Monthly Leadership Meeting
September 28, 2021

Beth Ingram, Executive Vice President & Provost
Sarah Chinniah, Vice President Administration and Finance & CFO
Agenda

• Welcome and Introduction to FY22
• Efforts in Support of Multiyear Planning
• Imperatives and Objectives for Change and Sustainability
• Strategic Resource Planning and Moving Forward
• Approach to Budgeting for FY22
• Preliminary Plans for FY23 and Beyond
SWOT Analysis: Strengths

• Engaged Scholarship and Artistry and Emphasis on Outreach
  • Culture of collaborating and promoting scholarship and artistry
  • Depth and breadth of research opportunities
  • Peri-urban location

• Commitment to Social Mobility for Students
  • Reputation for serving underserved and diverse students
  • Dedicated resources for diversity and inclusion

• Dedicated Faculty and Staff
  • Belief in university mission
  • Passion and commitment to student success
SWOT Analysis: Weaknesses

• Lack of Long-Term Specific Vision and Multi-Year Planning
  • Need for differentiated vision and performance dashboard
  • Horizontal and vertical alignment issues which can lead to inefficiencies

• Unclear Resource Allocation
  • Desire to align resources with defined areas
  • Ambiguous budget model leads to underinvestment in key areas

• Underdeveloped Leadership Capabilities
  • Gaps in both process and people leadership
  • Lack of leadership development systems
SWOT Analysis: Opportunities

• National Attention to Diversity, Equity, and Inclusion
  • Increasing need for diverse workforce
  • Aligns with our specific institutional focus

• Increasing Need for Innovative Academic Programs
  • Responsive to needs of region and state
  • Responsive to changing needs of students we serve

• Educational Partnerships
  • Shared services across campus and state
  • Increasing transfers from universities and community colleges
  • Alumni relations
• **Declining Resources**
  - State of Illinois may continue to cut support
  - Special federal programs may end

• **Declines in Traditionally-Aged Students**
  - Anticipated drop in high school graduates over next six years
  - Movement of families and students to southern states

• **Increasing Competition**
  - Regional universities fighting for market share
  - Community colleges expanding into four-year programs
  - External factors preventing pursuit of four-year degree
Imperatives and Objectives for Change and Sustainability

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Imperatives and Objectives for Change and Sustainability

Increase Alignment

✓ Incorporate mission, vision, & values in decision-making throughout colleges and divisions

✓ Promote and utilize consistent, equity-minded, data-informed, and strategic decision-making approaches

✓ Enhance training, leadership and professional development, and succession planning
Imperatives and Objectives for Change and Sustainability

Enhance Strategic Resource Planning

✓ Implement a multiyear financial model that is responsive to university resource priorities & challenges

✓ Utilize a data-informed and transparent process to identify resource needs

✓ Identify & allocate resources to academic & administrative areas aligned to university strategic priorities
Imperatives and Objectives for Change and Sustainability

Leverage Relationships as Resources

✓ Explore shared services and partnerships in support of core mission
✓ Strengthen relationships with employers, alumni, and supporters of NIU
✓ Position NIU as a valuable asset and point of strength for the region and state
Our Shared Priorities

• Focus on student success as a critical priority
• Inspire and support collaboration and entrepreneurial pursuits
• Increase access to information and provide more decision support tools and toolkits
• Address the challenges and opportunities with the budget cycle that NIU faculty and staff encounter in their roles
COVID-19 will continue to negatively impact NIU’s revenue potential. 
- **NIU has the opportunity to address these challenges with thoughtful pursuit of strategic initiatives**

NIU’s FY22 budget will not cover all of the things we want or even need to do – **and this will always be the case**
- Earned the Board’s confidence from the way we came together last year
- The Board has approved a budget with up to a $10M loss
- Enrollment, campus density, availability of relief funds will inform decision making and budget performance

Many uncertainties still exist in FY22 **and will remain**
- NIU will persevere with the certainties we can control
- Engaging in multiyear planning will provide path forward
What does NIU need to look like in 2025?

- Grow and stabilize enrollment
- Enhance access, equity, inclusion, and social justice education
- Provide students with relevant, inclusive, and integrated programs and services
- Advance transdisciplinary research including NICCS
- Elevate community partnerships

Reallocate resources and put toward things that move NIU forward!
Leadership Guidance for FY22

FY22 Budget Authority - 100% of budget loaded

Divisions have an opportunity to create flexibility without fear of in-year budget cuts

Division Leadership asked to think carefully how those budgets are spent
- Model creativity and multi-year planning in thinking about their workforce – the hiring chill has warmed and the landscape has changed
- Advance solutions that offer flexibility and promote partnerships, efficiencies, shared services, and extra help to address backlogs and peak periods
- Utilize data, information, and systems to inform decisions and actions

NIU will create and leverage flexibility wherever possible; Decisions will be made on an ongoing basis with the best information available at that time
What should I do now?

• Recognize the landscape has changed
• Have thorough conversations about taking student-centric, equity-minded approaches
• Acknowledge everything we do now cannot be more important than anything we could do in the future
• Assess how resources can be deployed to impact future flexibility
• Engage with divisional leaders and deans about questions and opportunities