

## **PUBLIC NOTICE AND AGENDA**

**Faculty Senate-University Council Resources, Space and Budget Committee  
Friday, February 1, 2019, 10 a.m.  
Altgeld Hall 125  
Northern Illinois University  
DeKalb, Illinois**

- I. CALL TO ORDER**
- II. VERIFICATION OF QUORUM**
- III. ADOPTION OF THE AGENDA**
- IV. APPROVAL OF THE [JANUARY 11, 2019](#) MEETING MINUTES – Pages 2-5**
- V. PUBLIC COMMENT**
- VI. UNFINISHED BUSINESS**
- VII. NEW BUSINESS**
  - A. Student Enrollment Management Plan/Online Initiative  
President Lisa Freeman  
Acting Provost Chris McCord  
Chief Financial Officer Sarah McGill
  - B. Budget Planning Discussion: FY20 and Beyond  
President Lisa Freeman  
Acting Provost Chris McCord  
Chief Financial Officer Sarah McGill  
RSB Committee Chair Jim Wilson
  - C. President's Comments – Page 6  
President Lisa Freeman
- VIII. ADJOURNMENT**

**No RSB meeting on March 1; remaining RSB meeting date is April 5.**

## MINUTES

**Faculty Senate-University Council Resources, Space and Budget Committee  
Friday, January 11, 2019, 10 a.m.  
Altgeld Hall 125  
Northern Illinois University  
DeKalb, Illinois**

**VOTING MEMBERS PRESENT:** Boughton, Doederlein, Johnson, Macdonald (for Duffin), Martin, Millhorn, Monteiro, Nelson, Nicholson, Pietrowski, Slotsve, Thu, Wilson

**VOTING MEMBERS ABSENT:** Duffin, Grund, Moraga, Riley, Surjadi

**OTHERS PRESENT:** Freeman, McGill, Peterson

**OTHERS ABSENT:** McCord

### **I. CALL TO ORDER**

RSB Committee Chair **J. Wilson** called the meeting to order at 10 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 DECEMBER 7, 2018 MEETING MINUTES**

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

### **V. PUBLIC COMMENT**

### **VI. UNFINISHED BUSINESS**

A. President Lisa Freeman

Discussion included the following topics:

- Commended the RSB Committee for its development and consideration of a well-written, thoughtful resolution (Item VI. B.) following up on the suggestion made at the December RSB meeting.

- The Strategic Enrollment Management Plan is scheduled to be released the week of January 14, 2019. The plan has been under development since a series of summer retreats and was referred to in President Freeman’s August 30, 2018 [Presidential Vision](#) presentation. The first draft, which was available in October, has now undergone revision. The plan will include goals, strategies and specific objectives. Tactics and accountability will be outlined in a follow-up document and will be adjusted over time. Points made in the plan include:
  - Considerable collaborative effort will be required to stabilize enrollment at 17,000-18,000 students over the coming years.
  - Significant opportunities exist to grow NIU’s diverse student enrollment, as well as online programming, with aligned investment.
  - BOT has approved investment in marketing and concierge support for online programming.
  - NIU’s retention rate has increased from 66 percent to 73 percent. The plan calls for investment in retention including student advising.
  - NIU is committed to closing achievement gaps that exist among NIU’s diverse student body.

- B. [Resolution](#) supporting the redirection of the IBHE’s FY20 proposed funding (\$25M) for non-public institutions to the Monetary Award Program (MAP)  
Jim Wilson, RSB Chair

**J. Wilson** called members’ attention to a proposed resolution resulting from discussions during the December 2018 RSB Committee meeting. The proposed resolution is scheduled to go before Faculty Senate on January 23 and University Council on January 30.

**T. Martin** noted that the Student Association Senate will be reviewing a similar proposed resolution on January 27. **J. Wilson** suggested that reference to the Student Association be added in the last paragraph of the RSB/FS/UC proposed resolution.

- C. Campus Security and Environmental Quality Committee update

1. RSB designee to the Campus Security and Environmental Quality Committee for spring 2019. The CSEQ Committee meets monthly on Wednesdays, 10:30 a.m.

