement of the outfield wood fence with vinyl coated chain link fencing, modifications to the warning track, installation of pitch clocks and replacement of the scoreboard. The project will also include replacement of the scoreboard at the Mary Bell Softball Field. | 245,300           |
| 3. Miscellaneous safety repairs: Key safety related repairs were collected from around the campus into one project effort. The scope of work addressed safety/tripping hazards with concrete walkways, repainting of fire hydrants and a railing installation.  | 52,000*<br>52,000 |



4. Health Services Building hot water repairs: The tank and heat exchanger, which converts steam heat from the central plant to provide domestic hot water service, required replacement after failing earlier in the year. The scope of work included removing the original system with a replacement system. 168,600\*

\*Appropriated/Income Funds

## **OVERSIGHT OF ACADEMIC PROGRAMS**

Northern Illinois University engages in numerous processes to monitor the quality of its academic degree programs and to inform planning and decision making about the programs. Processes internal to the university include program review and the assessment of learning outcomes, which are required of all programs by our regional accreditor the Higher Learning Commission and by the Illinois Board of Higher Education. Processes that include external constituencies or external indicators include external reviews of dissertations, accreditation, licensure and certification examinations, and advisory committees.

### **Internal Processes**

Program Review: NIU has a long-standing history of conducting thorough reviews of its academic programs and research and public service centers through the program review process. The review schedule for programs that do not have disciplinary and/or college accreditation is eight years; programs with disciplinary and/or college accreditation have reviews scheduled to align with accreditation cycles (cycle lengths vary between five and ten years). Departments scheduled for review prepare in-depth self-study documents, which may incorporate data collected by the program, data provided by other university offices, and information from external indicators or constituencies. Program review documents are reviewed at the college level (or division level when the program or center is not housed within a college). Results from the reviews are reported annually to the Executive Vice President and Provost (EVPP) and provided by the EVPP to the Academic Planning Council and the Board of Trustees as an information item. For programs with external disciplinary accreditation, this external accreditation may be substituted for the program review process along with the completion of the findings reported in the standardized IBHE format and submitted to the EVPP.

The programs in the College of Education scheduled for review in 2022-2023 were the:

- B.S.Ed. in Physical Education
- M.S. in Kinesiology and Physical Education
- Ph.D. in Kinesiology and Physical Education
- B.S. in Sport Management
- M.S. in Sport Management

The programs in the College of Health and Human Sciences scheduled for review in 2022-2023 were the:

- B.S. in Medical Laboratory Sciences
- B.S. in Nursing
- M.S. in Nursing
- Doctor of Nursing Practice (D.N.P.)
- B.S. in Public Health
- M.S. in Applied Human Development and Family Sciences
- M.S. in Health Sciences
- Ph.D. in Health Sciences

The programs in the College of Liberal Arts and Sciences scheduled for review in 2022-2023 were the:

- Bachelor of General Studies

B.S. in Statistics  
B.S. in Actuarial Science  
B.A./B.S. in Women, Gender and Sexuality Studies  
Specialist in School Psychology

The centers scheduled for review in 2022-2023 were the:

Center for Interdisciplinary Study of Language and Literacy  
The Couple and Family Therapy Clinic at NIU  
Northern Illinois Center for Accelerator and Detector Development  
Psychological Services Center

The information submitted to the IBHE to meet its reporting requirement for 2022-2023 has also been forwarded to the Board of Trustees under separate cover.

Assessment of Learning Outcomes: All NIU degree programs engage in the systematic assessment of student learning. The overall assessment process is designed to be useful for program review. University Assessment Panel reviews all assessment plans which outline the methods, processes, and time frames for the implementation of the plans. Each year, every program prepares an Annual Assessment Update that provides a snapshot of the last 12 months assessment-related activities, the evidence gathered from the activities, and the actions taken on the evidence. The Annual Assessment Update process was put on hold during the pandemic period (i.e., 2020 and 2021) but resumed in 2022. The annual assessment updates are submitted to Accreditation, Assessment, and Evaluation Office. Accreditation, Assessment, and Evaluation staff review the updates using standardized rubrics, provide feedback to the individual programs, and prepare a consolidated report on the extent to which the criteria for the updates were met. Halfway through the program review cycle, programs submit a Mid-cycle Status Report on the assessment plan (including its use and evolution over this period) for review by the University Assessment Panel. The panel uses a standardized rubric and reporting form to provide feedback to the programs.

### **External Processes**

Accreditation: Accreditation is a “process of external quality review created and used by higher education to scrutinize colleges, universities and programs for quality assurance and quality improvement” (Overview of U.S. Accreditation, CHEA, 2009), and more than 20 specialized agencies accredit NIU programs across seven academic colleges. Accreditation is earned through a comprehensive process that involves self-study, peer review, site visits and action from the accrediting agency’s commission affirming that threshold standards have been met. These programs were reviewed by disciplinary accreditors in 2022-2023. Of the nine degree programs and one certificate that had accreditation reviews in 2022-2023, eight received accreditation for one year to six years, and one program, the B.S. in Biomedical Engineering, has a scheduled revisit to finalize the accreditation review process.

College of Health and Human Sciences/Council on Education for Public Health (CEPH)

M.S. in Public Health

College of Engineering and Engineering Technology/ABET

B.S. in Electrical Engineering  
B.S. in Industrial and Systems Engineering  
B.S. in Mechanical Technology  
B.S. in Mechatronics Engineering  
B.S. in Biomedical Engineering

College of Visual and Performing Arts/National Association of Schools of Music (NASM)

B.A. in Music  
Bachelor of Music  
Performer's Certificate (Graduate)  
Master of Music

Licensure and Certification Examinations: Graduates from NIU's accountancy, clinical and school psychology, counseling, law, teacher education and health sciences programs take licensure or certification examinations that permit them to practice in their discipline. The results of these examinations give programs the means to benchmark NIU graduates' performance against state and/or national performance rates.

Advisory Committees: Many programs and departments engage in periodic discussion with alumni, employers and/or professionals in the discipline who participated on advisory committees. These individuals provide feedback related to the performance and competencies of the program's alumni, curricular content and new trends in the discipline, which is used in numerous ways to ensure that programs are preparing students with contemporary knowledge and skills.

## **BASICS PRESENTATION**

Christine Mooney, Associate Professor, Department of Management and Melissa Lenczewski, Professor, Department of Earth, Atmosphere and Environment will provide an overview on BASICS: Business and Science Integrated Curriculum for Sustainability.

## **STATE LEGISLATIVE REPORT**

### **IBHE Big Picture Meeting**

On October 17, NIU participated in the annual Big Picture Meeting with the Illinois Board of Higher Education (IBHE). NIU framed the presentation around the nine strategies for growth from IBHE's strategic plan, a Thriving Illinois. President Freeman, Interim Executive Vice President and Provost Elish-Piper, and Vice President Jensen outlined our clear alignment with the economic and workforce development, pathways to higher education, and student success strategies. Vice President and CFO Middlemist presented a draft maintenance budget. Additionally, NIU outlined our legislative priorities for the 2024 spring legislative session.

### **2024 Legislative Agenda**

- Predictable, adequate, equitable, and stable funding.
- Multi-year capital support for maintenance, renewal and enhancement of facilities.
- Increased transfer pathways through innovative partnerships.
- Regulatory reform to promote operational efficiencies.
- Flexibility within the AIM HIGH and MAP programs to support student financial needs outside of tuition and fees.

### **State Relations Engagement**

Over the past few months NIU has hosted several legislators on campus to provide updates on student enrollment, highlight successes, share budget and capital challenges, and request continued support for higher education. Director Davison also visited area legislators in both Elgin and Rockford.

- Senator Sue Rezin
- Representative Lance Yednock
- Senator Mike Halpin (co-chair of Senate Higher Education Committee)
- Senator Christina Castro
- Senator Carrina Villa
- Senator Steve Stadelman
- Senator Dave Syverson
- Representative Maura Hirschauer
- Representative Maurice West
- Representative Dave Vella

Meetings continue to be scheduled with NIU caucus members and Senate and House leadership.

### **Veto Session**

The House and Senate will convene October 24-26 and November 7-9, 2023, for fall veto session. No legislation impacting higher education is expected to be introduced during veto session.

## **FEDERAL RELATIONS REPORT**

This report covers the period from September to October 2023.

### **Congressional Update**

On October 25, Rep. Mike Johnson (R-LA) was elected Speaker of the House of Representatives after Rep. Kevin McCarthy (R-CA) was removed as Speaker in October, leaving the House unable to bring legislation to the floor for a vote for more than two weeks. With a new Speaker elected the House will resume regular order.

### **Appropriations Update**

The government is operating under a continuing resolution (CR), funding the government at fiscal year 2023 levels until November 17. The status of NIU's priorities including congressional directed funding requests, key programs impacting higher education Title IV and research funding for FY24 remain uncertain.

### **Legislative Update**

Section 117: On October 11, Rep. Virginia Fox (R-NC) introduced the Defending Education Transparency and Ending Rogue Regimes Engaging in Nefarious Transactions (DETERRENT) Act, modifying Section 117 of the Higher Education Act which requires foreign gift reporting for institutions of higher education. The DETERRENT Act would lower the reporting threshold from \$250,000 to \$50,000, require disclosures of gifts to individual staff and faculty at research-heavy institutions, and includes penalties for noncompliant universities, including loss of Title IV funding. The bill has not received a hearing or been reported out of the House Education and Workforce Committee.

### **Biden Administration and Agency Update**

FAFSA: The new FAFSA, mandated by the FAFSA Simplification Act, has been delayed from its original October 1 implementation date. The Department of Education plans to launch the form in December. An exact date has not been announced yet.

Title IX: The Department of Education has not transmitted its final Title IX rule to the Office of Management and Budget for review. This is a critical step before the final rule can be issued. Advocacy groups are pushing for the Biden Administration to release the rule so it can be implemented by the 2024-2025 academic year.

Accountability Rules: The Department of Education is preparing to release another package of regulations, building upon the rule package from June, this package could include Financial Responsibility, Administrative Capability, Certification Procedures, and Ability to Benefit, to give agency regulators new tools around accountability. The proposal includes new requirements for colleges to clearly display information in financial aid awards including the total cost of attendance and net price and transcript withholding. The Department has confirmed they will meet the November 1 regulatory deadline to have the finalized rule go into effect in July 2024.

### **Courts Update**

On September 13, a Judge in the Southern District of Texas ruled that DACA was unlawful but fell short of putting an immediate end to the program. This ruling rests on an earlier decision from October 2022 from the U.S. Court of Appeals in the Fifth Circuit. Current DACA recipients status remains unchanged and can continue to renew their status.



## SPONSORED PROGRAMS ADMINISTRATION QUARTERLY REPORT

In the first quarter of Fiscal Year (FY) 2024, NIU acquired a total of 63 sponsored awards totaling \$13.6M. These awards were distributed as follows: \$8M for research, \$3.1M for instruction, and \$2.5M for other sponsored activities (OSA) (Figure 1). Despite a 21% decrease over the same period last year, that period included two State of Illinois multiyear awards totaling \$7.8 million<sup>1</sup>. Research funding for this quarter surged by 121% and instructional funding increased by 9%. OSA funding decreased by 77%, primarily due to the two State of Illinois awards mentioned previously.

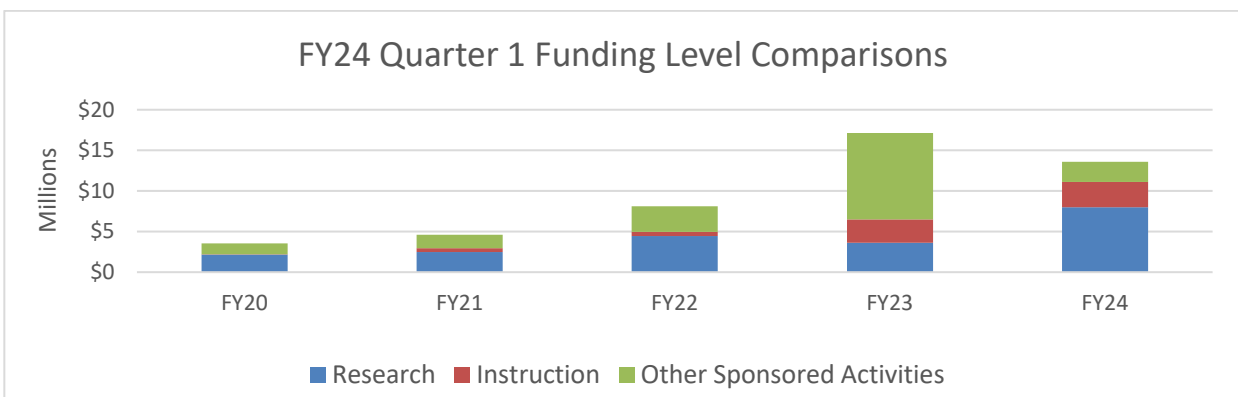


Figure 1

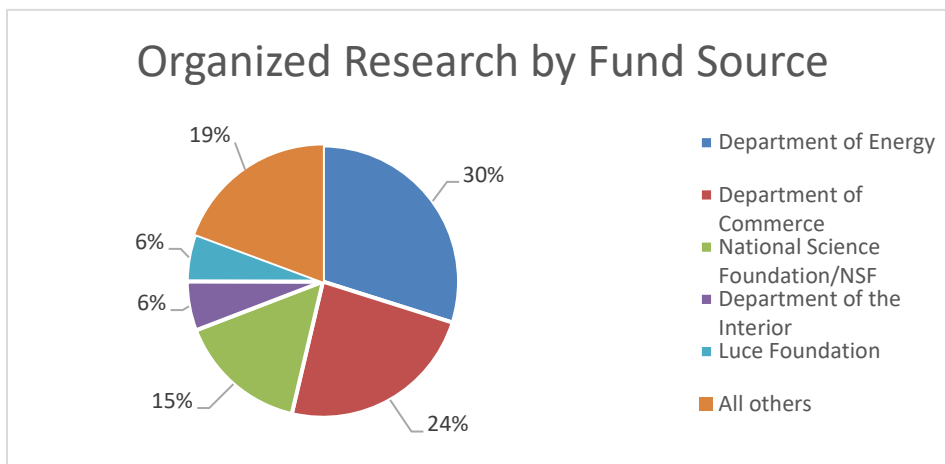


Figure 2

Note: Other category includes agencies contributing 1%-5% of the total. Amounts based on originating fund source.

The Department of Energy and the Department of Commerce provided just over half of all funding for Organized Research (Figure 2).

<sup>1</sup> All figures include COVID 19 relief funding. Per the FY 23 Qtr. 4 report SPA will no longer break these totals out for the Board reports. Additional informational available upon request.

Department of Energy funding (\$2.3M) is supporting research and research training programs in the Departments of Physics and Mechanical Engineering. And furthering our collaborations with area Department of Energy laboratories, Argonne National Laboratory extended its support to 6 faculty members across the Departments of Chemistry and Biochemistry; Computer Science; Earth, Atmosphere and Environment; and Mechanical Engineering for joint appointments and research projects. The Department of Commerce support (\$1.9M) continues NIU's participation as an Illinois Manufacturing Excellence Center (IMEC) site. Various disciplines also received support (\$1.2M) from the National Science Foundation (NSF) for projects in Biological Sciences; Chemistry and Biochemistry; Earth, Atmosphere and Environment; and Physics.

Funding from the Department of Interior will strengthen NIU's research capacity with a \$467K cooperative agreement between NIU and the agency to move the local U.S. Geological Survey team onto campus to support research opportunities between faculty, students, and the agency. Funding this quarter also includes \$450K from the Henry Luce Foundation to the Center for Southeast Asian Studies to explore Asian American communities and connections in Southeast Asia to foster a greater understanding of Southeast Asians in the U.S. and generate teaching in response to the Illinois TEACH Act.

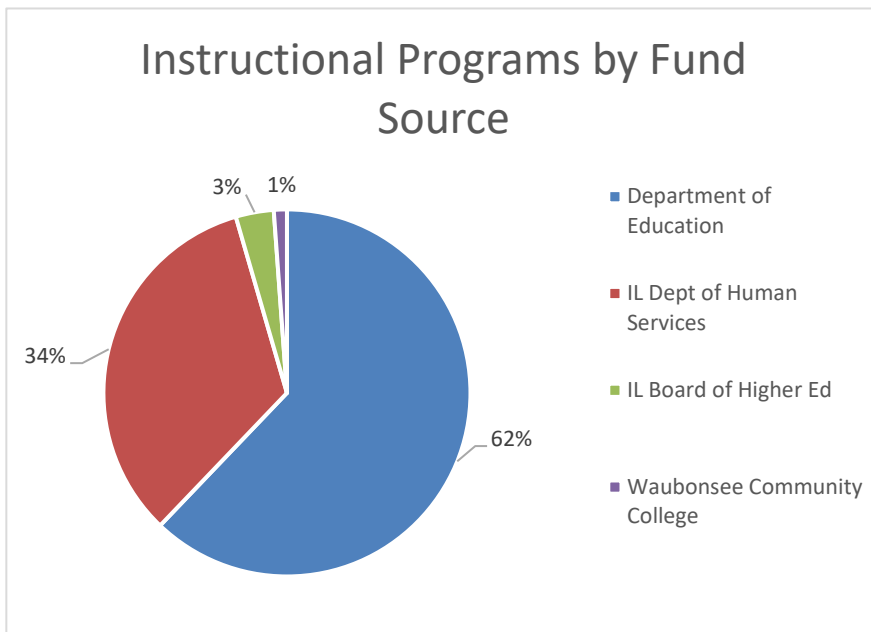


Figure 3

Note: Amounts based on originating fund source.

