I. CALL TO ORDER

II. VERIFICATION OF QUORUM

III. ADOPTION OF THE AGENDA

IV. APPROVAL OF THE February 7, 2020 MEETING MINUTES – Pages 3-4

V. PUBLIC COMMENT

VI. UNFINISHED BUSINESS

A. Campus Security and Environmental Quality Committee update – Jeffry Royce

VII. NEW BUSINESS

A. Strategic Action Planning Framework discussion – Pages 5-11

1. What activities could you quit doing to have more time for higher priority activities?
   
   a. Do you need approval to make this change? Who needs to give that permission? Is it yourself, your supervisor, another unit, etc.?
   
   b. What are the implications of devoting less time to this activity?
   
   c. What would you do instead?

2. What task or activity could you simplify that would free up time or resources?

   a. Who do you need to work with to make that happen?
   
   b. What are the implications of simplifying the task or activity?
   
   c. What are the implications of NOT simplifying the task or activity?
3. If you had to find three hours this week to devote to the themes and guiding principles in the Strategic Action Planning Framework, what would you do differently?

   a. What’s holding you back from doing those things differently?
   b. What type of support do you need to do that?

4. What would be the implications? How can you utilize the Strategic Action Planning Framework with your team(s) to create capacity (time, resources, budget etc.), and how can the senior leadership support these efforts?

   B. Budget Planning Timeline – Pages 12-15

VIII. INFORMATIONAL ITEMS

IX. ADJOURNMENT

**Future RSB meeting dates:** Apr 3.
President Lisa Freeman is tentatively scheduled to meet with the RSB on April 3.
I. CALL TO ORDER

FS-UC Resources, Space and Budget (RSB) Committee Chair T. Arado called the meeting to order at 10 a.m.

II. VERIFICATION OF QUORUM

A quorum was established.

III. ADOPTION OF THE AGENDA

No amendments to the agenda were noted, and the committee will operate from the agenda as posted.

IV. APPROVAL OF THE JANUARY 10, 2020 MEETING MINUTES

No amendments to the minutes were noted, and they were approved by voice vote.

V. PUBLIC COMMENT

T. Arado welcomed the new RSB student members.

VI. UNFINISHED BUSINESS

A. Campus Security and Environmental Quality Committee update – Jeffry Royce

J. Royce noted that the CSEQ Committee has not met since his last report.
VII. NEW BUSINESS

A. Campus Space Use Discussion

The RSB Committee members engaged in a discussion of the concepts of space ownership, allocation and responsibility, and how these concepts intersect with ideas of centralizing vs. decentralizing maintenance of space.

The administration is hoping to host open forums on how university budgets, in general, work. The committee members provided advice as to what types of questions should be addressed and what types of information should be shared in such forums.

VIII. INFORMATIONAL ITEMS

IX. ADJOURNMENT

G. Slotsve moved to adjourn, seconded by T. Arado. Meeting adjourned at 11:05 a.m.

Future RSB meeting dates: Mar 6, Apr 3.
President Lisa Freeman is tentatively scheduled to meet with the RSB on April 3.
PREFACE

This section is currently under development and will be completed using feedback from the upcoming Leadership Meeting on Tuesday, February 25.
Vision, Mission and Core Values ................................................................. 4

1 Student Recruitment and Student Success ......................................................... 4
   1.1 Take a Student-Centric Approach ............................................................ 4
   1.2 Focus on Inclusive Social Mobility ........................................................... 4
   1.3 Support Global Engagement ................................................................. 5

2 Academic Excellence and Curriculum Innovation ........................................... 5
   2.1 Foster a Culture of Innovation ................................................................. 5
   2.2 Support Transdisciplinary Programs and Research ................................. 5
   2.3 Commit to a Nimble and Innovative Curriculum ...................................... 5

3 Diversity, Equity and Inclusion ...................................................................... 5
   3.1 Cultivate Equity ....................................................................................... 5
   3.2 Build an Inclusive Community ............................................................... 5
   3.3 Promote Education, Awareness and Action ........................................... 5

4 Empowerment and Shared Responsibility ..................................................... 6
   4.1 Support the Development of Leaders ....................................................... 6
   4.2 Communicate Transparently and Effectively ............................................ 6
   4.3 Create a Culture of Shared Responsibility .............................................. 6

5 Research, Artistry and Engagement ............................................................... 6
   5.1 Prepare Northern Illinois for a Century of Change .................................. 6
   5.2 Develop a Robust Research and Innovation Portfolio ............................. 6
   5.3 Promote Partnerships that Strengthen our Mission ................................. 6
   5.4 Promote Engaged Research and Artistry ............................................... 7

6 Resource Development and Fiscal Responsibility ......................................... 7
   6.1 Encourage and Celebrate Experimentation and Innovation ..................... 7
   6.2 Establish Financial Sustainability ........................................................... 7
   6.3 Create a Data-informed and Technology-Supported Decision Framework.... 7
VISION, MISSION AND CORE VALUES

Northern Illinois University’s vision is to be an engine for innovation to advance social mobility; promote personal, professional and intellectual growth; and transform the world through research, artistry, teaching and outreach.

