



Special Meeting
of the
Board of Trustees

November 16, 2017

A G E N D A

**Special Meeting of the
BOARD OF TRUSTEES OF NORTHERN ILLINOIS UNIVERSITY
1:00 p.m. – Thursday – November 16, 2017
Board of Trustees Room
315 Altgeld Hall**



1. Call to Order and Roll Call
2. Verification of Appropriate Notification of Public Meeting
3. Meeting Agenda Approval *Action*..... i
4. Chair's Comments/Announcements
5. Public Comment
6. President's Report 119
 - a. Items Directly from the President
 - 1) Appointment of Vice President of Administration and Finance and CFO *Action*..... 1
 - 2) United Faculty Alliance Memorandum of Understanding *Action*..... 2
 - 3) Presidential Goal Metrics *Action*..... 4
 - 4) Presidential Search Planning Committee *Action*..... 6
 - 5) Naperville Out-Lease with American Institutes for Research *Action*..... 7
 - 6) Collective Bargaining Agreement..... *Action*..... 8
7. Other Matters
8. Next Meeting Date
9. Closed Session
10. 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 will be available in the Board Room the day of the meeting. For more information contact Kathleen Carey, (kjahns@niu.edu) Recording Secretary to the Board of Trustees, Altgeld Hall 300, DeKalb, IL 60115, 815-753-1273.

Anyone needing special accommodations to participate in the NIU Board of Trustees meetings should contact Kathleen Carey, (815)753-1273, as soon as possible.

**APPOINTMENT OF THE VICE PRESIDENT FOR ADMINISTRATION AND FINANCE
AND CFO**

Following a national search, Sarah McGill has accepted an offer to be the Vice President for Administration and Finance and Chief Financial Officer (CFO). Ms. McGill currently serves as the Associate Vice President for Strategic Initiatives at Northwestern University, with a dual appointment in the Office of the President and Office of General Counsel. Prior to this role, Ms. McGill held the position of Senior Associate Dean for the Graduate School where she was the principal deputy to the Dean on all administrative, financial and strategic planning activities and served as the chief operating and financial officer for graduate education.

Prior to her joining Northwestern in 2012, Ms. McGill worked at the University of Chicago from 2006-2012, where she served as Executive Director of Enrollment and Student Advancement. In this leadership role, Ms. McGill managed the day-to-day operations of the Office for Enrollment and Student Advancement, including directing the offices of human resources, budget, talent management, operations and information technology. She also served as Chief of Staff to the Vice President for Administration and CFO at the University of Chicago.

Ms. McGill earned her bachelor's degree at Marquette University and later earned her Masters of Business Administration at Cardinal Stritch University in Milwaukee. She holds a Certificate of Completion from the Harvard University Institute for Management and Leadership in Education.

Recommendation: The Academic Affairs, Student Affairs and Personnel Committee endorsed this request that Ms. Sarah McGill be appointed to the position of Vice President of Administration and Finance and CFO effective January 1, 2018 and ask that the President forward it by means of the President's Report to the Board of Trustees for approval at its special meeting on November 16, 2017.

**UNITED FACULTY ALLIANCE
MEMORANDUM OF UNDERSTANDING**

Summary: Northern Illinois University and the United Faculty Alliance of NIU, UPI, IFT-AFT, AAUP, as the exclusive bargaining representative for all persons in the Bargaining Unit and subject to any required approval/ratification by the NIU Board of Trustees, have agreed effective November 16, 2017, a 3% salary increase shall be applied to the base salaries of all Bargaining Unit members employed by NIU as of December 31, 2016. The salary increase provided by this MOU shall be the sole increment plan for FY18 for Bargaining Unit members. There shall not be any other increment program for Bargaining Unit members for FY17 nor FY18. This shall not preclude negotiations between the Parties on compensation for future fiscal years.

Bargaining unit: United Faculty Alliance (UFA) Collective Bargaining Unit representing those who are among the tenure line faculty of NIU, as the exclusive bargaining representative for all persons in the Bargaining Unit.

Scope of Negotiations: Agreement of sole increment plan for FY18. The salary increase provided shall be the sole increment for FY18 for Bargaining Unit members. There shall not be any other increment program for FY17 nor FY18. This agreement shall not preclude negotiations between the Parties on compensation for future years.

Tentative Agreement for Board Action: Salary Increase for of 3% for FY18 and including agreement that there shall not be any other increment program for FY17 nor FY18.

Recommendation: Terms and conditions of this agreement are consistent with University policies and guidelines. The university recommends approval of this memorandum of understanding by means of the President's Report to the Board of Trustees for approval at its meeting of November 16, 2017.