Most of the Instructional funding received this quarter is to continue existing programs; the Department of Education and the Illinois Department of Human Services provided most of this support (Figure 3). The Department of Education is supporting multiple visual rehabilitation training programs in the Department of Special Education

including a new \$250K award for Project Orientation and Mobility (O&M) Justice, Equity, Diversity, and Inclusion (JEDI) that will prepare diverse scholars in an orientation and mobility program to serve children with visual impairments and high intensity needs.

The Department of Psychology secured \$250K for continuing training funds also from the Department of Education for Project Prevent and Address Bullying Behavior at All Tiers (PPABB) to recruit, train, and graduate 12 school psychology and 12 special educator

scholars with specialized interdisciplinary training in addressing bullying with expertise in applied behavior analysis. In the College of Education, an additional \$1.3M of Department of Education funding was received through the Illinois Board of Higher Education to continue the Illinois Tutoring Initiative.

The College of Health and Human Science’s School of Interdisciplinary Health Professions secured additional funding (\$1M) from the Illinois Department of Human Services to continue the Peer Recovery Training program that trains individuals with a lived experience of mental illness and/or substance use disorders to become certified mental health professionals.

Direct funding (\$105K) from the Illinois Board of Higher Education continues support for the Diversifying Higher Education Faculty (DFI) program this fiscal year.

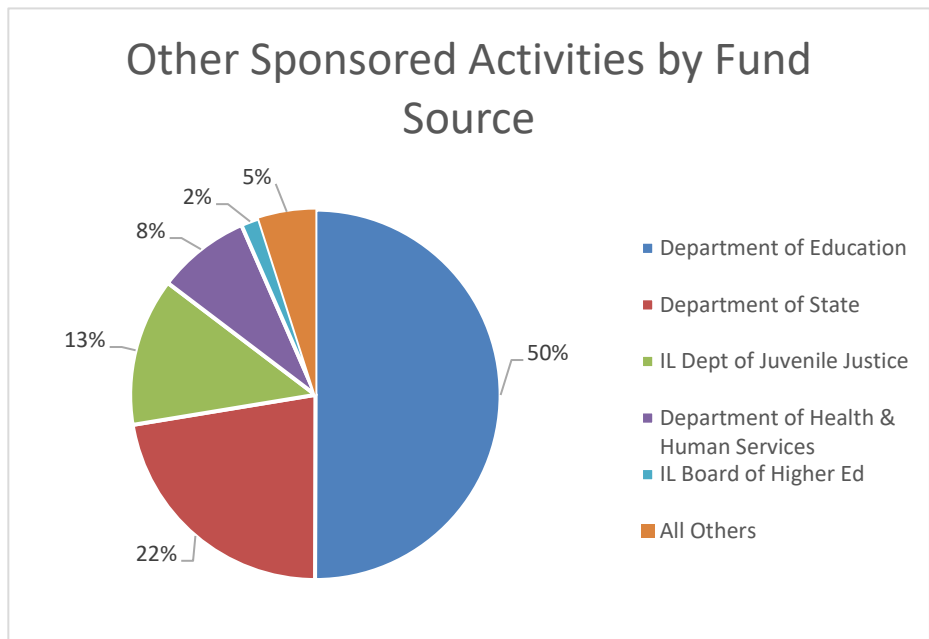


Figure 4  
 Note: Other category includes agencies contributing 1% to the total.  
 Amounts based on originating funding source.

The Department of Education and Department of State provided most of the funding for Other Sponsored Activities (Figure 4).

The Department of Education provided additional funding of \$757K to the College of Health and Human Science’s School of

Family and Consumer Sciences Child Development and Family Center to provide campus-based, high-quality childcare services to low-income student families. This support is instrumental in enabling parents to pursue higher education. Other funding from the agency includes \$291K to the Center for Southeast Asian Studies to support foreign language fellowships for graduate and undergraduate students.

Locally, the Illinois Department of Juvenile Justice provided \$317K to faculty in the Department of Kinesiology and Physical Education to deliver sport leadership programming within Illinois Juvenile Facilities as part of Project Flex and Governor’s State University authorized \$31K in National Science Foundation funding to NIU for our partnerships in the NSF ENGINES program; this funding supports the Smart Logistics Engine (SLE) project to plan and implement regional community events to improve understanding of barriers to workforce development, amplify unheard voices of stakeholders, and connect SLE research to workforce implementation.

NIU's Education Systems Center received \$200K in Department of Health and Human Services support through the Nebraska Children and Families Foundation to support workforce development in early childhood education.

Across various colleges, significant increases were observed for this current quarter. See Table 1 below. The 384% increase in funding for Other Academic Units is due to the \$1.9M in funding mentioned previously for the Department of Commerce/Illinois Manufacturing Excellence Center managed through the Division of Research and Innovation Partnerships.

Likewise, the College of Health and Human Sciences recorded a significant uptick of 270%. This increase is primarily due to the instructional award of \$1M from the Illinois Department of Human Services for the School of Interdisciplinary Health Professions and \$757K for the School of Family and Consumer Sciences, both mentioned previously.

Table 1

College	Organized Research	Instructional Activities	Other Sponsored Activities	FY24 - 1st Qtr. Totals	FY23 - 1st Qtr. Totals	% Change
Business	\$ -	\$ -	\$ -	\$-	\$-	0%
Education	\$273,863.44	\$1,700,000.00	\$329,725.00	\$2,303,588.44	\$2,147,478.74	7%
Engineering & Engineering Technology	\$1,049,358.11	\$ -	\$15,304.20	\$1,064,662.31	\$636,107.28	67%
Health and Human Sciences	\$ 216,072.00	\$1,046,666.00	\$756,853.00	\$2,019,591.00	\$ 545,378.00	270%
Law	\$ -	\$ -	\$ -	\$ -	\$ -	0%
Liberal Arts and Sciences	\$3,917,015.09	\$ 250,000.00	\$ 877,340.69	\$5,044,355.78	\$ 4,874,471.35	3%
Visual and Performing Arts	\$ -	\$ -	\$ 10,600.00	\$ 10,600.00	\$ 9,500.00	12%
Outreach, Engagement and Regional Development	\$ 157,500.00	\$ -	\$ 429,100.00	\$ 586,600.00	\$ 8,369,988.40	-93%
Other Academic Units	\$2,367,840.58	\$ 141,046.00	\$ -	\$2,508,886.58	\$ 518,261.00	384%
Other University Units	\$ -	\$ -	\$ 39,433.00	\$ 39,433.00	\$ 36,000.00	10%
<b>Total</b>	\$7,981,649.22	\$3,137,712.00	\$2,458,355.89	\$13,577,717.11	\$17,137,184.77	-21%

A full listing of all sponsored awards received for the first quarter follows.

## ANTHROPOLOGY

***Primate Conservation, Inc. for "Nutritional Niche Separation Amongst Sympatric Threatened Lemurs: The Role of Micronutrients in Food Selection and Physiologic Health." Mitch Irwin.***

Award: \$2,900.00.

May 1, 2022 - December 31, 2022. (Organized Research) Applied Research.

The project will provide a novel approach to studying community ecology and niche separation among mineral consumption between three sympatric lemur species, Hap lemur griseus, Propithecus diadem, and EU lemur fulvus.

## **ART MUSEUM**

*Illinois Arts Council for "Art Museum Support." Josephine E Burke.*

Award: \$10,600.00.

September 1, 2023 - August 31, 2024. (Other Sponsored Activities) Other.

This award will support ongoing exhibits and operating costs for the NIU Art Museum.

## **BIOLOGICAL SCIENCES**

*Department of Agriculture for "Identification of Regulatory Genes in A. Flavus that are Involved in Mycotoxin Production, Morphogenesis, and Virulence." Ana Calvo.*

Award: \$35,000.00. Cumulative \$135,000.00.

June 3, 2023 - June 2, 2024. (Organized Research) Applied Research.

The purpose of this project is to further the understanding of the signaling pathways involved in the production of mycotoxins and fungal development and the role of VeA in fungal virulence.

*National Science Foundation/NSF for "On the Ground and From Above: A Multi-Scale Analysis of the Factors Influencing Small Mammal Populations in a Restored Tallgrass Prairie." Holly Jones/Erin Rowland-Schaefer.*

Award: \$17,780.00.

September 1, 2023 - August 31, 2024. (Organized Research) Applied Research.

This proposal intends to determine the landscape factors that influence the population patterns of tallgrass prairie small mammals and investigate the most effective methods to teach landscape ecology in undergraduate classes.

*National Science Foundation/NSF for "CAREER: Ecological and Evolutionary Drivers in an Invasive Host-Parasite System." Jennifer A Koop.*

Award: \$59,604.00. Cumulative \$251,648.00.

July 1, 2024 - June 30, 2025. (Organized Research) Basic Research.

The proposed body of research aims to better understand how and why some parasite

species are successful at invading new habitats and hosts.

***Directorate for Biological Sciences/NSF for "Collaborative Research: RoL: Impacts of Plants and Communities on Soil Microbial Composition and Function Across Phylogenetic Scales." Wesley D Swingley.***

Award: \$79,998.00. Cumulative \$488,040.00.

June 1, 2020 - May 31, 2024. (Organized Research) Applied Research.

We will combine sampling in a controlled biodiversity experiment and in the field, exometabolomic plant measurements and manipulations, and machine learning approaches to forecast microbial community structure and function.

### **CENTER FOR GOVERNMENTAL STUDIES**

***University of Illinois at Urbana-Champaign for "Climate and Equity Jobs Act Workforce Training Programs." Brian W Richard.***

Award: \$157,500.00. Cumulative \$315,000.00.

July 1, 2023 - June 30, 2024. (Organized Research) Applied Research.

CGS is responsible for participating in, and leading portions of, a multi-university partnership to ensure successful launch of DCEO's Climate and Equitable Jobs Act (CEJA), workforce development initiatives.

### **CENTER FOR SOUTHEAST ASIAN STUDIES**

***Bureau of Educational and Cultural Affairs/Department of State for "Southeast Asia Youth Leadership Program 2022-2025." Judy L Ledgerwood.***

Award: \$549,999.76. Cumulative \$1,100,000.34.

September 17, 2022 - September 30, 2025. (Other Sponsored Activities) Public Service.

This project will fund 60 students from ASEAN nations visiting the U.S. and learning about civic engagement and good governance.

***Luce (Henry) Foundation, Inc. for "Expressions of Global Asia: Southeast Asian Americans in Illinois." Judy L Ledgerwood.***

Award: \$450,000.00.

August 1, 2023 - July 31, 2028. (Organized Research) Applied Research.

This project will explore Asian American communities and connections in Southeast Asia,

foster greater understanding of Southeast Asians in the U.S. and generate teaching in response to the Illinois TEACH Act.

***Asia Foundation for "Council on Thai Studies Conference." Judy L Ledgerwood.***

Award: \$5,000.00.

August 29, 2023 - November 23, 2023. (Other Sponsored Activities) Conference.

This funding will support the holding of a desired panel at the Council on Thai Studies Conference held October 2023.

***Office of Postsecondary Education/Department of Education for "2022 Foreign Language and Area Studies Fellowships (FLAS)." Judy L Ledgerwood.***

Award: \$291,148.00. Cumulative \$582,296.00.

August 15, 2023 - August 14, 2024. (Other Sponsored Activities) Other.

This funding will support 6 graduate FLAS fellows and 4 undergraduate FLAS fellows during the academic year and 5 graduate fellows and 4 undergraduate fellows for summer study.

## **CENTER FOR THE STUDY OF FAMILY VIOLENCE AND SEXUAL ASSAULT**

***Kansas State University for "Collection of Intimate Partner Violence Incident Data." Joel S Milner/Joe A Ammar/Julie L Crouch.***

Award: \$50,000.00. Cumulative \$175,000.00.

April 30, 2023 - April 29, 2024. (Organized Research) Applied Research.

This project will use an Automated Telephone Data Collection (ATDC) system to collect data from study participants to determine the extent to which new incidents of intimate partner violence (IPV) occur following an alleged incident of IPV.

## **CHEMISTRY AND BIOCHEMISTRY**

***National Science Foundation/NSF for "Collaborative Research: Rational Design of Ni/Ga Intermetallic Compounds for Efficient Light Alkanes Conversion Through Ammonia Reforming." Tao Li.***

Award: \$18,000.00. Cumulative \$300,721.00.

October 1, 2022 - September 30, 2025. (Organized Research) Applied Research.

The research will test a proposed concept that could allow lower cost, CO<sub>2</sub>-free hydraulic

fracturing for the energy industry, which could have major industrial applications and play a pivotal role in ensuring a clean, secure, and affordable energy future.

***Argonne National Laboratory for "University to Argonne Joint Appointment - Tao Li AY 22-23." Tao Li.***

Award: \$90,896.69. Cumulative \$212,016.32.

August 16, 2023 - August 15, 2024. (Organized Research) IPA or Joint Appointment.

The purpose of these funds is to support a joint appointment for Dr. Tao Li with Argonne National Laboratory.

***National Science Foundation/NSF for "Collaborative Proposal: FuSe: Spin Gapless Semiconductors and Effective Spin Injection Design for Spin-Orbit Logic." Tao Li.***

Award: \$239,983.00.

October 1, 2023 - September 30, 2024. (Organized Research) Basic Research.

This project will develop both materials and devices using spin-gapless Heusler compounds for magneto-electric devices for future energy-efficient logic operation.

***University of Iowa for "Discovery and Development of Antifungal Acetyl CoA Synthetase Inhibitors." Timothy J Hagen.***

Award: \$251,501.00. Cumulative \$749,849.11.

July 1, 2023 - June 30, 2024. (Organized Research) Applied Research.

Our goal is to identify a lead ACS inhibitor scaffold along with a back-up series for further pre-clinical development as broad-spectrum antifungal drug candidates.

***Argonne National Laboratory for "Elucidating Electrochemical Interface via Single Crystal Electrochemistry." Yingwen Cheng/Elizabeth R Gaillard.***

Award: \$12,600.00. Cumulative \$51,595.70.

September 1, 2023 - December 31, 2023. (Organized Research) Basic Research.

This position is primarily defined within the Lead Battery Science Research program, where the project is intended to understand at atomic levels the fundamental limits of lead-acid battery technology and its electrochemical processes.

***American Chemical Society for "Exploring Methane Activation and Conversion on Modified Chevrel phase Chalcogenides." Yingwen Cheng.***



Award: \$46,759.00. Cumulative \$110,000.00.

August 1, 2022 - August 31, 2023. (Organized Research) Basic Research.

We propose a fundamental study on verifying the Chevrel phase chalcogenides as a new class of catalyst materials.

## **COLLEGE OF EDUCATION**

*Illinois Board of Higher Education for "Illinois Tutoring Initiative." William A Pitney.*

Award: \$1,300,000.00. Cumulative \$2,804,798.76.

October 1, 2023 - September 30, 2024. (Instructional Programs).

The purpose of the project is to establish a service area in northwest Illinois for the tutoring and support of K-12 students with academic recovery from the COVID-19 pandemic.

## **COLLEGE OF ENGINEERING AND ENGINEERING TECHNOLOGY**

*Milwaukee Tool for "Master Research Services Agreement." Donald R Peterson.*

Award: \$15,304.20. Cumulative \$49,394.35.

August 16, 2023 - October 15, 2023. (Other Sponsored Activities) Testing/Evaluation.

Master testing agreement with task orders for evaluating vibration reducing gloves and resilient materials in accordance with ISO 10819 international standard.

## **COMMUNICATION**

*Pennsylvania State University for "Licensed to Greenwash? Exploring Sustainability-Driven Prosocial Communication Strategies through the Moral Framework of Corporate Sustainability Communication." Shupeí Yuan.*

Award: \$4,560.00.

July 1, 2023 - December 31, 2024. (Organized Research) Applied Research.

This project aims to develop a Moral Framework of Corporate Sustainability Communication among company sustainability types, prosocial communication topics, audience characteristics; and how sustainable companies' strategies are associated with anticipated influences.

## **COMPUTER SCIENCE**

*Argonne National Laboratory for "University to Argonne Joint Appointment - Brian*

***Toonen." Nicholas T Karonis/Joseph Insley/Michael E Papka.***

Award: \$213,352.65. Cumulative \$416,545.65.

July 1, 2023 - June 30, 2024. (Organized Research) IPA or Joint Appointment.

Funds are being used to support a joint appointment between NIU and Argonne National Laboratory for Mr. Brian Toonen.

## **EARTH, ATMOSPHERE AND ENVIRONMENT**

***Argonne National Laboratory for "University to Argonne Joint Appointment - Brendan Wallace." Brendan C Wallace/Alex M Haberlie.***

Award: \$47,616.75. Cumulative \$99,562.11.

August 1, 2023 - July 31, 2024. (Organized Research) IPA or Joint Appointment.