The mission of Northern Illinois University is to empower students through educational excellence and experiential learning as we pursue knowledge, share our research and artistry, and engage communities for the benefit of the region, state, nation and world.

In pursuing our vision and fulfilling our mission, we value and practice:

- Curiosity and creativity.
  - We provide our students active learning experiences.
  - We champion innovation.
  - We commit our resources to supporting students, faculty and staff in their research, artistry and professional development.

- Equity and inclusion.
  - We seek and are strengthened by the diverse perspectives and experiences of our university community members.
  - We use an inclusive decision-making process.
  - We appreciate and respect every member of our community.

- Ethics and integrity.
  - We prepare our students to become global leaders who work to build a better society.
  - We model ethical behavior in and out of the classroom.
  - We are transparent and accountable to our stakeholders.

- Service and stewardship.
  - We serve society and confront local, national and global challenges through collaborations that improve our learning, teaching and research.
  - We make accessible the knowledge and resources we create.
  - We promote our students’ success through advising and mentoring.

To achieve our mission, vision and values, we will pursue outcomes aligned with the following strategic themes and guiding principles.

1 STUDENT RECRUITMENT AND STUDENT SUCCESS

1.1 TAKE A STUDENT-CENTRIC APPROACH

We strive to put the student at the center of our academic programs, co-curricular opportunities and support services. We will offer academic programs that respond to the needs of our region, state and nation. We aspire for all students to succeed in their chosen majors and graduate on time.

1.2 FOCUS ON INCLUSIVE SOCIAL MOBILITY

We recruit and retain students with diverse backgrounds and different lived experiences. We aspire to be a leader in supporting diverse students to achieve their academic, professional and personal goals and to eliminating equity gaps.
1.3 SUPPORT GLOBAL ENGAGEMENT
NIU will provide educational and cultural experiences that prepare our students to be global citizens and leaders. We aspire to be a destination for students from around the world and to expand our educational offerings beyond the U.S. to establish a global footprint for NIU. Our international engagement initiatives will advance learning and discovery and prepare students for the global economy in which they will live, learn, work and thrive.

2 ACADEMIC EXCELLENCE AND CURRICULUM INNOVATION

2.1 FOSTER A CULTURE OF INNOVATION
Innovative ideas do not just appear – they are cultivated in spaces where taking risks is encouraged and where people are committed to finding better ways to do things, solutions to complex problems and new ways to make the world a better place. We provide opportunities and support for students, faculty and staff to be innovative, entrepreneurial and forward-focused. We are not afraid to fail in the pursuit of innovation.

2.2 SUPPORT TRANSDISCIPLINARY PROGRAMS AND RESEARCH
We push the boundaries of academic disciplines to meet the needs of today and tomorrow through transdisciplinary degree programs, research centers and outreach initiatives.

2.3 COMMIT TO A NIMBLE AND INNOVATIVE CURRICULUM
Our curriculum supports our mission, vision and values, and responds to the needs of our students. We focus on engagement, relevancy and innovate pedagogy. Using relationships as resources, we develop pioneering programs and experiential learning opportunities that speak to the critical issues facing the region, state and nation.

3 DIVERSITY, EQUITY AND INCLUSION

3.1 CULTIVATE EQUITY
We create and foster equity-minded practices that support the academic success of our students as well as the professional development and career progression of our faculty and staff.

3.2 BUILD AN INCLUSIVE COMMUNITY
NIU strives to create a welcoming, inclusive and equitable community where all people are treated with dignity and respect. We are committed to safeguarding every individual’s constitutional rights to free speech and assembly, as well as to addressing incidents of bias that might negatively affect individuals and communities.

3.3 PROMOTE EDUCATION, AWARENESS AND ACTION
We provide our students, faculty and staff with timely and effective education and discussion around issues of equity, diversity, social justice, implicit bias and other topics. We work toward creating an
equity-minded community that challenges and eliminates exclusionary practices so that all of our faculty, staff and students succeed.

