MINUTES
Faculty Senate-University Council Resources, Space and Budget Committee
Friday, April 5, 2019, 10 a.m.
Altgeld Hall 125
Northern Illinois University
DeKalb, Illinois

VOTING MEMBERS PRESENT: Arado (for Boughton), Creed (for Johnson), Doederlein, Duffin, Grund, Millhorn, Monteiro, Naples (for Wilson), Nelson, Nicholson, Pieterowski, Riley, Slotsve, Thu

VOTING MEMBERS ABSENT: Boughton, Johnson, Martin, Surjadi, Wilson

OTHERS PRESENT: McCord, McGill, Peterson

I. CALL TO ORDER

T. Arado called the meeting to order at 10:02 a.m.

II. VERIFICATION OF QUORUM

A quorum was established.

III. ADOPTION OF THE AGENDA

G. Slotsve moved to adopt the agenda, seconded by K. Thu. Motion passed.

IV. APPROVAL OF THE FEBRUARY 1, 2019 MEETING MINUTES

C. Doederlein moved to approve the minutes, seconded by G. Slotsve. Motion passed.

V. PUBLIC COMMENT

VI. UNFINISHED BUSINESS

A. Update on the survey concerning the hiring process
   (Question 4 from February 1, 2019 RSB Committee meeting)
Chris McCord, Acting Provost

   President Lisa Freeman charged the provost with reviewing NIU’s human resource processes. The initial focus of the review has been on the hiring process.
Five broad phases of the hiring process were identified:

- Search authorization
- Search
- Interview
- Negotiation/offer
- Onboarding

A survey was sent to hiring officials asking participants to describe their experience in the existing hiring process. The survey produced a lot of rich input, and responses are being studied. C. McCord will present on this topic to the monthly leadership group Tuesday, April 9.

Some initial findings included:

- Confirmed some suspicions and shed light on other areas not previously anticipated.
- Approximately 87 percent of respondents found the step of determining classification of staff to be difficult.
- Approximately 79 percent found the step of determining the initial salary range to be difficult.
- Responders correlated difficulty with untimeliness.
- No strong signal that help was unavailable.
- Unanticipated concerns included onboarding and furniture acquisition.
- It’s clear that ongoing training and communication are necessary. A set of action steps/recommendations is being developed. Some action steps are already underway, including a web page on the topic of onboarding.
- There were differences in responses related to hiring faculty, hiring operating staff, and hiring supportive professional staff. Of particular concern was the question of whether the position is operating staff or supportive professional staff. The activity of hiring instructors was seen as the least difficult.

VII. NEW BUSINESS

A. Update on space planning

Chris McCord, Acting Provost
Sarah McGill, Chief Financial Officer

Near-term space planning is focusing on administrative space.

- Staff currently housed in the Campus Life Building will move to the Holmes Student Center upon its completion, freeing up space in the CLB.
- Adams Hall has reached the end of its useful life and must be vacated.
- Program Prioritization recommendations continue to inform the task of space allocation, especially in regard to reorganization of units.
• These factors create an opportunity to consider how space can best be allocated for collaboration among units.
• The goal is to use the study results to re-map space assignments over the summer, begin to build out the plan over the fall, and execute the plan in spring 2020.
• How to address moving-related costs (such as painting) is under review.
• NIU has been #2 on the state priority list for over 20 years, but the list will possibly be re-reviewed in the near future.
• NIU is prioritizing improvement of its existing buildings over building new ones.
• The long-term plan is to broaden the study across campus, and eventually launch a campus facilities master plan.

B. Student Enrollment Management Accountability Plan release
Chris McCord, Acting Provost
Sarah McGill, Chief Financial Officer

The Student Enrollment Management Accountability Plan is now posted online. It enumerates the tactics to pursue each objective, the performance indicators, and the responsible office.

Follow-up conversation included the following points:

• The elimination of out-of-state tuition and its impact on enrollment should be evident this fall. NIU is making a concentrated effort in several states, and it appears to be making headway.
• SIU’s enrollment is up. SIU likely markets to the St. Louis area. NIU can emulate SIU in broad terms only.
• NIU markets in Chicago, though notably Chicago is one of the most heavily recruited areas in the U.S.
• Studies show that billboards are low-producing in terms of student recruitment. Just because SIU has a billboard, doesn’t mean that it is experiencing enrollment success because of it.
• It might be an interesting case study to research what SIU is doing in the area of recruitment and enrollment.
• In considering what types of advertising might appeal to parents, it was noted that those charged with that responsibility are well aware of target audiences and what types of advertising meets which audiences.
• As higher education funding becomes more accessible, hopefully there can be continued conversation on how faculty can help with the budget process. The RSB Committee is identified as one of the key venues for this dialog.
• Travel restrictions are now believed to be controlled at the local level (college or department). Clarification on this might be necessary.
• The ability to spend 41 funds is being loosened, while the ability to spend 02 funds is being reduced, so it balances out.
C. Reflections and follow-up on the March 1, 2019 budget development meeting

C. McCord, Acting Provost
S. McGill, Chief Financial Officer

The following points were reported:

- On March 1, a budget development meeting was held, allowing stakeholders to come together with good, thoughtful discussion. Divisions presented 14 percent funding reduction scenarios. Following that meeting and an engaged discussion with shared governance representatives, the Executive Budget Committee followed up on recommendations during early March. A summary communication went out last week. Many non-academic divisions were identified for higher budget reductions allowing the academic units to incur lower budget reductions. The proposed budget is being prepared for discussion and approval at the June BOT meeting.

- The original goal was to address a $28 million shortfall, through three paths: sustainable actions, one-time actions, and borrowing from cash reserves. Since NIU is still working in an annual cycle format, we’re tracking more on the one-time or borrowing paths than the sustainable actions. NIU must consider how to balance that and must accelerate those sustainable actions for the future. The $28 million is not yet fully covered, and it is hoped that increased state appropriation will help meet the goal.

- The budget plan correlates with the Strategic Enrollment Management Plan. Therefore, if NIU overachieves on student enrollment, financial pressure lessens. If NIU underachieves, financial pressure increases.

- The state legislature has stated that it would like each university to engage in some version of Program Prioritization.

- Appreciation was expressed for a budget process that is more transparent and collaborative than in the past.

- It was noted that budget cuts in one area can have a trickle-down effect on units not experiencing the direct cuts. An example is the connectivity between NIU summer camps and Housing & Dining.

D. State appropriations hearings

Chris McCord, Acting Provost
Sarah McGill, Chief Financial Officer

The following points were reported:

- Some capital appropriations discussions have taken place with the state.
- Gov. Pritzker has requested higher education appropriations growth. A potential five percent increase in allocation to NIU equals about a $4 million increase.
- President Freeman visited with legislators prior to testifying, and this seemed to be very effective.
• The IBHE was taken to task by the legislature on its recommendation to fund non-publics. President Freeman reported to the legislature that NIU’s shared governance had also considered resolutions opposing the IBHE recommendation.
• In February, NIU was asked to present its capital priorities as they relate to serving students. Aligned with its Strategic Enrollment Management Plan, NIU is designing its footprint more toward center (improve existing buildings rather than build new ones).
• Many of NIU’s current buildings have deferred maintenance issues.
• NIU’s property bill would allow the institution to sell property and keep the proceeds to direct toward deferred maintenance. The bill passed the House this week. The bill has a sponsor, and plans to expand it are underway.
• In spite of continued work on the property bill, NIU has no immediate plans for building sale.

VIII. ADJOURNMENT

G. Slotsve moved to adjourn, seconded by K. Thu. Motion passed.

Meeting adjourned at 11:15 a.m.