The purpose of these funds is to support a joint appointment for Dr. Brendan Wallace with Argonne National Laboratory.

***Columbia University for "Investigation of Silicic Acid Supply and Utilization During MIS 11/12 Glacial Termination in Iberian Margin Using Silicon Isotopes in Biogenic Opal." Justin P Dodd/Viviane Dos Santos Rocha.***

Award: \$20,000.00.

August 1, 2023 - July 31, 2024. (Organized Research) Applied Research.

PI (Dodd) seeks supplemental funding to cover post-expedition research activities led by a PhD student who participated in Expedition 397 of NSF's International Ocean Discovery Program (IODP).

***National Science Foundation/NSF for "MRI Track 1: Acquisition of Agilent 8700 Laser Direct Infrared (LDIR) Chemical Imaging System." Megan R Brown.***

Award: \$414,523.00.

September 1, 2023 - August 31, 2026. (Organized Research) Applied Research.

The goal of this MRI is to foster interdisciplinary research, education, and community engagement to promote understanding of microplastics (MP) and the development of creative and effective solutions to this unsustainable issue.

***National Science Foundation/NSF for "IRES: TransArctic Connections: Linking Alaskan Students with Finnish Arctic Scientists for Research in the Rapidly Changing Arctic." Nathan D Stansell.***

Award: \$75,000.00.

July 1, 2023 - June 30, 2026. (Organized Research) Applied Research.

This 3-year project studies how research experiences influence undergraduate STEM students' academic and career decisions and will help researchers learn more about STEM students' experiences and motivations.

***National Science Foundation/NSF for "Effects of Instructional Analogies on Illusions of Understanding in Introductory Geoscience." Nicole D LaDue.***

Award: \$131,311.00.

August 1, 2023 - July 31, 2027. (Organized Research) Applied Research.

This proposal investigates how best to engage students with analogies found in introductory geology texts.

## **EDUCATION SYSTEMS CENTER**

***Nebraska Children and Families Foundation for "Nebraska Children & Families Fdn." Sessy Nyman.***

Award: \$200,000.00.

January 1, 2023 - December 31, 2023. (Other Sponsored Activities) Public Service.

Building on the work of the Workforce Commission and the SLFTF, this planning process will have a strong focus on developing improved workforce development pathways and stronger financing systems to support high-quality ECCE.

## **EDUCATIONAL TECHNOLOGY, RESEARCH AND ASSESSMENT**

***School District #205, Rockford for "Computational Making in SAITIS." Pi-Sui Hsu/Eric M Lee.***

Award: \$87,113.44.

August 15, 2023 - August 31, 2024. (Organized Research) Applied Research.

The PI will collaborate with middle school science teachers in the Rockford School District and an Assistant Professor in the College of Engineering and Engineering Technology at NIU through co-designing Computational Making activities.

## **ENVIRONMENTAL STUDIES**

***Governors State University for "NSF Engines: Type-1: Smart Logistics Engine."  
Thomas S Skuzinski/Yolanda J Clark.***

Award: \$31,192.93.

May 15, 2023 - April 30, 2024. (Other Sponsored Activities) Public Service.

In Smart Logistics Engine (SLE), this project will plan and implement regional community events to improve understanding of barriers to workforce development, amplify unheard voices of stakeholders, and connect SLE research to workforce implementation.

## **FAMILY AND CONSUMER SCIENCES**

***Office of Postsecondary Education/Department of Education for "NIU CCAMPIS Grant  
FY2022." Thomas W Pavkov/Kristin E Schulz.***

Award: \$756,853.00. Cumulative \$1,513,706.00.

October 1, 2023 - September 30, 2024. (Other Sponsored Activities) Student Service.

This project allows the Child Development and Family Center to provide low-income student families with high-quality, campus-based childcare to allow the parents to seek higher education.

## **GRADUATE SCHOOL**

***Illinois Board of Higher Education for "Diversifying Higher Education Faculty in  
Illinois (DFI) FY2024." Jessica Reyman.***

Award: \$105,000.00.

August 1, 2023 - June 30, 2024. (Instructional Programs).

NIU will administer grants awarded by the DFI Program Board to fellows at NIU under the DFI program.

***Waubensee Community College for "Graduate Student Placement at Waubensee  
Community College FY24." Kerry K Wilks.***

Award: \$36,046.00.

August 1, 2023 - May 15, 2024. (Instructional Programs).

This project provides three Graduate Assistants to Waubensee Community College to work under the Dean of Students in the area of Student Life.

## **HUMAN RESOURCE SERVICES**

***Illinois Board of Higher Education for "IBHE FY24 Illinois Cooperative Work Study Grant." Catherine W Doederlein/Alicia M Schatteman.***

Award: \$39,433.00.

July 26, 2023 - August 31, 2024. (Other Sponsored Activities) Public Service.

The purpose of the project is to provide valuable career-related work experiences to students that are applicable to their fields of study.

## **INDUSTRIAL AND SYSTEMS ENGINEERING**

***Chalmers St. Consulting for "Improving MSP Operations." Purushothaman Damodaran.***

Award: \$41,606.27.

September 15, 2023 - January 13, 2024. (Organized Research) Applied Research.

The proposed project aims to improve the overall operations of a facility that receives hardware (i.e., computers) from their clients and works on any customer specified upgrades, repairs, etc. The facility recently moved from Addison, IL to Germantown, WI.

***AGCO Corp. for "Improving Warehouse Operations." Purushothaman Damodaran.***

Award: \$96,788.00. Cumulative \$190,275.00.

September 1, 2023 - August 31, 2024. (Organized Research) Applied Research.

Funds are requested to improve warehouse inbound and warehouse operations to enhance productivity.

## **KINESIOLOGY AND PHYSICAL EDUCATION**

***Illinois Department of Juvenile Justice for "Project FLEX - A Sport Leadership Program for Incarcerated Youth." Jennifer M Jacobs.***

Award: \$317,725.00.

August 16, 2023 - August 23, 2024. (Other Sponsored Activities) Public Service.

This is a contract to deliver sport leadership programming within Illinois Juvenile Facilities.

***Great Lakes Athletic Trainers' Association (GLATA) for "Piloting Clinical Pilates as a Method to Reduce Concussion-Related Musculoskeletal Disability." Tyler A Wood/Nicholas E Grahovec.***

Award: \$500.00.

August 1, 2023 - May 30, 2024. (Organized Research) Applied Research.

Concussions cause mobility issues and disability. Neuromuscular re-education may be effective in reducing these. The current project is examining if Clinical Pilates, an easily accessible neuromuscular re-education program, can reduce mobility deficits.

## **LEADERSHIP, EDUCATIONAL PSYCHOLOGY AND FOUNDATIONS**

***National Institutes of Health/NIH/DHHS for "Word Learning and Vocabulary Development in Blind Children." Lindsay N Harris/Allison L Gladfelter.***

Award: \$186,250.00.

September 30, 2023 - July 31, 2024. (Organized Research) Applied Research.

This project examines how school-age blind children acquire word meanings and develop vocabulary to potentially improve instructional approaches for blind children.

## **MECHANICAL ENGINEERING**

***Argonne National Laboratory for "Modeling Support to Advance the Performance of Next-generation Batteries at Argonne - GRA Support." Kyu Taek Cho.***

Award: \$13,512.24.

August 16, 2023 - February 15, 2024. (Organized Research) Applied Research.

Modeling Support to Advance the Performance of Next-generation Batteries at Argonne.

***Office of Science/Department of Energy for "RENEW: Accelerating Underrepresented Engineering Careers through Accelerator Innovations." Nicholas A Pohlman.***

Award: \$850,000.00.

September 1, 2023 - August 31, 2024. (Organized Research) Research Training.

The purpose of the project is to provide research and career opportunities in engineering and accelerator science for under-represented students.

***Argonne National Laboratory for "ANL-Graduate Visiting Student (Francis Kim)." Sahar Vahabzadeh.***

Award: \$47,451.60. Cumulative \$92,634.82.

August 1, 2023 - July 31, 2024. (Organized Research) Basic Research.

The GA will interact with ANL research staff to execute experiments in support of DOE funded programs. The work conducted at Argonne will be part of the student's PhD dissertation.

## **NORTHERN PUBLIC RADIO**

*Illinois Arts Council for "PRTV Operating FY23 WNIJ-FM Summer." Staci Hoste.*

Award: \$9,450.00.

June 25, 2023 - August 31, 2023. (Other Sponsored Activities) Other.

IACA grant funds enable the people of Illinois to have access to locally operated Public Radio and Television stations that provide unique services to their communities, including local productions, arts programming, education outreach, local & regional.

*Illinois Arts Council for "PRTV Operating FY23 WNIU-FM Summer 2023." Staci Hoste.*

Award: \$9,460.00.

June 25, 2023 - June 24, 2024. (Other Sponsored Activities) Other.

IACA grant funds enable the people of Illinois to have access to locally operated Public Radio and Television stations that provide unique services to their communities, including local productions, arts programming, education outreach, local & regional.

*Illinois State Library for "Northern Illinois Radio Information Service (NIRIS) FY 24." Staci Hoste.*

Award: \$28,273.00.

July 1, 2023 - June 30, 2024. (Other Sponsored Activities) Public Service.

Funds are used to provide informational services for persons who cannot read conventional print due to visual or physical disability, and because individual libraries cannot provide such services.

## **P-20 CENTER**

*Illinois State Board of Education for "FY24 Migrant Education - Regular Year." Susana A Das Neves.*

Award: \$181,917.00.

August 1, 2023 - June 30, 2024. (Other Sponsored Activities) Public Service.

Rochelle Migrant Education Program provides recruiting, tutoring, advocacy and other support services and supplies to migrant-eligible children who remain within the local territory after the summer school program.

## **PHYSICS**

***Office of Science/Department of Energy for "Intra-Beam Scattering and Beam Cooling for Circular Modes." Bela Erdelyi.***

Award: \$150,000.00.

September 1, 2023 - August 31, 2024. (Organized Research) Applied Research.

This project aims to develop and benchmark methods that will improve the performance of future particle accelerators used for discovery in nuclear and high-energy physics research.

***Office of Science/Department of Energy for "C<sup>2</sup>-THE-P<sup>2</sup> = Chicagoland Computational Traineeship in High Energy and Particle Physics." Jahred A Adelman/Michael Papka.***

Award: \$540,000.00. Cumulative \$655,000.00.

July 1, 2023 - June 30, 2024. (Organized Research) Research Training.

This project intends to train physics students at NIU and UIC in instrumentation and detector construction.

***Office of Science/Department of Energy for "Enabling High-Gradients Efficient Wakefield Accelerators with High-Quality Shaped Electron Bunches." Philippe Piot/Xueying Lu.***

Award: \$110,000.00. Cumulative \$330,000.00.

June 1, 2023 - May 31, 2024. (Organized Research) Applied Research.

The proposal will develop methods to demonstrate efficient electron-beam acceleration in high-gradient wakefield accelerators. The research will include theoretical, numerical, and experimental investigations.

***Illinois Institute of Technology for "Chicagoland Accelerator Science Traineeship." Philippe Piot/Xueying Lu.***



Award: \$135,000.00. Cumulative \$975,000.00.

September 25, 2023 - September 24, 2024. (Organized Research) Research Training.

Funds are requested to establish the proposed "Chicagoland Accelerator Science Traineeship."

***National Science Foundation/NSF for "Theory and Phenomenology at the Frontiers of the Standard Model." Stephen P Martin.***

Award: \$180,000.00.

August 15, 2023 - July 31, 2026. (Organized Research) Basic Research.

The goal of this project is to conduct research that advances the theoretical understanding of the frontiers of the Standard Model of high energy physics.

***Office of Science/Department of Energy for "Innovative High-Frequency Structures for High-Gradient Wakefield Acceleration." Xueying Lu.***

Award: \$174,000.00. Cumulative \$447,000.00.

August 1, 2023 - July 31, 2024. (Organized Research) Applied Research.

This program will explore a set of new research directions to demonstrate the full potential of structure-based wakefield acceleration at high frequencies with high gradients.

## **PSYCHOLOGY**

***Psi Chi: The National Honor Society in Psychology for "Understanding Organizational and Individual Level Motivations' Effect on Impression Formation for Persons with Disabilities in the Workplace." Lauren F Luchetti/Alecia M Santuzzi.***

Award: \$1,500.00.

July 1, 2023 - June 30, 2024. (Organized Research) Applied Research.

The current project attempts to shed light on the mechanisms that can improve the effectiveness of hiring motivations, performance-related judgments, and disability hiring rates in response to the business case for disability.

***Institute of Education Sciences/Department of Education for "A Randomized Pilot Study of Brief Intervention Group Support (BIGS): A Tier 2 Intervention for Students with Social-Emotional and Behavioral (SEB) Concerns." Michelle Demaray/Christine E Malecki.***

Award: \$365,130.00.

July 1, 2023 - June 30, 2024. (Organized Research) Applied Research.

This project is a pilot study investigating the effectiveness of the fully developed BIGS Tier 2 intervention on the social, emotional, behavioral, and academic outcomes of students at risk for disabilities.

***Office of Special Education and Rehabilitative Services/Department of Education for "Project Prevent and Address Bullying Behavior at All Tiers (PPABB)." Michelle Demaray/Christine E Malecki/Jesse W Johnson/Julia A Ogg.***

Award: \$250,000.00. Cumulative \$1,000,000.00.

October 1, 2023 - September 30, 2024. (Instructional Programs).

This project will recruit, train, and graduate 12 school psychology and 12 special educator scholars with specialized interdisciplinary training in addressing bullying with expertise in applied behavior analysis.

## **SCHOOL OF HEALTH STUDIES**

***Northern Illinois Food Bank for "Research and Outreach at the Northern Illinois Food Bank (FY24)." Henna Muzaffar.***

Award: \$30,072.00.

August 15, 2023 - May 15, 2024. (Organized Research) Basic Research.

NIU will provide consultation for the Northern Illinois Food Bank related to research and nutrition education program implementations.

## **SCHOOL OF INTERDISCIPLINARY HEALTH PROFESSIONS**

***Illinois Department of Public Health for "County Wide BRFSS." Kathryn D Mazurek.***

Award: \$186,000.00. Cumulative \$3,554,486.00.

July 14, 2023 - December 31, 2023. (Organized Research) Applied Research.

The purpose of this project is for data collection, data management, reporting and technical support on the Illinois County Behavioral Risk Factor Surveys.

***Illinois Department of Human Services for "Peer Recovery Training." Paul E Priester.***

Award: \$1,046,666.00.

July 1, 2023 - June 30, 2024. (Instructional Programs).

This program will train individuals with a lived experience of mental illness and/or substance use disorders to become certified mental health professionals.

## **SPECIAL AND EARLY EDUCATION**

***DeKalb County Mental Health Board for "NIU Penguin Players." Bess Wilson/Joe King.***

Award: \$12,000.00.

August 1, 2023 - June 30, 2024. (Other Sponsored Activities) Public Service.

Funds will support local programming for the DeKalb Penguin Players by providing NIU students preparing to become special education teachers the opportunity to work one on one with adults with disabilities through community theater.

***Department of Education for "Project Orientation and Mobility (O&M) Justice, Equity, Diversity, and Inclusion (JEDI): Preparing Diverse Scholars in an Orientation and Mobility Program to Serve Diverse Children with Visual Impairments and High-Intensity Needs." Stacy M Kelly/Molly A Pasley.***

Award: \$250,000.00.

October 1, 2023 - September 30, 2024. (Instructional Programs).

The purpose of the project is to increase the number and improve the quality of personnel who are certified as orientation and mobility specialists (OMSs).

***Office of Special Education and Rehabilitative Services/Department of Education for "Preparation of Vision Rehabilitation Therapists and Orientation & Mobility Specialists to Prepare Individuals with Visual Disabilities for the 21st Century Workplace." Stacy M Kelly.***

Award: \$150,000.00. Cumulative \$700,000.55.

October 1, 2023 - September 30, 2024. (Instructional Programs).

The purpose of the project is to train vision rehabilitation therapists (VRT) and orientation and mobility (O&M) instructors to provide services for adults and transition-aged adults with visual disabilities.

## **VP RESEARCH AND INNV PRTNRSH**

***U.S. Geological Survey/Department of the Interior for "Cooperative Agreement with United States Geological Survey (USGS)." Barrie P Bode/Karinne N Bredberg.***

Award: \$467,700.00.

September 1, 2023 - August 31, 2024. (Organized Research) Other.

USGS cooperative agreement to expand USGS' footprint on the NIU campus to expand the collaborative scientific relationship between the agency and the university.

***Illinois Manufacturing Excellence Center for "IMEC Year Four FY2024." Yvonne Harris.***

Award: \$1,900,140.58.

October 1, 2023 - September 30, 2024. (Organized Research) Applied Research.

The purpose of the five-year project is to perform research services directed toward increasing the productivity and global competitive advantage of regionally-based manufacturing and technology-related firms.

**Agenda Item 8.b.12.**  
**December 7, 2023**

*Information*

**ALIGNMENT WITH THE IBHE'S *THRIVING ILLINOIS* GROWTH  
GOALS**

Members of the Senior Leadership Team will give a presentation on “Alignment with the IBHE’s *Thriving Illinois* Growth Goals.”