4  EMPOWERMENT AND SHARED RESPONSIBILITY

4.1  SUPPORT THE DEVELOPMENT OF LEADERS
We are committed to developing our leadership capabilities and to embedding good leadership practice in all that we do.

4.2  COMMUNICATE TRANSPARENTLY AND EFFECTIVELY
We communicate with each other in a respectful, transparent and supportive manner. Information is shared that supports collaborative decision-making and shared governance.

4.3  CREATE A CULTURE OF SHARED RESPONSIBILITY
Faculty and staff understand and embrace NIU’s goals, and are committed to the mission, vision and values of NIU. Our daily work on campus reflects the pursuit of our goals.

4.4  INSPIRE ACTIONS THAT DRIVE SUSTAINABILITY
We commit to building sustainability into the fabric of what we do, and to fostering a culture of awareness and engagement around issues of environmental, social and economic balance.

5  RESEARCH, ARTISTRY AND ENGAGEMENT

5.1  PREPARE NORTHERN ILLINOIS FOR A CENTURY OF CHANGE
We promote and support research and innovation to prepare our students and region for a century of change in the environment, demographics, and technology. With significant expertise in areas related to creating a sustainable world, NIU can aspire for regional and national leadership in sustainable communities.

5.2  DEVELOP A ROBUST RESEARCH AND INNOVATION PORTFOLIO
We pursue ideas and creativity within the disciplines and at the intersection of disciplines. Transdisciplinary programs and research centers will bring expertise across campus to address broad and complicated problems.

5.3  PROMOTE PARTNERSHIPS THAT STRENGTHEN OUR MISSION
We leverage connections with the local community as well as the greater Chicago region to build, nurture and enhance partnerships with a range of entities, including educational institutions from PK-12 through university, non-profits, governmental laboratories and the private sector to create research, scholarly and artistic opportunities for students and faculty.
5.4 **PROMOTE ENGAGED RESEARCH AND ARTISTRY**
Our students, both undergraduate and graduate, actively participate in the research and artistic pursuits of our faculty. Our research and artistry extend beyond the boundaries of the campus as we engage with our communities.

6 **RESOURCE DEVELOPMENT AND FISCAL RESPONSIBILITY**

6.1 **ENCOURAGE AND CELEBRATE EXPERIMENTATION AND INNOVATION**
We encourage entrepreneurial action to improve our processes, procedures and policies. We reimagine and streamline what we do in light of new technologies, external environments and the needs of our students, faculty and staff.

6.2 **ESTABLISH FINANCIAL SUSTAINABILITY**
We recognize the importance of stewardship in our deployment of our financial resources. We deploy resources to meet our strategic goals and live within our means. Relationships and partnerships are resources we mine and develop in support of our goals. We identify strategy partners to add value and speed in achieving results.

6.3 **CREATE A DATA-INFORMED AND TECHNOLOGY-SUPPORTED DECISION FRAMEWORK**
We base on our decisions on well-curated, understandable data. We use technology platforms to create efficiencies and support data-informed decision making.

**KEY REFERENCE DOCUMENTS**
The above themes and guiding principles are woven throughout existing goals and strategic planning documents, including:

- [Presidential Goals](#)
- [Strategic Enrollment Management Plan](#)
- College strategic plans – [College of Education](#) and [College of Business](#)
- [ADEI Diversity Plan](#)
- [ADEI Annual Report](#)
- [Research Vision & Strategy](#)
- [Engagement Networks](#)
Northern Illinois University

FY21 and Beyond: Planning and Budgeting Calendar

Monthly Leadership Meeting
February 25, 2020
Evolution of Planning & Budgeting Process

Alignment to Strategic Action Planning Framework
  • Invest in key priorities

Transition to multi-year planning and budgeting
  • Promote an all-funds budget
  • Introduce budget guidelines
Budget Development Goals

1. Promote local decision-making
2. Solicit participation and share responsibility
3. Support data-driven actions
Timeline for Budget Process

- Convene Divisional Strategy Meetings – Week of Feb. 17
- Release Preliminary FY21 02 Targets – Week of Feb. 24
  - Creation of a central fund for increments
- Request FY21 non-02 Revenue Projections – Week of Feb. 24
- Completion of Budget Worksheets
  - FY21 – released April 1, due by June 30
- BoT considers approval of budget – June 18
- Worksheets converted to FY21 budget – July
- FY21-FY24 Planning – July-September