**J. Wilson** requested volunteers, but there were none.

## VII. NEW BUSINESS

### A. FY20 Budget Development, Part 1 Sarah McGill, Chief Financial Officer

FY19 – **S. McGill** reported that, at this mid-way point, NIU is well within budget targets, and no state rescissions are anticipated. Thanks to all who have worked thoughtfully with their budgets, but it also must be noted that NIU’s current strong budget position is because internal trade-offs have been made (such as investment in facilities). These trade-offs are not sustainable, but they are levers NIU has relied on to weather the situation.

FY20 – The focus is on tuition and fees from enrollment, but as larger classes continue to graduate, lower enrollment will mean less tuition dollars. FY20 budget development will continue to model anticipated flat state appropriations. An approximate \$2.4 million FY20 budget gap is anticipated.

Identified investment themes:

- Enrollment – Recruitment and retention – \$5-6 million
- [AIM HIGH Scholarship](#) commitment – \$2-3 million
- Salary increments – \$6-7 million
- [Northern Illinois Center for Community Sustainability](#) (NICCS) – \$1-2 million
- GA stipends – \$1 million

In total, these investments represent an approximate \$15-\$20 million budget gap, which leads to the consideration of multi-year budgeting, looking at FY20 through FY22. Administration intends to work with division leadership and shared governance to develop a three-year budget plan. How can NIU make sustainable changes in year 1, and look at reserves (\$60-\$90 million), to get through until the sustainable changes have impact. The goal is to be thoughtful and to employ a nimble approach, but also realize that the current structure has been in place over numerous years.

**D. Boughton** raised concerns about physical plant support. **S. McGill** recognized that NIU has relied on facilities support pull-back in the past, but also noted that the presidential goals include a commitment to developing a facilities master plan by the end of the fiscal year, and a group is working on it now. The aspirational number is two to three percent of the plan replacement value to invest toward facilities. Capital improvement needs will increase over time; various options for taking some buildings offline (such as razing or leasing) might need to be considered. It was noted that NIU is in an economic development zone. NIU must be disciplined in its budgeting, but also must review external resources. As NIU sets the stage for a capital campaign, it must have a clear understanding of its goals.

**D. Boughton** raised concerns about investment in faculty. It was noted that the faculty hiring process will likely unfold on the same time line as last year and using the same criteria. With onboarding in the fall of a permanent provost, adjustments in the hiring process could be offered for consideration. The acting provost has supported implementation of budget discipline to allow for investment in faculty.

FY 20 Next Steps – Much like last year, the FY20 budget process is expected to launch by the end of January. A kick-off session will include representatives from shared governance. February will be for working through the details. Then the group will reconvene to envision a three-year plan so that members of the Executive Budget Committee can review and make a recommendation to the president that would drive, not just FY20, but also the next three years. The provost and CFO will communicate with campus on a regular basis regarding this process.

Questions and comments or other feedback were invited.

**K. Thu** noted that some of his colleagues are concerned that the NICCS effort is competing with other university initiatives. **S. McGill** appreciated this feedback and will work to improve communication on this topic going forward.

## **VIII. ADJOURNMENT**

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

Meeting adjourned at 10:50 a.m.

**Future RSB meeting dates:** Feb. 1, Mar 1, Apr 5

President Lisa Freeman is tentatively scheduled to meet with the RSB on Feb 1.

**Questions for Discussion**  
**FS-UC Resources, Space and Budget Committee**  
**February 1, 2019**

1. There is the idea among some faculty that there is a difference in tuition and fees between online courses and face-to-face courses. Is there a difference? And if so, how are the fees distributed?
2. How will the Strategic Enrollment Management Plan be funded, and what is the projected rate of return?
3. Some faculty are concerned about control over online courses they have developed as intellectual property. How much control will faculty have over their online courses with the implementation of the SEMP online initiative?
4. Update on the working group to review NIU's human resources processes.
5. It has come to light that there are exceptions being granted to the [maximum tuition waiver guidelines](#) in the BOT regulations. Some employees have received permission to exceed the maximum number of credit hours and still have their classes paid for. Other employees have not, even if their academic program requires them to take the extra credit load. Is leadership in HR and the Provost's office aware of the exceptions, and is there a consistent policy for applying the exceptions?