**2024 UNIVERSITY GOALS**

# 2024 University Goals

Northern Illinois University  
December, 2023



## Background/Introduction

These 2024 goals establish the university's strategic priorities. These annual and multiyear goals are guided by our **Strategic Action Planning Framework** and its six themes and are informed by progress on previous years' goals. As in previous years, there are goals that appear under more than one theme, reflecting the integration of strategic priorities and highlighting opportunities to work toward our future vision in a coordinated manner across divisions, colleges, departments and units.

As we move forward together, we will continue to strive to increase alignment; promote equity-minded, data-informed decision-making; expand leadership and professional development opportunities; enhance strategic resource planning; and leverage relationships as resources. We will hold ourselves accountable for achieving outcomes that are consistent with NIU's mission, vision and values as well as our unwavering dedication to inclusive excellence and student success. In doing this, we will remember that excellence and innovation are cultivated in spaces where people are not only committed to finding better ways to do things, but also open to change, willing to take risks and unafraid to learn from failure.

## Theme 1: Empowerment and Shared Responsibility

Shared leadership offers an encompassing framework to foster co-ownership of goals and adoption of processes that emphasize adaptability, interdependence and collaboration. NIU is actively building organizational capacity for shared leadership by enhancing employee skills and competencies for creating shared vision and goals; building consensus; generating feedback; navigating difficult conversations; and being self-aware. In 2023, the university adopted this model to help Huskies visualize how shared leadership can be implemented at NIU at the institutional, unit and individual levels. This shared leadership model aligns with NIU's strategic action planning framework, which emphasizes supporting the development of leaders; communicating transparently and effectively; and fostering a culture of that embraces innovation, collaboration and shared responsibility.



### Goal 1A — Use shared leadership to advance a Huskie culture that truly centers and serves students.

NIU's mission, strategic action planning framework, strategic enrollment management (SEM) plans and equity statement call upon all Huskies to act in ways that are student-centric, equity-minded and that empower our students by recognizing their positive assets and focusing on their strengths. This goal seeks to strengthen our Huskie community's shared understanding of what it means to be student-centric and, specifically, to ensure that individuals and units at all levels of NIU understand how they can align their individual and collaborative efforts to achieve this aspiration:

- In 2024, the NIU executive and academic leaders represented on the senior roundtable and provost-dean roundtable will empower cross-functional groups within their divisions and colleges to review and evolve what being student-centric looks like in their context. They then will use that vision to generate specific expectations that can be: included in position descriptions; used to develop key progress indicators related to needed change in policies, practice or structures; and embedded in professional development programs for faculty and staff. Members of NIU senior leadership will share action plans based on this work with the president on or before August 1, 2024, so that implementation of the recommendations can begin before the end of the calendar year.
- In 2024, NIU will advance student-centric, equity-minded SEM goals by implementing fully a shared equity leadership (SEL) model that creates bridges between ground level-leaders and the senior team. The model features six working groups responsible for guiding and achieving positive change in key areas related to student success: 1) administrative barriers and processes; 2) advising and student pathways; 3) faculty academic experience; 4) HSI planning; 5) student academic success; 6) student engagement and well-being (note related Goals 2A and 4A).

- In 2024, NIU will participate in the *Excelencia* Technical Assistance Institute titled, “Implementing Evidence-Based Practices” (see related Goal 4A). A five-member NIU team will work to incorporate quality, equity and evidence of effectiveness into our practices and programs to more intentionally advance and accelerate Latino, and all, student success, drawing on *Excelencia’s* experience of more than 15 years with effective, student-centric practices (see related Goals 2A and 4A).

**Goal 1B — Promote shared leadership to build Huskie identity and pride and to create pathways for meaningful faculty and staff engagement.**

NIU recognizes that providing educational excellence for our students also means finding ways to encourage, care for and support our faculty and staff. NIU can exemplify our equity, inclusion, service and stewardship values by fostering direct pathways to promote a deeper engagement with employees in their work. When employees feel empowered and understand how they can grow and be supported by their employer, retention, pride, satisfaction and engagement increase. NIU seeks to foster an environment where employees desire to become Huskies for life. In 2024, university leadership will take the following actions:

- Empower a cross-functional employee team to develop lists of essential characteristics and guiding principles for effective, ethical supervisors at NIU. Leadership will use these to develop training focused on fostering more meaningful, purposeful interactions between supervisors and employees to support morale and contribute to a positive employee experience. One important goal is to engage campus leaders with training that strengthens their constructive, continuous feedback of direct reports’ performance and connects that feedback more directly to employee professional growth, student-centric approaches to work and NIU’s broader mission and vision.
- Increase clarity and presence of how employees can achieve greater support from and belonging to NIU. Specifically, support new and ongoing shared leadership initiatives designed to improve services, systems and processes with high impact on NIU students, faculty and staff. There are many, varied opportunities to be more intentional and proactive in meeting employees where they are, supporting them professionally and personally. For example, a greater focus on Well-Being offerings and initiatives could promote a more-supportive organizational culture and help the NIU community become more empowered, adaptable and resilient.
- Assess engagement with, and effectiveness of, shared leadership efforts by tracking improvement over time in these categories of NIU’s annual Great Colleges survey data:
  - Job satisfaction and support.
  - Professional development.
  - Faculty and staff well-being.
  - Collaboration.
  - Mission and pride.

**Theme 2: Student Recruitment, Student Success and Student Experience**

NIU remains committed to attracting, retaining and graduating students representing the diversity of our region, nation and world. Our current Strategic Enrollment Management Plan (**SEM 2.0**) outlines the goals and supporting strategies that we must act upon to be successful at achieving a total enrollment that reflects our public mission and values, addresses the needs of our region and state and positions NIU for fiscal sustainability. The plan emphasizes promoting the value of an NIU education, improving access and affordability and supporting students to, through and beyond graduation. For reasons noted below, these priorities remain relevant.

National trends suggest significant challenges and opportunities ahead for NIU and similar institutions. Various surveys over the past three years show that the pandemic created lasting stress on American families’ financial security and upended long-held assumptions, including confidence in college as the default post-secondary pathway to prosperity. This was reflected in retention and re-enrollment rates during the pandemic, and it is now being seen in first-year enrollment rates. In Fall 2023, first-year enrollment fell 3.6% nationally, with the decline greatest (-6.1%) at public four-year institutions. Research suggests that students who attended high school during the pandemic are choosing not to pursue higher education because of concerns about the cost and return on investment and worries about whether they are mentally ready and academically prepared. These anxieties are most prevalent among first-generation and low-income students. However, despite these changing perceptions, the four-year college degree still



largely outperforms alternatives in terms of providing a wage premium and mobility in careers, especially for first-generation students and other underserved, underrepresented students in higher education.

NIU's 2024 University Goals are responsive to our dynamic operating environment and the changing perceptions and needs of the students we serve. The goals incorporate intentional, evidence-based approaches for recruiting new students, retaining currently enrolled students and reaching out to re-enroll students who interrupted their higher education journey during or before the pandemic. Our messaging is being updated to help specific audiences better understand the benefits of an NIU education, including the excellence of our academic programs, the success of our alumni and the myriad ways that we provide students with the knowledge and skills that position them for long-term success. In addition, our programs are evolving to help us better serve our region and meet the different needs of its distinct populations of learners. NIU is committed to fostering a university culture that supports and serves all our students, enabling them to complete their degrees and move on to respected graduate or professional programs or strong first jobs.

### **Goal 2A — Increase Enrollment and Enhance Student Success**

NIU will strive to grow and stabilize enrollment. Our efforts will be guided by strategies and targets in the **SEM 2.0** plan and related equity plans, and informed by the successes and challenges we experienced working toward the previous years' enrollment goals. We will continue to endeavor being student-centric in every interaction and transaction, and to cultivate a campus-wide culture focused on student success and "servingsness."

With respect to recruitment, we will:

- Refine recruitment strategies and tactics to prioritize student-centric, audience-tailored approaches that effectively showcase the exceptional quality of our academic programs. Our actions will include:
  - Increasing capacity and attendance of on-campus events (initiate Spring 2024).
  - Update and enhance campus tour and visit experiences (initiate Spring 2024; complete during Fall 2024).
  - Updating messaging to maintain focus on affordability while placing greater emphasis on NIU value proposition including alumni career outcomes and academic experience (initiate Spring 2024; multiyear goal).
  - Strengthen partnerships with school districts by forging deeper connections to high school counselors and creating innovative enrollment opportunities specifically related to college- and career-pathways programs (initiate Spring 2024; multiyear goal).
  - Enhance opportunities and improve support for community college transfer and working adult students.
    - Fully implement partnership with **ReUp**.
    - Assess impact and use data to guide improvement and expansion of services implemented previously, including specialized advising resources and the **Transfer Credit Estimator**.
    - Continue to pursue innovative partnerships that provide place-bound transfer students and members of the incumbent workforce with access to high demand NIU certificate, baccalaureate and graduate programs:
      - Increase the breadth and visibility of resources and support available to units that seek to move academic programs fully online.
      - Launch degree-completion programs in Business Administration, Computer Science, Early Childhood Education, Psychology and Public Health at the University Center at McHenry County College in Fall 2024.
      - Implement the **EV + Energy Workforce Academy** in partnership with Richland Community College, TCCI Manufacturing and the University of Illinois Urbana-Champaign.
      - Complete the Early Childhood Access Consortium for Equity with graduation and enrollment equal to, or more than, the target of 160 students. Continue to serve the region to address teacher workforce needs through innovative programs such as PLEDGE, LEAP and Grow Your Own Illinois.
      - Update degree completion offerings at Harper College by phasing out the Marketing program and replacing it with high-demand program(s).

- Explore innovative options for supporting students who wish to register after the start of classes. It is important to position students who pursue late enrollment for academic and social success. This initiative acknowledges their circumstances and challenges, and aims to provide them with appropriate resources and guidance.
- Enhance graduate student recruitment efforts:
  - Implement SLATE.
  - Develop recruitment plans for graduate programs.
- Review and revise institutional strategy for awarding financial aid and scholarships to ensure our efforts are optimized for attracting students, supporting their success and positioning the university for long-term fiscal sustainability. This is consistent with Strategy 2.4 of **SEM 2.0**, and particularly important in the current environment where federal and state dollars granted to students are increasing.

With respect to student academic and career success, we will:

- Continue to reduce systemic barriers to student success, building on goals and outcomes associated with NIU's **SEM 2.0**, the **Higher Learning Commission Quality Initiative** and **evolving equity plans**. These documents provide milestones for success that will be used to assess NIU's progress.
  - Increase retention rates for first-time, full-time Pell eligible and first-generation students.
  - Expand effective institutional practices that support students to achieve their academic goals, improve low success rates and diminish equity gaps in introductory and prerequisite courses. This will be accomplished by adjusting strategies, scaling pilots, and broadening implementation of innovative practices as indicated by ongoing formative assessment. These efforts will be supported by implementation of an SEL model that creates bridges between ground-level leaders and the senior team. The model features six working groups responsible for guiding and achieving positive change in key areas related to student-success: 1) administrative barriers and processes; 2) advising and student pathways; 3) faculty academic experience; 4) HSI planning; 5) student academic success; 6) student engagement and well-being (note alignment with Goals 1A and 4A).
  - Fulfill our potential to be an institution that serves Latinx students and accelerates Latinx success in higher education:
    - Sustain full-time equivalent undergraduate enrollment that is at least 25% Latinx students to maintain eligibility to receive official designation as a Hispanic Serving Institution (HSI).
    - Build on the ways we already use data, practice and leadership to foster student success by developing a comprehensive institutional strategy for more intentionally serving Latinx students, using the tools, frameworks and technical assistance developed by *Excelencia* in Education to support universities that aspire to the Seal of *Excelencia*. The knowledge gained through collaboration with *Excelencia* will strengthen NIU as a learning environment where Latinx, and all, students thrive (see related Goals 1A and 4A).
  - Strengthen Braven partnership and work to provide more NIU students with opportunities to build skills, confidence, experiences and networks, thereby enhancing their potential to transition to strong first jobs (see related Goal 3A).
    - Continue Student Affairs programming designed to build enthusiasm for the Braven programs among first- and second-year students, and to connect career-focused students to each other and NIU.
    - Execute and assess Braven Accelerator (UNIV 301) pilots responsive to student feedback, including an afternoon and hybrid sections of the course, and implementation of career communities.
    - Increase Braven Accelerator participation and post-course engagement of Braven Fellows by continuing successful elements of campaigns and deploying evidence-based practices shown to be effective at Braven partners that resemble NIU.

Our 10-day census enrollment goal for Fall 2024, is to:

- Achieve total enrollment that falls within, or exceeds, a range similar to our Fall 2023 target, understanding that total enrollment is inclusive of many groups, for example: undergraduates, graduate and professional students; new freshmen; transfer students; international students; students-at-large, students returning after stopping out; students residing on-campus; and students enrolled fully online.
  - Fails to meet expectations/fails to show progress < 15,360
  - 15,360 < Meets expectations/shows progress < 15,570
  - Exceeds expectations > 15,570

### **Goal 2B – Continue to Make our Student Experience More Equitable and Engaging**

- Use shared leadership to advance a Huskie culture that truly centers and serves students (see related Goal 1A).
  - Continue to build a community of care that demonstrates compassion, empathy and care for our students and emphasizes mental health and well-being as a collective responsibility and priority for our campus community, by taking the following actions in 2024 to support students' mental and emotional health needs and wellness:
    - Continue collaboration with **JED Campus** for year-two implementation to strengthen NIU's systems, programs and policies to protect student mental health, build life skills and support student who might be struggling by increasing help-seeking behaviors through the use of online screening tools and resources, along with expanding mental health first aid training for faculty and staff.
    - Implement and pilot a peer-to-peer mental health support program through Student Wellness in Counseling and Consultation Services to include **Togetherall**, the online platform that will provide 24/7 peer support to all students.
    - Continue to support campus campaigns, policies and practices that increase mental health awareness and decrease stigma about utilizing counseling and wellness support among all students, particularly members of marginalized communities (see related Goal 4A).
- Advance the planning and execution of the Center for Greek Life project in partnership with the NIU Foundation.
  - Land Purchase and Redevelopment Agreement finalized between the NIU Foundation and City of DeKalb (no later than the second quarter of 2024).
  - Fundraising goal and full case for support complete (no later than the third quarter of 2024).
  - Architectural plans complete (no later than the third quarter of 2024).

### **Theme 3: Academic Excellence and Curriculum Innovation**

The promise of progress and prosperity beyond degree completion is what inspires students to pursue higher education. Worried about their futures and influenced by growing public skepticism about the value of higher education, undergraduate and graduate students are increasingly concerned about how their degree programs will prepare them for meaningful work and provide them with the opportunity for economic security. They seek academic programs and experiences that will help them develop the knowledge and skills to thrive in professional settings that are changing rapidly. They also expect higher education to prepare them to be responsible citizens, capable of solving complex problems that impact their families and communities. NIU is committed to supporting and enhancing the academic and career aspirations of Huskie undergraduate and graduate students, including their interest in strong skill development, and their desire to discover and develop innovative solutions to complex societal problems. In this context, we are pursuing improvements in our programs, policies and practices.

### **Goal 3A – Encourage Transdisciplinary Scholarship and Curricular Innovation**

NIU achieves impact through academic excellence, innovative research and artistry and engagement with our communities. Increasingly, these pursuits require artists, scientists and humanists to work at the intersections and beyond the boundaries of established disciplines. This cannot be accomplished without expert faculty from different disciplines who are committed to collaboration, joint knowledge production and modernized systems that support and encourage transdisciplinary scholarship and curricular innovation. NIU must signal clearly to faculty members

pursuing transdisciplinary, publicly engaged or equity-oriented work that the university is committed to recognizing their value, rewarding their accomplishments and facilitating their success.

NIU also must become intentional about equipping students and scholars to build on their disciplinary foundations by accepting the legitimacy of work that is transdisciplinary and/or collaborative, and by challenging them to broaden their thinking and be open to enriching their work with additional concepts, theories and methods. In addition, our university must take actions to ensure not only that all Huskie students develop strong transferable skills but also that they are able to articulate connections between those skills and their career or graduate school ambitions. Accordingly, NIU has been working to dismantle structural barriers that: inhibit transdisciplinary scholarship; impede curricular innovation and experimentation; and discourage direct linkage of academic pursuits to career preparedness. This work will continue in 2024.

- Academic Affairs will continue to support curriculum and co-curricular enhancements that strengthen connections between curriculum, skill development and career preparedness through the following actions:
  - The General Education Committee (GEC) will continue updating the general education assessment process to ensure alignment among general education courses, knowledge domains and NIU's baccalaureate student learning outcomes, and adjust rubrics accordingly.
  - The Center for Innovative Teaching and Learning will identify and share resources that highlight innovative and effective approaches used at public research universities to ensure student access to, and awareness of, experiences that produce in-demand general, specialized and interpersonal skills, including but not limited to: critical thinking; problem-solving; verbal and written communication; creativity; data analysis; digital literacy; project management; teamwork; and leadership.
  - The Office of the Executive Vice President and Provost and the undergraduate degree-granting colleges will work together to strengthen the Braven partnership and expand opportunities for NIU students to build the skills, confidence, experiences and networks that will support their transition to strong first jobs (see related Goal 2A).
- Academic Affairs will continue to build capacity for transdisciplinary scholarship and curricular innovation through the following actions:
  - Developing a cluster hiring plan that is aligned with the university's multiyear budget for implementation in 2025. Specifically, the plan will support the development of transdisciplinary teaching and research initiatives related to the Northern Illinois Center for Community Sustainability (NICCS), Transdisciplinary Research Incubator for STEM Education (TRISE) or Data Science Initiative. These areas were identified for cluster hires because NIU has established expertise – faculty from multiple colleges are actively engaged in planning – and there are prospects for donor support. Collaboration across Academic Affairs, and between that division and Research and Innovation Partnerships (RIPS), will be required to identify resources and propose the means for achieving the shared vision through a combination of new investment and resource reallocation.
  - Reducing administrative barriers to transdisciplinary team teaching, curricular experimentation and development of transdisciplinary courses and programs. Specifically, the executive vice president/provost, deans and college curricular committees will collaborate to enact tactical recommendations made by the 2021-22 Curricular Innovation Task Group:
    - Create streamlined pathways to develop curriculum for transdisciplinary courses and programs.
    - Create a “curricular innovation sandbox” to provide space for developing and testing courses efficiently without requiring a full-course approval process.
    - Develop general course numbers for interdisciplinary courses.
- Respecting and leveraging principles of shared governance, NIU administration will support the efforts of the Faculty Senate and other groups to make NIU's tenure, promotion and faculty evaluation processes are more reflective of the university's mission, vision and values, and more inclusive of diverse and evolving forms of faculty work (see related Goals 4A and 5A). To this end:
  - The Office of the Executive Vice President and Provost will continue to work collaboratively with representatives of shared governance and faculty who engage in transdisciplinary scholarship to identify and share resources that can be used to inform revisions to the academic personnel process. This could involve the

creation of web resources, delivery of professional development opportunities or presentation of showcases to highlight innovative and effective practices.

- The Office of the Executive Vice President and Provost, the Division of Research and Innovation Partnerships and the academic colleges will continue to collaborate with representatives of shared governance and faculty who are engaged in transdisciplinary scholarship, to review NIU policies and practices that impact appointment, evaluation, promotion and tenure of faculty who teach or perform scholarly work in formal units that involve more than one academic department such as **centers or institutes**.
- University leaders will highlight the efforts of faculty who are creating transdisciplinary scholarship or achieving excellence through work with both public and scholarly benefit, with attention to how the work reflects NIU's core values and advances our mission to empower students through educational excellence.
- University leaders will highlight the efforts of faculty who are creating or teaching interdisciplinary curriculum, with attention to how the work reflects NIU's core values and advances our mission to empower students through educational excellence.

### **Goal 3B – Strengthen Graduate Programs, Enhance the Graduate Student Experience**

NIU continues to make progress in our multiyear effort to strengthen graduate programs and enhance the graduate student experience. Actionable recommendations developed through a collaborative process reflect four major themes: create a graduate student community that supports its success; align tuition waivers to support graduate student success; set expectations for graduate student stipends and mandatory fees; and ensure adequate resources for strong and strategic programs. Original implementation timelines have been respected and updated, and these will inform the 2025 University Goals. In this context, Academic Affairs, the colleges and the Graduate School are committed to the following actions.

To create a graduate student community that supports its success, we will:

- Work with departments to review completion statistics and set goals for completion rates relative to enrollment (multiyear goal to be completed in 2025).

To align tuition waivers to support graduate student success, we will:

- Create a three-year budget model for waivers and graduate assistantships at the college- and university-level (data-informed recommendations will be proposed in 2024 with first implementation in 2025).

To set competitive expectations for graduate student stipends and mandatory fees, we will:

- Complete analysis of appropriate minimum stipends for specialist, master's professional doctoral and Ph.D. programs. Implement as part of multiyear budget planning (multiyear goal).
- Create competitive graduate student recruitment packages that offer support for the expected completion timeline for the academic program. To accomplish this, expectations will be established by programs and benchmarked against peer institutions. Implementation plans will consider recommended stipends, mandatory fee structure and budget implications (multiyear goal).

To ensure adequate resources for strong and strategic programs, we will:

- Identify promising new academic program opportunities using a strategic approach that researches the target market and validates student and employer demand. A model was created assessing the potential for cybersecurity programs at NIU.
- Expect colleges to define metrics related to graduate program enrollments, completion rates and placement results, and allocate resources to programs that are successful in enrolling talented and diverse graduate students and achieving their goals. Metrics defined in 2024 will be used to support recommendations for program investment as well as program phase-out.
- Work to lower degree costs by analyzing curricula in cognate programs to assess common requirements and opportunities for sharing courses.

### **Goal 3C – Reaffirmation of Higher Learning Commission (HLC) Accreditation**

- Demonstrate continued compliance with HLC Criteria for Accreditation by submitting an Assurance Argument and Evidence file to the HLC.
- Prepare for successful on-site visit by HLC peer-review team, scheduled for March 25-26, 2024.

### **Theme 4: Diversity, Equity, Inclusion and Belonging**

The diversity of our student body is an important dimension of NIU's excellence. We strive to make NIU a place where all members of the Huskie community feel heard, valued and respected, regardless of their gender, gender identity, culture, race, ethnicity, sexual orientation, faith, age, ability, political views, background or lived experience. We make this commitment understanding that our diversity, coupled with an environment that supports the free expression and exchange of ideas, will prepare students to be critical thinkers, compassionate leaders, successful professionals and members of a thriving democracy. These aspirations are aligned with NIU's Baccalaureate Learning Outcomes as well as with the University Goals. Moreover, they reflect the expectations of the Illinois Board of Higher Education (IBHE) as expressed in the strategic plan for higher education, *A Thriving Illinois: Higher Education Paths to Equity, Sustainability and Growth*.

Specifically, *A Thriving Illinois* calls on each institution of higher education in our state to create an equity plan, and to implement practices to close gaps in enrollment, persistence, advancement and completion for historically underserved and under-represented groups, including racially minoritized students, low-income students, working adults and rural students. A framework has been established by the IBHE, and institutional equity plans for FY 2025 are due in May of 2024. NIU is already using many of the strategies in this framework, including use of disaggregated data to design and assess interventions; campus climate surveys with action based on findings; professional development including cultural competency training; and systemic implementation of evidence-informed student support practices. Moreover, NIU is striving to achieve more just and equitable outcomes for students, staff and faculty through culture change driven by shared equity leadership (SEL), as reflected in the 2024 university goals.

### **Goal 4A – Use SEL to drive equitable outcomes and processes, and advance a more inclusive campus community.**

- Advance student-centric, equity-minded SEM goals by fully implementing a model that creates shared accountability across ground-level leaders and the senior team. The model features six working groups responsible for guiding and achieving positive change in key areas related to student-success: 1) administrative barriers and processes; 2) advising and student pathways; 3) faculty academic experience; 4) HSI planning; 5) student academic success; 6) student engagement and well-being (see related Goals 1A and 2A).
- Develop a comprehensive institutional strategy for more intentionally serving Latinx students, using the tools, frameworks and technical assistance developed by *Excelencia* in Education to support universities that aspire to the Seal of *Excelencia*. The knowledge gained through collaboration with *Excelencia* will strengthen NIU as a learning environment where Latinx, and all, students thrive (see related Goals 1A and 2A).
- Act on opportunities for improvement identified in 2022 Viewfinder Campus Climate (aka NIU IDEA) survey:
  - Expand space for respectful dialogue among Huskies with different political views and perspectives.
  - Nurture inclusion for diverse gender identities, interfaith perspectives and persons with disabilities.
  - Increase campus knowledge about NIU's processes for reporting incidents that involve discrimination, bias and harassment by communicating with the university community more frequently and with increased clarity about reporting mechanisms and possible outcomes.
  - Be more sensitive and responsive to the university-wide need for mental health services, particularly to the needs of historically marginalized students (see related goal 2B).
- Continue to support the efforts of the Faculty Senate and other groups to make NIU's tenure, promotion and faculty evaluation processes more reflective of the university's mission, vision and values, and more inclusive of diverse and evolving forms of faculty work, respecting and leveraging principles of shared governance (see related Goals 3A and 5A):
  - The Office of the Executive Vice President and Provost will continue to work collaboratively with representatives of shared governance and faculty who engage in transdisciplinary scholarship to identify and

share resources that can be used to inform revisions to the academic personnel process. This could involve the creation of web resources, delivery of professional development opportunities or presentation of showcases to highlight innovative and effective practices. Academic Diversity Equity and Inclusion or the presidential commissions might contribute exemplars related to work in social justice and equity.

- The Office of the Executive Vice President and Provost, the Division of Research and Innovation Partnerships and the academic colleges will continue to collaborate with representatives of shared governance and faculty who are engaged in transdisciplinary scholarship to review NIU policies and practices that impact appointment, evaluation, promotion and tenure of faculty who teach or perform scholarly work in formal units that involve more than one academic department, such as **centers or institutes**.
- University leaders will highlight the efforts of faculty who are creating transdisciplinary scholarship or achieving excellence through work with both public and scholarly benefit, with attention to how the work reflects NIU's core values and advances our mission to empower students through educational excellence.
- University leaders will highlight the efforts of faculty who are creating or teaching interdisciplinary curriculum, with attention to how the work reflects NIU's core values and advances our mission to empower students through educational excellence.

#### **Goal 4B — Embrace the Truth, Racial Healing & Transformation (TRHT) Framework**

- Build on the success of NIU's inaugural Real Talk Conference and its theme of bridging race, identity and community, by:
  - Selecting a theme and building the program for the 2024 Real Talk Conference at NIU.
  - Inviting students, faculty and staff to participate in GIVE (Growing through Inclusive Vulnerability and Empathy) circles. GIVE circles are spaces that encourage authentic sharing of, and deep listening to, personal narratives to strengthen relationships and understanding of unique perspectives and experiences.
  - Adopting the TRHT-focused Campus Climate Assessment Toolkit as a complement to NIU's climate surveys to promote deeper understanding of the lived experiences of students, faculty, staff and communities.

#### **Theme 5: Research, Scholarship, Artistry and Engagement**

Northern Illinois University is an engaged public research university recognized as a Carnegie High Research Activity (R2) university and designated as a Carnegie Community Engagement institution. The university has been recognized by the Association of Public and Land-grant Universities (APLU) as an Innovation & Economic Prosperity University, and by INSIGHT Into Diversity as a 2021, 2022 and 2023 Higher Education Excellence in Diversity Award winner. These acknowledgements reflect the excellence of our faculty and staff as well as our dedication to knowledge creation and effective community partnership.

NIU strives to prepare our students and the communities we serve for a century of change by bringing our resources to bear on complex societal challenges. We empower teams made up of faculty, staff and students with diverse and relevant experiences to think and act creatively. NIU scholars are focused on responding to environmental change, advancing technology, preparing for shifting demographics and interpreting the world around us. They have had great success working with stakeholders across sectors to advance the discovery and application of new knowledge. Yet the impact of their work could be multiplied through more-intentional transdisciplinary collaboration and greater public engagement. The APLU has challenged public research universities to modernize scholarship for the public good. NIU has already been moving in this direction. These university goals further our commitment to a more-supportive environment for non-traditional scholarly work at NIU, including work that is community-engaged, entrepreneurial, equity-oriented and transdisciplinary. In addition, they demonstrate our dedication to the concept and practice of sustainability.

#### **Goal 5A — Strengthen Infrastructure for Research/Artistry/Engagement**

NIU consistently aspires to be academically excellent as well as recognized and respected for impactful and inclusive research, scholarship, artistry and engagement. Our ability to achieve these outcomes can be either enabled or

obstructed by our systems, policies and practices, including those that determine how faculty are hired and how their accomplishments are evaluated and rewarded. The nature and strength of the institutional infrastructure available to support research, artistry and community engagement also makes a difference. In this context, and reflective of our desire to maximize the societal impact of our work, the following actions will be pursued in 2024:

- Advance community engagement as a central and essential element of NIU's mission by supporting the **Engagement Roundtable**, and the recommendations made by this shared leadership group regarding implementation of the **2023-26 Engagement Action Plan**. Specifically, in 2024, NIU will:
  - Create an action team charged with ensuring NIU's reclassification as a Carnegie Engaged Institution, and increasing NIU competitiveness for other national recognition related to community engagement and publicly impactful scholarship.
  - Provide a series of professional development opportunities for faculty and staff around community and civic engagement; publicly engaged and publicly impactful scholarship; student engagement; and service learning. These opportunities will help to nurture an institutional culture in which community engagement is highly valued as an enrichment of teaching, learning and students' academic experience; a form of scholarship, research and artistry; and an essential element of advancing the university's public service mission.
  - Identify funding for community engagement projects as a first step in creating a sustainably supported, catalytic internal grants program focused on publicly engaged research.
  - Develop and support institutional tracking and evaluation mechanisms for community engagement. These actions will help with setting strategic goals and evaluating progress as well as with demonstrating the collective impact of NIU and its partners.
- Academic Affairs will develop a cluster hiring plan aligned with the university's multiyear budget for implementation in 2025. Specifically, the plan will support the development of transdisciplinary teaching and research initiatives related to the Northern Illinois Center for Community Sustainability (NICCS), Transdisciplinary Research Incubator for STEM Education (TRISE) or Data Science Initiative. These focal areas for cluster hires are mature efforts where NIU already has expertise, multiple colleges are involved and prospects exist for donor support. Collaboration across Academic Affairs, and between that division and RIPS, will be required to identify resources and propose the means for achieving the vision through a combination of new investment and resource reallocation (see related Goal 3A).
- Respecting and leveraging principles of shared governance, NIU administration will support the efforts of the Faculty Senate and other groups to make NIU's tenure, promotion and faculty evaluation processes more reflective of the university's mission, vision and values, and more inclusive of diverse and evolving forms of faculty work (see related Goals 3A and 4A). To this end:
  - The Office of the Executive Vice President and Provost will continue to work collaboratively with representatives of shared governance and faculty who engage in transdisciplinary scholarship to identify and share resources that can be used to inform revisions to the academic personnel process. This could involve the creation of web resources, delivery of professional development opportunities or presentation of showcases to highlight innovative and effective practices. Exemplars related to patents and commercialization may be contributed by RIPS. Outreach, Engagement and Regional Development might contribute exemplars related to publicly engaged or impactful scholarship.
  - The Office of the Executive Vice President and Provost, the Division of Research and Innovation Partnerships and the academic colleges will continue to collaborate with representatives of shared governance and faculty who are engaged in transdisciplinary scholarship to review NIU policies and practices that impact appointment, evaluation, promotion and tenure of faculty who teach or perform scholarly work in formal units that involve more than one academic department, such as **centers or institutes**.
  - University leaders will highlight the efforts of faculty who are creating transdisciplinary scholarship or achieving excellence through work with both public and scholarly benefit, with attention to how the work reflects NIU's core values and advances our mission to empower students through educational excellence.
  - University leaders will highlight the efforts of faculty who are creating or teaching interdisciplinary curriculum, with attention to how the work reflects NIU's core values and advances our mission to empower students through educational excellence.



## Goal 5 – Advance NICCS and Sustainability Initiatives

The Northern Illinois Center for Community Sustainability (NICCS) will be a destination for subject matter experts external and internal to NIU along with government and business leaders, graduate and undergraduate students and citizens working to enhance sustainability in their communities. NICCS will expand opportunities to create knowledge related to food systems, water resources and environmental change, inform sustainability policy and educate the next generation of environmental scientists and stewards. To these ends, the following objectives have been established for 2024:

- Proceed with the NICCS design-build process.
- Hire a director to provide leadership for NICCS and support collaborative work related to NICCS mission, including partnerships with public and private sector organizations.
- Begin implementation of NIU's **Sustainability and Climate Action Plan** with attention to aligning and integrating the plan's recommendations with university priorities. For example, in 2024, NIU will explore the potential for an Energy Savings Agreement to support sustainability goals and address deferred maintenance. As part of this process, the university will seek opportunities to leverage related campus projects as part of the NICCS research and engagement agenda (see related Goal 6B).

## Theme 6: Resource Development and Fiscal Responsibility

After a decade of declining resources, fiscal deficits and operational challenges, including the COVID pandemic, NIU must turn the page on past challenges and move forward within Illinois' new, higher-education environment. Our priorities are aligned with the three overarching goals of *A Thriving Illinois*: 1) Equity—close the equity gaps for students who have historically been left behind; 2) Sustainability—build a stronger financial future for individuals and institutions; and 3) Growth—increase talent and innovation to drive economic growth. Accordingly, NIU is committed to sustaining budgets that are academically responsive and fiscally responsible; that reflect our dedication to being student-centric and equity-minded; that demonstrate an ongoing investment in our faculty and staff; and that align with our mission, vision and values.

In this context, **as recommended by the 2022 Budget and Planning Workgroup**, NIU is moving to adopt an equitable, iterative budget planning process that aligns resources with strategic priorities over annual and multiyear time frames, and that achieves long-term financial sustainability through a combination of revenue generation, expense reduction and reallocating resources. To achieve a structurally balanced budget by FY26, we are taking steps to manage recurring revenues and expenses and incentivize new and innovative revenue generation. Thoughtful, intentional and transparent allocation of resources will position NIU for continued success and long-term sustainability. Philanthropic resources raised as part of our comprehensive campaign will also contribute to sustained institutional excellence.

## Goal 6A – Continue to Implement an All-Funds, Multiyear, Comprehensive Planning and Budget Process

- Identify strategies during FY24 to reduce deficit by half for FY25 through university-wide efforts focused on revenue generation as well as expense reduction and reallocation (annual milestone; multiyear goal).
- Continue to advocate at the state level for adequate, equitable and sustainable state support and other legislative priorities that would enhance NIU's long-term financial sustainability (multiyear goal).
- Continue to engage the Board of Trustees in a quarterly process to communicate the status and progress toward identified budget milestones and targets.
- Continue to transition NIU budget process from allocating and accounting for resources to strategic budgeting and planning (multiyear goal; work in progress).
- Begin implementing an all-funds budgeting model by developing and initiating a process for the effective use of scholarship funding. This requires collaboration among multiple university divisions, including Enrollment Management Marketing and Communications, Academic Affairs, University Advancement and Administration and Finance (multiyear goal).
- Advance timeline for annual budget development, review and approval to permit a more equitable, iterative process (multiyear goal; work in progress).

- Make training and education available that covers basic budgeting terminology and concepts; provides more actionable data and decision support; and distinguishes long-standing NIU practices from statutory obligations (multiyear goal; work in progress).
- Continue to maintain an innovation fund managed outside of the university's operations and maintenance budget.
- Continue to incentivize innovative revenue generation through gainsharing, using the strategic auxiliary management plan as an example of gainsharing in the context of responsible multiyear, all-funds budgeting.

#### **Goal 6B — Advance Facilities and Technology Planning Priorities**

- Advance state capital projects including NICCS and the Health Informatics Technology Center.
- Deploy the NIU Master Planning Framework to guide capital planning and align project decisions to our strategic priorities (see related Goal 1A)
- Work to ensure that all students can access the information technology resources needed to participate fully and succeed in their academic programs, focusing on equitable access to wireless internet connectivity and laptop computers.
- Explore potential for Energy Savings Agreement to support NIU's sustainability goals and address deferred maintenance (see related Goal 5A).

#### **Goal 6C — Fundraising and Campaign Execution**

- Achieve \$28.5 million in total philanthropy.
- Advance the Comprehensive Campaign to the final stage of planning.
  - Finalize the volunteer campaign structure, with Campaign Cabinet Launch by the first quarter of 2024.
  - Complete the University Case for Support and execute rollout of fully branded case to the university community (inclusive of boards and key leadership groups) by the first quarter of 2024.
  - Execute campaign fluency training for the university community (inclusive of boards and key leadership groups) to complete no later than the second quarter of 2024.
  - Execute at least five campaign focused engagement events for executive leaders, key stakeholders and large donor groups during 2024.

**Recommendation:** The University requests Board of Trustees approval of the 2024 University Goals, and a plan for the Board to evaluate the President's performance against these goals weighted as follows: Empowerment and Shared Responsibility (10%); Student Recruitment, Student Success and Student Experience (20%); Academic Excellence and Curriculum Innovation (15%); Diversity, Equity, Inclusion and Belonging (15%); Research, Scholarship, Artistry and Engagement (20%); Resources Development and Fiscal Responsibility (20%).

## HONORARY DOCTORATE RECOMMENDATION FOR CHINARY UNG

**Summary:** Awarding an honorary degree is an opportunity for the university to recognize someone especially outstanding in a field of interest to the university. It is necessary, though not sufficient, for a nominee to be accomplished and renowned in their field; an honorary-degree recipient should be clearly exceptional among other outstanding persons in that field. The Honorary Degree Committee met this fall to consider the candidacy of three nominees. As a result of that consideration, the committee has recommended Chinary Ung (Spring 2024) to be awarded an Honorary Doctorate in Humane Letters.

Dr. Ung is an award-winning composer whose work combines the traditional sounds of his Cambodian homeland with Western classical music to produce innovative, breathtaking musical compositions that have been performed by prominent soloists, major orchestras, and chamber ensembles the world over. We are delighted to claim Dr. Ung as our own; he began his career as an Assistant Professor at NIU in 1977, before he moved on to teach at several universities, eventually settling at the University of California San Diego where he is Distinguished Professor of Music. NIU twice honored Dr. Ung with performances of his compositions, at the International Cambodia Studies Conference in 2012 where NIU musicians performed his work in honor of his 70<sup>th</sup> birthday, and when NIU Professor and Director of Percussion Studies Dr. Gregory Beyer recently performed Dr. Ung's new major work, *Four Elements* as part of NIU's 125<sup>th</sup> Anniversary Celebration. Honoring Dr. Ung's decades-long list of honors and groundbreaking compositions and performances is consistent with NIU's mission to celebrate diverse voices in the academy and in society.

Dr. Ung was born in rural Cambodia in the small village of Prey Lovea. He came to New York in 1964 to study clarinet performance at the Manhattan School of Music. He subsequently studied composition with Dr. Chou Wen-chung at Columbia University, finishing his Ph.D. in 1974. Dr. Ung was thus in the U.S. when Cambodia sank into war, revolution, and the genocidal Khmer Rouge era of the 1970s. In the wake of this devastation that killed as many as 2 million Cambodians, Dr. Ung feared that Cambodian musical traditions would be lost, since musicians, dancers and other professional artists were targeted by the regime. He devoted himself to learning and teaching Cambodian traditional music, playing the *roneat-ek*, the Cambodian xylophone, and performing *pinpeat* (Cambodian *gamelon* ensemble) across the U.S.

In the 1980s, when he returned to composition, his music achieved a unique synthesis between Avant-garde instrumental techniques, Western formal design, and Southeast Asian melodic figures. His first orchestral piece written in this period, *Inner Voices*, commissioned by the Philadelphia Orchestra, won the coveted Grawemeyer Award, sometimes called the "Nobel Prize" of music composition. He has had work commissioned by the National Endowment for the Arts, the Fromm Music Foundation at Harvard University, and the Serge Koussevitzky Music Foundation at the Library of Congress. Dr. Ung was awarded the John D. Rockefeller 3<sup>rd</sup> Award from the Asian Cultural Council in 2014, and most recently the One Earth Awards, Silver Medal in 2023. Dr. Ung's 2020 induction into the American

Academy of Arts and Letters clearly reinforced Dr. Ung's status as one of the greatest composers of his time.

Service to his homeland, and to the Cambodian American community, is another aspect of Dr. Ung's recent work. He was honored at *Season of Cambodia*, a 5-week festival in New York City with his compositions performed by the New York New Music Ensemble in 2013. He has been honored by the Cambodian Association of Illinois' National Cambodian Heritage Museum and Killing Fields Memorial for his contributions to the Cambodian American Community. Dr. Ung and his wife Susan have organized the *Nirmita* Composers Institute with a goal of nurturing the next generation of Cambodian composers. Among his most recent work is composing music for a theatre/dance performance entitled "The Rebirth of Apsara" which recounts the process of reviving the Cambodian performing arts since the devastation of the Khmer Rouge years. With choreography by the leading Cambodian American dancer Charya Burt, and text by Dr. Ung's daughter Kolean Ung, this work will premier February 1, 2024 at Sonoma State University. Celebrating his 80<sup>th</sup> birthday this year, Chinary Ung is still creating, innovating, and dazzling audiences with his unique soundscapes.

**Recommendation:** The University requests Board of Trustees approval of the recommendation to award an honorary doctorate in humane letters to Chinary Ung.

## **HONORARY DOCTORATE RECOMMENDATION FOR TOM SKILLING**

**Summary:** Awarding an honorary degree is an opportunity for the university to recognize someone especially outstanding in a field of interest to the university. It is necessary, though not sufficient, for a nominee to be accomplished and renowned in their field; an honorary-degree recipient should be clearly exceptional among other outstanding persons in that field. The Honorary Degree Committee met this fall to consider the candidacy of three nominees. As a result of that consideration, the committee has recommended Tom Skilling (Fall 2024) to be awarded an Honorary Doctorate in Science.

Tom Skilling is a passionate educator, a trailblazer in technological integration, an advocate for climate awareness, dedicated to his community, and has had a significant impact on future meteorologists. Tom's unparalleled knack for breaking down complex meteorological phenomena into comprehensible insights has made him a beloved figure not just in the Chicago area, but nationally. He doesn't merely report the weather; he educates. For many residents, their first understanding of terms like "lake-effect snow," "derecho," or "polar vortex" came from Tom's detailed yet accessible explanations. In a media landscape where sound bites are the norm, Tom's commitment to in-depth, science-based reporting stands out, making him a genuine educator in a public service role.

Skilling's tenure has seen dramatic shifts in the technology used in weather forecasting. He has always been at the forefront of integrating the latest tools, from sophisticated Doppler RADAR data to high-resolution forecast models, into his broadcasts. This not only improves the accuracy of his forecasts, but also provides viewers with a visual, intuitive understanding of the weather patterns affecting their lives. His embrace of technology has set the standard for meteorological reporting and has paved the way for younger meteorologists to further advance the field of atmospheric science.

Beyond daily weather forecasting, Tom has been a vocal advocate for climate awareness. He recognizes that weather patterns are but short-term manifestations of longer-term climatic trends. By using his platform to discuss the broader implications of global climate change, he plays a crucial role in educating the public about the pressing environmental challenges of our time.

Skilling's dedication extends beyond the TV screen. He frequently engages with community events, schools, and other institutions, fostering a culture of weather awareness and preparedness. His outreach efforts, including severe weather seminars, have equipped countless individuals with the knowledge they need to make informed decisions during critical weather events.

Tom Skilling's influence can be felt in the ranks of countless young meteorologists who, inspired by his work, have taken up the mantle of weather reporting, forecasting, and research. His dedication to the craft, his genuine enthusiasm for meteorology, and his ethics in reporting have set a gold standard for the industry. Scores of undergraduate and graduate students (including dozens from NIU) have benefited from internships with Tom.

**Recommendation:** The University recommends Board of Trustees approval of the recommendation to award an honorary doctorate in science to Tom Skilling.

**COLLECTIVE BARGAINING AGREEMENT FOR THE  
METROPOLITAN ALLIANCE OF POLICE, CHAPTER 675, POLICE  
TELECOMMUNICATORS**

**Summary:** Northern Illinois University negotiates with fifteen groups of employees that are represented by a labor union. Salary increases and other terms/conditions of employment for bargaining unit members are subject to negotiation and final agreements are submitted for approval to the Board of Trustees. The following collective bargaining agreement has been tentatively approved, ratified by the bargaining unit, and is submitted to the Board of Trustees for approval.

1) **Bargaining unit:**

Metropolitan Alliance of Police, Chapter 675, representing approximately Six (6) employees total in the Department of Police and Public Safety. The collective bargaining agreement represents the following classification:

Telecommunicator

**Scope of Negotiations:** Full agreement

**Tentative Agreement for Board Action:** A two and half year amended agreement, effective January 1, 2024, through June 30, 2026.

**Recommendation:** Terms and conditions of this agreement are consistent with University policies and guidelines. The University recommends approval of this collective bargaining agreement.

**AS AMENDED BY MEMORADUM OF AGREEMENT EFFECTIVE JANUARY 1, 2024**

COLLECTIVE BARGAINING AGREEMENT

BETWEEN

NORTHERN ILLINOIS UNIVERSITY

AND

METROPOLITAN ALLIANCE OF POLICE

CHAPTER 675

POLICE TELECOMMUNICATORS

JULY 1, 2019 - JUNE 30, 2026



## **PURPOSE OF AGREEMENT**

It is the intent and purpose of this Agreement to promote a sound and mutually beneficial relationship between the Employer and the Union. The Employer and the Union are committed to the uninterrupted effective performance of the teaching, research, and public service functions of the Employer, subject to any changes in State or other laws or policies applicable to the Employer. The Union will strive to maintain these functions through the performance of the regularly assigned and related duties of the classification covered by this Agreement.

This Agreement is made and entered into between the Board of Trustees of Northern Illinois University at the DeKalb Campus, hereinafter referred to as the "Employer", and the Metropolitan Alliance of Police representing the Northern Illinois University Police Telecommunicators, hereinafter referred to as the "Union".

## **ARTICLE I: RECOGNITION**

### **Section 1.1 Recognition**

This Agreement is authorized by the Illinois Educational Labor Relations Act and as verified by the approved clarification petition, Case No. 99-UC-0009-C. The Employer subsequently recognizes the Union as the sole and exclusive bargaining representative with respect to hours, wages, terms, and conditions of employment for the bargaining unit consisting of the following position classifications: Police Telecommunicator.

### **Section 1.2 Membership**

In the event that the Union seeks to add a position classification to the bargaining unit, the parties agree to meet to discuss the inclusion of the position classification in the bargaining unit. The final determination as to the appropriateness of the inclusion of any additional position classification in the bargaining unit is solely within the jurisdiction of the Illinois State Labor Relations Board.

### **Section 1.3 Title Changes/Reclassifications**

The parties agree that a simple change in title only of a position in a classification in the bargaining unit shall not remove the position classification from the bargaining unit as long as the type of work performed by the position remains essentially the same.

### **Section 1.4 Gender**

Whenever the male gender is referenced in this Agreement, it shall be interpreted to include both the female and male genders equally.

### **Section 1.5 Changes to Duties/Operations**

The Employer agrees to provide all represented employees a written copy of any new provision or change in the Operations Manual. Both parties recognize the statutory obligations under the State Universities Civil Service System Statute and Rules regarding specific employment transactions related to, but not limited to, such topics as reclassifications, reallocations, job descriptions, position classifications, and other employment opportunities relevant to all employees at Northern Illinois University.

In accordance with these statutory obligations, employees covered under this Agreement shall be required to perform only the duties that are consistent and related to existing job specifications.

## **ARTICLE II: NON-DISCRIMINATION**

### Section 2.1 General Provisions

In accordance with applicable law, neither the Employer nor the Union shall discriminate against any employee covered by this Agreement because of handicapped physical or mental condition, race, color, creed, national origin, sex, sexual orientation, age, parental status, marital status, or political affiliation. Further, the parties agree not to discriminate against disabled veterans and veterans of the Vietnam era.

### Section 2.2 Union Membership

Neither the Employer nor the Union shall interfere with the right of employees covered by this Agreement to become or not become members of the Union and there shall be no discrimination against any such employee because of membership or non-membership. The Employer shall not discriminate against, interfere with, restrain or coerce employees because of lawful activities on behalf of the Union or because of their exercise of any rights granted by the Regulations of the Board of Trustees or by this Agreement.

## **ARTICLE III: MANAGEMENT RIGHTS**

### Section 3.1 Management Rights

The Employer continues to retain, whether exercised or not, the sole right to operate and manage its affairs in all respects. Any power or authority which the Employer has not abridged, delegated or modified by the express provisions of this Agreement is retained by the Employer. The rights of the Employer, through its management officials, include, but is not limited to, the following:

- a) The right to determine its mission, policies, and to set forth all standards of service offered to the public,
- b) To determine the overall budget of the employer and control over the organization and efficiency of operations,
- c) To direct the employees, including the right to assign work,
- d) To determine the methods, means, number of personnel needed to carry out the mission of the department,
- e) To hire, examine, promote, train and schedule employees in positions with the employer,
- f) To suspend, demote, discharge, or take other disciplinary action against the employees for just cause,
- g) To create, publish and enforce policies, rules, and regulations,
- h) To change or eliminate existing methods, equipment, or facilities,
- i) Determine the locations, methods, means, and personnel by which new or temporary operations are to be conducted, including the right to determine whether goods and services are to be provided or purchased,
- j) To take any and all actions as may be necessary to protect the University community and carry out its mission in situations of civil emergency,
- k) To determine the qualifications of applicants for positions of employment.

### Section 3.2 Statutory Obligations

Nothing in this Agreement shall be construed to modify, eliminate or detract from the statutory responsibilities and obligations of the Employer.

### Section 3.3 Parking Permit Rates

The parking permit rate is set by the Employer.

## **ARTICLE IV: UNION RIGHTS**

### Section 4.1 Rights of Union Officials

With supervisory permission, employees who are Union representatives, stewards, witnesses, or grievants will be permitted time off with pay during their respective regular working hours to process and/or investigate grievances, attend hearings related to these grievances, and to attend contract negotiations (maximum of three bargaining unit employees) and to attend labor management meetings. It is understood that a business representative of the Union may also participate in collective bargaining negotiations.

### Section 4.2 Visits from Off Campus Representatives

Other off-campus, authorized representatives of the Metropolitan Alliance of Police shall be permitted to visit the department during working hours to talk with employees covered by the terms of this Agreement and/or representatives of the Employer concerning matters covered by this Agreement, provided that employees or facilities are not needed for duty and prior notification of such visit is received.

### Section 4.3 Communications

The Employer agrees to furnish bulletin board and space of approximately 36 X 48 inches in a mutually agreeable area for the posting of Union notices relating to regular Union business. Such notices shall not be political or partisan in nature and shall not defame the Employer or any individual employed by the University or the State. While not limited to the following, notices shall be such as: Union meetings, Union elections, recreational, social and educational programs. All posted notices shall be signed by an officer of the Union.

### Section 4.4 Off Campus Union Activities

Leaves of absence without pay may be granted, to the extent that there is no interference with Employer operations, to employees who are elected, delegated, or appointed to attend State Union conferences. Any requests for such leave shall be submitted in writing by the employee to the department head at least fifteen (15) days in advance and shall be answered in writing no later than five (5) days following the request. This leave provision shall be limited to two (2) employees and shall not exceed a total of sixty-four (64) hours per year. Seniority shall continue to accrue for all approved leaves of this nature.

### Section 4.5 Other Union Activities

As outlined in Sections 4.1 and 4.4 above, neither the Union nor its members shall solicit membership or attend to any other Union matters not related to the administration of this Agreement during an employee's work time.

## **ARTICLE V: LABOR/MANAGEMENT CONFERENCES**

The Union and the Employer agree that, in the interest of efficient management and harmonious employee relations, meetings will be held, if mutually agreed, between no more than two (2) Union representatives and authorized administrative representatives of the Employer. Such meetings may be requested by either party at least seven (7) days in advance by filing a written request to the other party for a "Labor/Management Conference" and providing the specific agenda topics for such conference. If mutually agreed upon, such conferences shall be limited to:

- a. discussion on the implementation and general administration of this agreement,
- b. sharing of general information of interest to both parties,
- c. safety issues.

It is expressly understood and agreed that such conferences shall not include topics being currently processed under the grievance procedures. Such conferences shall not be interpreted to replace negotiations, or otherwise discuss topics, for the purpose of altering any or all of the terms of this Agreement. Attendance at Labor/Management conferences shall be voluntary and shall not interfere with required duty time and attendance. If scheduled during duty time, attendance is permitted only upon prior approval by the Chief of Police or their designee. The Chief of Police or their designee shall solely determine their management representatives at these conferences.

## **ARTICLE VI: EMPLOYEE DEVELOPMENT AND TRAINING**

### Section 6.1 Training

The department, within financial and operational considerations, will attempt to provide each bargaining unit employee covered by this Agreement with approximately forty (40) hours of job-related training each year. It is understood that the department head will determine departmental and individual training needs. It is further understood that in some cases total annual training per Police Telecommunicator may be in excess of forty (40) hours. The Employer agrees to provide employees attending training, or who are out of town on official business, expense allowances as provided in the University Rules and Regulations relating to such expenses.

### Section 6.2 Conferences and Seminars

Police Telecommunicators may be granted reasonable amounts of time with pay to attend job-related meetings, conferences, and seminars with the prior approval of the Chief of Police. The Employer shall pay the costs of attendance fees, overnight travel allowances, and other travel expenses as allowed by University Rules and Regulations.

### Section 6.3 Training Record

The Employer agrees to keep a written record in the individual bargaining unit member's departmental file which indicates which schools and seminars this member has attended. Upon request by the member, the member shall be allowed to include in their departmental file any transcripts for college work or degrees obtained.

## **ARTICLE VII: PERSONNEL FILES**

Employees may review their respective personnel files pursuant to the authority of the Illinois Revised Statutes and in accordance with University policies. An employee feeling aggrieved over computation of pay may, with the consent of the Chief of Police or his designee, be permitted to examine his or her own time sheets and compensating time records. Likewise, a Union representative with permission of the employee shall have the same latitude under the same conditions when relating to a specific grievance pertaining to a dispute in pay computation.

## **ARTICLE VIII: DISCIPLINE AND DISCHARGE**

### Section 8.1 Progressive Discipline

The Employer subscribes to the tenets of progressive and corrective discipline and shall only discipline employees for cause. The Employer's agreement to use progressive and corrective disciplinary action does not limit in any respect the Employer's ability in any case to impose discipline which is commensurate with the severity of the offense. The Union agrees there may be justification for immediate suspension of an employee in accordance with the State Universities Civil Service System Statute and Rules. Disciplinary action or measures include the following:

1. Oral reprimand
2. Written reprimand
3. Suspension
4. Discharge

### Section 8.2 Representation

When an employee covered by this Agreement is required to appear for an investigatory interview with any representative(s) of the Employer, and the employee holds a reasonable belief that the interview may result in disciplinary action against them, the employee shall have the right to be represented by the Union at any such interviews or meetings.

### Section 8.3 Notification

When disciplinary action other than an oral reprimand is imposed, the Employer shall notify the employee and the Labor within seven (7) calendar days of the disciplinary action. Such notification shall be in writing and shall reflect the specific nature of the offense.

### Section 8.4 Discipline Record

All discipline will be maintained in the employee's personnel file. Oral and written reprimands will not be considered in the progressive discipline process after two (2) years has elapsed provided no further related reprimands have been issued in that timeframe. Suspensions will not be considered in the progressive discipline process after four (4) years has elapsed provided no further related discipline had been issued in that timeframe.

### Section 8.5 Limitations

Any formal disciplinary action, taken by the Employer against an employee shall be appealed through the grievance procedure contained in this Agreement. Any grievance filed regarding disciplinary actions taken by the Employer shall be initiated at Step 3 of the grievance procedure. Both parties understand that grievances may be submitted regarding oral and written reprimands,

but such a grievance is not subject to arbitration.

#### Section 8.6 Probationary Employees

Pursuant to State Universities Civil Service System Statute and Rules, the Employer retains the sole right to discipline and dismiss probationary employees. The administration of discipline and dismissal during the probationary period is not subject to grievance and/or arbitration under this Agreement.

### **ARTICLE IX: NO STRIKE/NO LOCKOUT**

#### Section 9.1 No Strike

No employee covered by this Agreement shall engage in, induce or encourage a strike, work stoppage, slowdown, or withholding of services. The Union agrees that neither it nor any of its officers or agents or members will call, institute, authorize, participate in, sanction or ratify any strike, work stoppage, slowdown, or withholding of services at any time as a result of a labor dispute with the University or for any reason whatsoever.

#### Section 9.2 No Lockout

The University will not lock out any employee covered by this Agreement at any time as a result of a labor dispute with the Union or for any reason whatsoever.

#### Section 9.3 MAP Responsibility

All employees who hold a position of authority in the local Union occupy a position of special trust and responsibility of maintaining and complying with this provision, including the responsibility to remain at work during any interruption which may be initiated by other individual employees, and to encourage all represented employees violating this paragraph to return to work.

### **ARTICLE X: GRIEVANCE PROCEDURE**

#### Section 10.1 Definition

A grievance shall be defined as any dispute or difference between the parties with respect to the applications, administration and interpretation of the provisions of this Agreement. All grievances shall be filed in accordance with the provisions herein. The grievant may be an employee, group of employees or the Union. Grievances filed shall be initiated in writing at Step 1 of the grievance process within five (5) working days after the Grievant/Union becomes aware or should have been aware through the use of reasonable diligence of the circumstances or conditions causing the grievance. For purposes of the grievance procedure, workdays are considered to be Monday through Friday.

#### Section 10.2 Limitations

If prior to filing a grievance pursuant to this Article, or while a grievance is in process in accordance with this Article, an employee seeks resolution or appeal of the matter in any other forum (campus, administrative, or judicial), then the Board, Union, and/or University shall have no obligation to consider or proceed further with the matter pursuant to this grievance procedure. This limitation does not pertain to grievances alleging discrimination on the basis of race, color, religion, national origin, sex, age, disability or veteran's preference.

### Section 10.3 Representation

An employee may choose to pursue a grievance with or without representation. Obtaining representation shall be totally the responsibility of the employee. If a representative other than a Labor Union representative is selected, such representation shall be specifically limited to the grievance without prejudice or influence for any other employees. If a Union representative is chosen from the bargaining unit, the representative will speak for the Union. A Union representative may be involved with or represent the employee(s) at any step within the grievance procedure. Either party may be represented by Legal Counsel in arbitration proceedings.

### Section 10.4 Time Limitations

The time limits herein set forth may be extended by mutual agreement of both parties. Failure of the grievant or the Union to comply with the time limits of this Article shall render the grievance null and void and bar subsequent filing of the grievance at any stage of the grievance procedure. Failure of the Employer to respond within the time limits expressed in this Article shall afford the grievant or the Union an appeal to the next step of the grievance process within the times frames expressed. Time limits are expressed in workdays and exclude Saturdays, Sundays, recognized holidays, and shutdown periods.

### Section 10.5 Grievance Procedures

Grievances shall be processed in the following manner:

1. Step 1: Within five (5) working days after the first occurrence, or within five (5) working days after the grievant becomes aware or should have been aware through the use of reasonable diligence of the circumstances or conditions causing the grievance, the grievance shall be reduced to writing and presented to the immediate supervisor. The written grievance shall contain a complete statement of the facts, the provision or provisions of this Agreement at issue and the relief requested. The immediate supervisor shall provide a written response within ten (10) working days after such presentation.
2. Step 2: If the grievance is not settled at Step 1 and the grievant wishes to appeal the grievance to Step 2, the written grievance and Step 1 response shall be submitted to the department head within ten (10) workdays after receipt of the Step 1 written response. The department head shall meet with the grievant in an attempt to resolve the grievance within ten (10) workdays. The department head shall issue a written Step 2 response within ten (10) workdays following the meeting.
3. Step 3: If the grievance is not settled at Step 2 and the grievant wishes to appeal the grievance to Step 3, the grievance along with the Step 1 and Step 2 responses shall be submitted to the Director of Labor Relations or a designated representative within ten (10) workdays after the Step 2 written response. The Director of Labor Relations or a designee shall conduct a meeting with department representatives, the grievant and/or a designated representative within fifteen (15) workdays. The Director of Labor Relations or a designated representative shall issue a written Step 3 response to the grievance within ten (10) workdays following the meeting.

### Section 10.6 Arbitration

If the grievance is not settled at Step 3, the Union may present the grievance to the Director of Labor Relations or a designated representative for Arbitration within ten (10) workdays after receipt of the Step 3 response. The Employer and the Union shall jointly request a panel of seven (7) arbitrators from the Federal Mediation and Conciliation Service (FMCS). The arbitrator shall be selected by a representative of the Employer and the Union alternately striking names from the panel list. The choice of the first strike shall be determined by the toss of a coin. The last name remaining shall be the arbitrator. The arbitrator shall be notified of his selection by joint letter from the Employer and the Union requesting that he set a date and time for the hearing, subject to the availability of the arbitrator. Court reporter, transcripts and all other costs incurred by the arbitrator shall be borne equally by both parties. Neither side shall be responsible for the expense of the other's witnesses or representatives.

The scope of the arbitration is limited to the terms of this Agreement and any supplemental agreements between the parties. Board of Trustees Regulations and Bylaws, Departmental Operational Manual, Laws of the State of Illinois and Rules and Regulations of Administrative Agencies are not subject to arbitration. The arbitrators shall have no authority to amend, modify, nullify, ignore, add to, or subtract from the provisions of this Agreement. The arbitrators shall only consider and make a decision with respect to the particular issues necessary to resolve the grievance without recommendation or comment on any other matter. The arbitrators shall be without power or make a decision or render an award contrary to or inconsistent with or modifying or varying in any way the application of laws, rules, and regulations having the force and effect of law. No liability shall accrue against the Employer for a date prior to the date the grievance was presented in Step 1. The arbitrators shall submit in writing their decision and award within thirty (30) calendar days following the close of the hearing or the submission of briefs by the parties, whichever is later. The decision and award shall be based solely upon the arbitrator's interpretation of the meaning or application of this Agreement to the facts of the grievance presented. Past practices may be considered in interpreting an ambiguous provision of this Agreement but may not be considered for the purpose of creating an employee right for Employer obligation or liability. Subject to the provisions of this section, the decision of the arbitrators shall be binding on the parties.

## **ARTICLE XI: SENIORITY**

### Section 11.1 Definition

Consistent with the State Universities Civil Service System Statute and Rules, seniority is defined as those hours that an employee is in pay status (hours worked, compensating time off, sick leave, vacation, FMLA, and any other approved leave of absence exclusive of overtime) and shall be used for the purpose of any wage calculations, job bidding, temporary upgrade, holiday reductions and the use of benefits. Seniority calculations are specifically determined by regulations contained in the State Universities Civil Service System Statute and Rules as applicable to all civil service employees.

All unauthorized or unexcused absences will result in the loss of seniority during the absence on an hour- for-hour basis. Such deductions in seniority will be reflected in the seniority list established prior to each bid meeting. The Union will be notified whenever such deductions will



occur. Such deductions shall not prohibit appropriate disciplinary action being requested by the Employer, e.g. written warning, suspension, or discharge should unauthorized and unexcused absences become repetitive by the employee.

### Section 11.2 Seniority Lists

A seniority list shall be provided to the Union prior to each bid meeting, usually by December 1, and posted by the Employer on the Union bulletin board. This list shall be revised as necessary for additional job budding which may occur throughout the year.

### Section 11.3 Voluntary Workforce Reduction

In the event of a voluntary workforce reduction on recognized Holidays or designated Administrative Closure days, employees who are permitted the time-off shall be provided the standard eight (8) hours regular pay for the Holiday or Administrative Closure Day in lieu of using any personal leave benefits. Both parties acknowledge that these reductions will be solely determined by the department based on work force needs and the ability to fill affected positions. If it is determined that some requests for time off will be granted, these requests will be honored from Police Telecommunicators, on that shift, based on date of hire seniority in the classification.

### Section 11.4 Deviations from Seniority Regulations

Both parties acknowledge the statutory obligations related to seniority determinations. Any proposed deviations from these guidelines regarding the principle of seniority shall be submitted to the Senior Associate Vice President and Chief Human Resource Officer or a designated representative and the local representative of the Union stating the reasons for such deviation. The reasons for such deviation shall be subject to grievance procedures of this Agreement.

## **ARTICLE XII: HOURS OF WORK/OVERTIME/ADDITIONAL PAY**

### Section 12.1 Purpose

This Article shall define the normal work hours for employees covered by this Agreement and provide a basis for the calculation and payment of overtime. Nothing herein shall be interpreted as a guarantee of hours of work per day or per week.

### Section 12.2 Hours of Work/Work Schedules

Individual work schedules are defined as the number of hours worked per day and the number of days worked in a work cycle. The overall workday shall be defined as a twenty-four (24) hour period of time from 7:00 a.m. to and including 6:59 a.m. the following day.

Operations permitting, employees will be granted a paid meal period not to exceed thirty (30) minutes within their regularly scheduled shift. In accordance with University policy, the department will attempt to provide a fifteen (15) minute paid rest period during each four (4) hour period of work.

Each year, the Chief of Police will present a shift schedule. The shift schedule shall remain in effect for the duration of the yearly bid period unless emergency circumstances require changes. Reporting and quitting times for individual employees may be moved two (2) hours either way without affecting the defined workday.

Employees shall bid on a semi-annual basis to a shift based on seniority within the Police Telecommunicator classification. Bid positions will be defined on the basis of seniority requirements, thereby equally distributing the overall experience level across all shifts.

The Employer reserves the right to determine the number of bid positions on each shift. The Employer shall notify the Union of all available bid positions. If requested by the Union, the Employer agrees to meet and discuss the availability of bid positions. Written bids will be honored if submitted prior to the bid date by providing such to the Administrative Services Commander. The Employer shall bear no contractual obligation upon the failure to receive such written bids. Probationary employees may be assigned to any shift.

### Section 12.3 Overtime Pay

Pursuant to the Fair Labor Standards Act overtime requirements, time and one-half the employee's regular hourly rate shall be paid for all hours worked in excess of forty (40) hours in any work week, as defined by the employer. Paid benefit time will not count as hours worked in the calculation of overtime pay.

### Section 12.4 Call Back

A call back is defined as an official assignment of work, which does not continuously precede or follow an employee's regularly scheduled work hours. Employees who are called back to the Employer's premises to carry out an official assignment shall be paid at least two (2) hours pay at the appropriate rate, to be paid and credited as time worked in accordance with FLSA guidelines, or shall be paid the appropriate rate in accordance with FLSA guidelines for all hours actually worked, whichever is greater. The Employer has the right to assign any work duty to satisfy this required minimum two (2) hour timeframe.

### Section 12.5 Training

All time spent in training will count as hours worked for purposes of this Agreement. Except for training attended locally, travel time for over fifty (50) miles will count as time worked and will be paid based on the actual number of miles and the time it takes to reach the training site from the DeKalb campus or home location, whichever is shorter. Travel time will not apply to local training held in the DeKalb/Sycamore area.

### Section 12.6 Other Extra Assignments

The Employer reserves the right to determine and require employees to stay on duty after their shift has ended or to report early for duty prior to the beginning of their shift. In emergency situations where employees are required to stay on duty or report early, the Employer may fill the vacancy in any manner possible. For administration of this section, an emergency situation shall be defined as a vacancy that occurs with four (4) hours or less notice.

In non-emergency situations, assignments of this nature shall first be offered to the most senior employees in the Police Telecommunicator classification on the affected shift. If volunteers cannot be found to fill the vacancy, employees in the relevant classification on the affected shift will be ordered to work based on inverse seniority.

The parties agree that Police Officers may be required to fill Police Telecommunicator vacancies in emergency situations. In these instances, the Employer shall make every effort to relieve the Officer with appropriate personnel as soon as possible.

In certain instances, based upon operational needs, extra assignments shall be made by inverse seniority in the classification when there is an insufficient number of volunteers for extra assignments. The Employer reserves the right to assign more senior Police Telecommunicators on an inverse seniority basis if the least senior employees are not receiving proper rest, if constant assignments are causing undue hardship, if specialized training/expertise is required, or if there is an experiential imbalance.

In the instance of undue hardship, it is the responsibility of the employee to notify the Employer of such undue hardship prior to the start of the extra assignment. The final determination of whether an undue hardship exists shall remain with the Employer and shall be evaluated on a case-by-case basis. Employees shall not usually be assigned involuntarily if that employee has been assigned involuntarily within the past three (3) day period.

It is the intent of both parties to reduce the amount of involuntary overtime assigned to Police Telecommunicator positions. The parties agree that Police Officers may be asked to volunteer for Police Telecommunicator assignments prior to the involuntary overtime assignment of bargaining unit employees to these positions.

The Telecommunicator's direct supervisor(s) are not restricted from working as Telecommunicators when determined necessary by the Chief of Police. The supervisor's work will not eliminate a Police Telecommunicator position.

#### Section 12.7 Compensatory Time

University policies and regulations regarding compensatory time off in lieu of overtime pay will be applicable to employees covered by this Agreement. Employees covered by this Agreement may accumulate a maximum of one-hundred-twenty (120) hours of compensatory time off.

#### Section 12.8 Shift Differential

Employees who are regularly scheduled to work the majority of their hours between 5:00 p.m. and 5:00 a.m. shall be paid a differential of thirty (30) cents per hour for each hour in pay status. The shift differential will not be added to the employee's base rate when computing the overtime rate. Eligible employees shall receive this differential for all overtime hours and for any other hours in pay status, including vacation, paid sick leave, paid bereavement leave, compensatory time off, and any other paid leave.

#### Section 12.9 Required Meetings/Exams

All required departmental meetings, physical or mental examinations, and conferences which occur outside of an employee's regularly scheduled shift will be paid at the applicable rate. The Employer shall provide for payment of applicable fees and directly related occupational expenses for such required activities. When required to travel, the employer will provide transportation or pay mileage if the employee is required to use their own vehicle. This provision does not apply to routine return-to-work physicals.

## ARTICLE XIII: BENEFITS

### Section 13.1 CMS Benefit Program

During the term of this Agreement, employee group benefit programs (health, dental, life, etc.) shall be provided to all employees covered by this Agreement who are eligible to participate in those programs in accordance with the State Employees Group Insurance Act of 1971, 5 Illinois Compiled Statutes 37511 and following, as amended. The parties agree to accept all of the terms and conditions in employee benefit packages as determined by the Department of Central Management Services (CMS) to be intended to apply to employees of Northern Illinois University. Changes and modifications in benefits, benefit levels, or to the types of employee benefit packages that may be offered is the exclusive right of Central Management Services. The costs for participation in any of the employee benefit programs that Central Management Services determines to be contributory by the employee and costs for optional coverage are the sole responsibility of the employee.

### Section 13.2 Board of Trustees Benefit Provisions

During the term of this Agreement, all employee benefits shall be granted to bargaining unit members in accordance with applicable Board and University policies (see current Board Regulations). Improvements in such benefits shall be extended to bargaining unit employees to the extent authorized by Board and University policies. In the event of any change in Board or University policies concerning such benefits, the Union's local representative shall be notified and the parties agree to meet in consultation to determine whether the change or changes has or have any impact upon current bargaining unit employees and, if so, to negotiate concerning the impact of such change or changes.

### Section 13.3 Holidays

Employees covered by this Agreement shall receive eight (8) hours of regular pay for the holidays listed below. Holiday pay will not be credited as hours worked in the FLSA calculation of overtime eligibility.

New Year's Day	January 1
Martin Luther King, Jr. Memorial Day	Observed Monday
Juneteenth	Observed Monday
Independence Day	June 19
Labor Day	July 4
Election Day	Observed Monday
Thanksgiving Day	As determined by the University (General election years only)
Christmas Day	Observed Thursday
Five (5) Floating Holidays	December 25
	As determined by the University

When an employee covered by this agreement is required or scheduled to work on any of the designated holidays. Recognized holidays shall be either the actual holiday for those staff that work weekends or designated holidays for staff that work a Monday through Friday schedule, not both. Staff shall receive the appropriate rate of pay, in accordance with FLSA guidelines, for all hours actually worked in addition to the eight

(8) hours of regular pay for the holiday.

#### Section 13.4 Administrative Closure

This section specifically does not refer to weather-related closures, which are covered in Section 13.7.

Employees covered by this Agreement shall receive eight (8) hours of regular pay for any Administrative Closure Day designated by the Employer. This pay will not be credited as hours worked in the FLSA calculation of overtime eligibility.

When an employee covered by this agreement is required or scheduled to work on any of the designated Administrative Closure days, they shall receive the appropriate rate of pay, in accordance with FLSA guidelines for all hours worked, in addition to the eight (8) hours of regular pay for the Administrative Closure Day.

#### Section 13.5 Other Scheduled University Closures

Any other designated University Closure Day, in which an employee is required to either use personal leave benefits to be paid or to take a deduction day with no pay, the Employer agrees to treat this University Closure Day as a regular workday in the administration of this Agreement

#### Section 13.6 Vacations

Vacation benefits are provided to members of the bargaining unit in accordance with the NIU Board of Trustee Regulations and State University Civil Service Rules and Procedures.

#### Section 13.7 Emergency Weather Closure

Weather related closures an employee that works during an emergency or weather-related closure, declared by the President or designee, shall be compensated in accordance with Northern Illinois University weather closure policy for essential staff. The parties further agree that emergency closures or weather closures are not considered Administrative Closures for the purposes of pay.

### **ARTICLE XIV: DUES DEDUCTION**

#### Section 14.1 Dues Deduction

The University Administration will deduct Chapter membership dues, in an amount established by M.A.P. and certified by the M.A.P. treasurer to the University Administration, from the salary of a bargaining unit member who provides the University Administration with a written authorization to make such deduction.

#### Section 14.2 Dues Remittance

Dues deducted will be remitted to M.A.P. or Union official, as designated in writing by the Union.

#### Section 14.3 Termination of Dues Deduction

Any authorization to withhold Union dues from the salary of a bargaining unit member

shall terminate and such withholding shall cease at any time upon the occurrence of any of the following events: (a) termination of employment; (b) written notice by the bargaining unit member to the University Administration of her/his desire for cancellation of the authorization.

#### Section 14.4 Direct Collection of Union Dues

The University Administration shall not be under any obligation to make any deductions for dues if any bargaining unit member's pay within any pay period, after deductions for State insurance and deductions required by law, including but not limited to withholding tax and employee

contributions to the State Universities Retirement System, is less than the amount of authorized deductions. In such event, it will be the responsibility of the Chapter to collect dues for that period directly from the bargaining unit member.

#### Section 14.5 Fines/Penalties/Special Assessments

Nothing in this Article shall require the University Administration to deduct Chapter fines, penalties, or special assessments from the salary of any bargaining unit member. This Section shall not prohibit other deductions authorized by individual bargaining unit members.

#### Section 14.6 Fair Share

In light of *Janus v. AFSCME*, fair share fees are no longer collected. So long as *Janus* remains binding authority, fair share fees will not be collected. However, should *Janus* be overruled, the parties will meet and bargain over the means and manner by which fair share fees will be collected.

#### Section 14.7 Notification of Change in Union Dues

The union shall give written notice to the University Administration of any changes in its dues amounts at least sixty (60) days prior to the effective date of any such change.

#### Section 14.8 Limitations

The University shall not be liable to M.A.P. by reason of the requirements of this Article for the remittance or payment of any sum other than that constituting authorized deductions for M.A.P. dues from the salaries of bargaining unit members. The University Administration's obligation under this Article is limited to remitting to M.A.P. the sum of sums actually deducted from wages earned.

If, during the term of this Agreement, the IELRB or a court of competent jurisdiction rules any part of this Article void or not enforceable, M.A.P. and the Employer agree to convene negotiations on this matter for the sole purpose of bringing this Article into compliance with the standards or rulings of said Labor Board or court.

#### Section 14.9 Indemnification/Union Responsibility

The Metropolitan Alliance of Police shall indemnify and hold harmless the Employer, its elected representatives, officers, administrators, agents and officers from and against any and all claims, demands, actions, complaints, suits or other forms of liability (monetary or otherwise) that may arise out of or by reason of any action taken or not taken by the Employer for the purpose of complying with the provisions of this Article, or in

reliance on any written check-off authorization furnished under any such provisions, provided that the Employer does not initiate or prosecute such action.

## **ARTICLE XV: WAGES**

### Section 15.1 Hourly Rates

Effective 7/01/2019 telecommunicators will receive the campus wide increase of 3%  
Effective 10/01/2020 telecommunicators will receive the campus wide increase of 3%  
Effective 7/01/2021\* telecommunicators will receive the campus wide increase of 3%

\*Telecommunicators are eligible for any further campus wide increases, should they occur in FY22.

Effective 1/01/2024 The minimum rate for classified Police Telecommunicators shall be \$23.00 per hour.

Effective 1/01/2024 telecommunicators that are already above the wage listed above will receive a 6% increase.

### Section 15.2 Hourly Rates Adjustments, FY2023 through FY2024 and FY2025 and FY2026

For the remaining subsequent fiscal years of this Agreement (FY2023 [7/01/2022 to 6/30/2023] through FY2024 [7/01/2023 to 6/30/2024]) and FY2025 [7/01/2024 to 6/30/2025] through FY2026 [7/01/2025 to 6/30/2026], the University will increase the hourly rates outlined in Section 15.1 (above) by the same percentage authorized for that fiscal year general salary increment for hourly Civil Service employees, through published increment guidelines, and distribution rules as adopted by the NIU Board of Trustees. These increases shall be effective on the date as authorized by the University.

### Section 15.3 Longevity Pay

Employees who have served twelve (12) consecutive years of service within the Northern Illinois University Police Department shall be paid an additional \$2.00 per hour for every hour in pay status. This permanent rate adjustment shall be effective at the beginning of the pay period after their twelve (12) year anniversary date.

### Section 15.4 Educational Incentive

Upon initiation of a course of study leading to an Associate or Bachelor's degree, bargaining unit employees shall receive a yearly educational incentive stipend of \$400.00, provided satisfactory progress in their course of study has been demonstrated (at least nine (9) hours of credit per year at a minimum 2.8 cumulative grade point average). Upon completion and verification of an Associate's degree, bargaining unit employees shall receive a yearly educational incentive stipend of \$600.00. Upon completion and verification of a Bachelor's degree, bargaining unit employees shall receive a yearly educational incentive stipend of \$1200.00.

Employees eligible for these yearly educational stipends shall make application to the Chief of Police prior to November 1 of each fiscal year. Upon approval by the University, payment

shall be made in one lump sum no later than the first pay period in December. Payments shall not be cumulative in effect and will not be added to the hourly rate of pay for purposes of calculating any other economic benefit.

#### Section 15.5 Training

Police Telecommunicators who are certified to train, as designated by the Chief of Police to provide training, shall be paid a differential of \$3.00 per hour above the employee's base salary rate while performing training and activities which are related to such training.

### **ARTICLE XVI: UNIFORM/EQUIPMENT PROVISIONS**

The Employer will furnish uniforms to Telecommunicators. Articles of the uniform will be at the discretion of the management and considered university property.

### **ARTICLE XVII: LIMITATIONS**

#### Section 17.1 Savings Clause

Should any provision of this Agreement or any application thereof become unlawful by virtue of any federal or state law, executive order, decision of a court of competent jurisdiction, or administrative agency having final authority over its provisions, such provisions shall not be deemed valid and subsisting except to the extent permitted by law.

All other provisions of this Agreement will continue in full force and effect. Negotiations to substitute provision(s) for the invalidated provision(s) shall commence no later than thirty (30) days after either party has filed a written request to do so.

#### Section 17.2 Other Expressed Limitations

This Agreement shall not supersede:

- a) Applicable Federal and State laws as such laws may become amended from time to time,
- b) Rules of federal and State agencies which have the force and effect of law as such may be amended from time to time,
- c) Board of Trustees Governing Policy, By-Laws and Regulations as such may be amended from time to time, not in conflict with the expressed provisions of this Agreement,
- d) Policies, procedures and provisions of employment as established by the Board of Trustees as such may be amended from time to time, not in conflict with the expressed provisions of this Agreement.

### **ARTICLE XVIII: MISCELLANEOUS**

#### Section 18.1 Arbitration of Disputes

All new matters in dispute raised after the effective date of this agreement shall be addressed via arbitration. The parties agree that no bargaining unit member covered by this agreement will have the right to civil service board review.

#### Section 18.2 Residency

Employees are required to reside within fifty (50) miles of the NIU Police Department. Any dispute as to whether a residence is within the boundary will be determined by Google



Maps or other mutually agreed mapping application.

#### Section 18.3 Travel Reimbursement

Travel payments or reimbursements are at the sole discretion of the Chief of Police.

#### Section 18.4 Tuition Waivers

All requests for tuition waivers that require a supervisor's signature shall be submitted through the chain of command prior to scheduling any classes, with final approval by the Chief of Police or designee. Telecommunicators will notify the Department of any classes that they are taking, regardless of whether a supervisor's signature is required for the tuition waiver.

### **ARTICLE XIX: ENTIRE AGREEMENT**

#### Section 19.1 Entire Agreement

The parties acknowledge that, during the negotiations which resulted in this Agreement, each had the unlimited right and opportunity to make demands and proposals with respect to any subject or matter not removed by law from the area of collective bargaining, and that the understandings and agreements arrived at by the parties after the exercise of that right and opportunity are set forth in this Agreement. Therefore, the Employer and the Union, for the duration of this Agreement, each voluntarily and unqualifiedly waives the right, and each agrees that the other shall not be obligated to bargain collectively with respect to any subject or matter referred to or covered in this Agreement, even though such subjects or matters may not have been within the knowledge or contemplation of either or both of the parties at the time they negotiated or signed this Agreement.

This Agreement constitutes the entire Agreement and understanding between the parties and supersedes all prior written and oral agreements, commitments and such practices affected by the Agreement between the Employer and represented employees. This Agreement expresses all obligations of, and restrictions imposed on each of the parties during the term of this Agreement. This Agreement may only be amended during its term by written mutual agreement of both parties.

### **ARTICLE XX: TERMINATION**

#### Section 20.1 Duration

This Agreement shall be effective upon ratification and approval of both parties and shall remain in full force and effect until June 30, 2026. It shall continue in effect from year to year thereafter, unless notice of "Request to Renegotiate" is provided in writing by email by either party no earlier than one-hundred-twenty (120) days and no later than ninety (90) days prior to the expiration date of the Agreement. Notices to renegotiate, as required and provided by the Employer, shall be addressed to the Metropolitan Alliance of Police, in care of the Local President, at NIU Department of Public Safety.

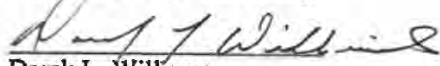
Notices to renegotiate, as required and provide by the Labor Union, shall be addressed to Northern Illinois University, Director of Labor Relations, Office of the General Council, Altgeld Hall 334 DeKalb, Illinois 60115-2854. Or [JPerez1@niu.edu](mailto:JPerez1@niu.edu) Either party may, by written notice, change the address as noted above. Such notice to renegotiate shall be

considered to have been given as of the date shown on the postmark.

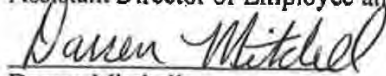
Notwithstanding any provision of this Article or Agreement to the contrary, this Agreement shall remain in full force and effect after any expiration date while negotiations are continuing for a new Agreement. In the event of an impasse in such negotiations, the procedures prescribed by the Illinois Educational Labor Relations Act shall be followed.

**ARTICLE XXI: ACCEPTANCE BY THE PARTIES**

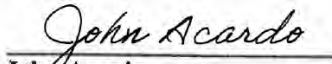
Northern Illinois University



Darek L. Williams,  
Assistant Director of Employee and Labor Relations

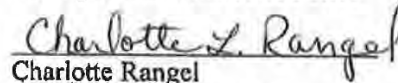


Darren Mitchell,  
Chief of Police

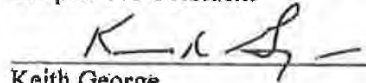


John Acardo,  
Senior Associate Vice President of Human Resources  
and CHRO

Metropolitan Alliance of Police



Charlotte Rangel  
Chapter 675 President



Keith George  
MAP President

**COLLEGE OF LAW OVERVIEW**

Cassandra Hill, Dean of the College of Law will give an update on the College of Law.

**BRIEFING ON NAME IMAGE AND LIKENESS**

Bryan Perry, Vice President and General Counsel will provide an update on Name Image and Likeness.

## **CLOSED SESSION MINUTES REVIEW AND RELEASE**

**Summary:** The Illinois Open Meetings Act requires public bodies to review the minutes of their Closed Session Minutes on a semiannual basis and to determine what parts of the minutes they should make available to the public because they no longer require confidential treatment.

**Recommendation:** Upon review and advice of the Board's Parliamentarian, it is recommended that the Board approve no additional release from confidentiality of any of the previously unreleased sections of the Closed Session minutes at this time. Those sections which are still subject to confidentiality, together with sections from subsequent meetings, will be considered again in six months.