MEMORANDUM OF UNDERSTANDING (MOU)

The following Memorandum of Understanding recites agreed-upon provisions, subject to any required approval/ratification by the Northern Illinois University Board of Trustees, concerning the administration of certain terms and conditions for those tenure line faculty who are included in the United Faculty Alliance (UFA) Collective Bargaining Unit (Bargaining Unit). Northern Illinois University (NIU), pursuant to authority vested in it by the Board of Trustees, shall be considered the Employer. The University recognizes United Faculty Alliance of NIU, UPI, IFT-AFT, AAUP, as the exclusive bargaining representative for all persons in the Bargaining Unit. The Employer and UFA shall be jointly referred to as the "Parties" for purposes of this MOU.

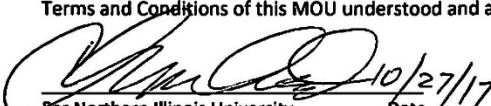

Effective November 16, 2017, a 3% salary increase shall be applied to the base salaries of all Bargaining Unit members employed by NIU as of December 31, 2016. The salary increase provided by this MOU shall be the sole increment plan for Fiscal Year 18 for Bargaining Unit members. There shall not be any other increment program for Bargaining Unit members for Fiscal Year 17 nor Fiscal Year 18. This shall not preclude negotiations between the Parties on compensation for future fiscal years.

It is the intention of the Parties to continue to negotiate in good faith to reach an initial collective bargaining agreement covering the terms and conditions of employment for the bargaining unit employees. The parties reserve the resolution of questions about the composition of the bargaining unit for a later date.


The parties acknowledge that people found to be outside the bargaining unit, either through mutual agreement, or through a decision by the Illinois Education Labor Board, shall receive the FY2018 Salary Increment Guidelines, as approved by the Board of Trustees on October 19, 2017.

Upon reaching such agreement, this MOU will be incorporated therein. If for any reason the Union ceases to represent the bargaining unit employees, this MOU will expire.

Terms and Conditions of this MOU understood and agreed to by:

	
For Northern Illinois University	For UFA
Date 10/27/17	Date 10-26-2017

PRESIDENTIAL GOAL METRICS

 Dr. Lisa Freeman, Acting President ***** FY 2018 - Goals				Effective Date: July 1, 2017 - June 30, 2017
Goal Title	Goal Description	Goal Measurement (Success Criteria)	Goal Results	Comments
Goal 1: Grow Student Enrollment & Success	<ul style="list-style-type: none"> Enhance Recruitment Increase Retention Increase Student Success 	Recruitment <ul style="list-style-type: none"> Increase new undergraduate students (Fall 2018) by 5% from Fall 2017 Hold new graduate students (Fall 2018) flat from Fall 2017 Develop method and establish baseline in FY18 for student credit hours produced in on-line and off-campus programs; use to establish goal for FY19. Deploy 8-10 new online/off-campus programs. Retention <ul style="list-style-type: none"> Increase Fall 2018 overall retention by 0.5% from Fall 2017 Success <ul style="list-style-type: none"> Finalize equity gap goals/strategy for 4 and 6 year graduation rates. 		
Goal 2: Enhance Fiscal Sustainability of NIU	<ul style="list-style-type: none"> Increase Tuition Revenue Increase Philanthropy Align Budget with Mission 	Revenue Growth <ul style="list-style-type: none"> In line with our enrollment goal, a 5% growth in new undergraduates would result in an increase in gross tuition and fee revenue from new undergraduates of \$2.3M. Increase discretionary revenue (\$) from sources other than appropriations, tuition and fees in a manner consistent with mission. By the end of FY19, increase IPEDS Other Revenue by 5% over FY16. Philanthropy <ul style="list-style-type: none"> Report total funds (inclusive of new gifts at full value, new pledges at full value, non-cash gifts at appraised value where appropriate) raised on goal of \$17.5M, with goal of increasing support for unrestricted scholarships. Increase foundation \$ expended on behalf of NIU for scholarships and fellowships (relative to FY17 baseline) by 10% at end FY19. Increase Alignment of Mission and Budget <ul style="list-style-type: none"> Align expenditures (exclusive of auxiliary) per student FTE with mission, using IPEDS peers as a guide. Control Administrative Costs: Achieve and maintain administrative: instructional cost ratio (as defined by ACTA) ≤ 0.18 		

Goal Title	Goal Description	Goal Measurement (Success Criteria)	Goal Results	Comments
Goal 3: Implement Program Prioritization	<ul style="list-style-type: none"> Administrative Programs Academic Programs Advance data-informed culture 	<ul style="list-style-type: none"> Implement 80% of recommendations regarding administrative programs from the President's November 2016 report by June 2018 75% of academic programs planned for transformation or elimination - complete by June 2018 25% of new academic programs proposed- implementation in progress by June 2018 Develop strategy and template to ensure that continuous improvement activities identified through the program prioritization process are being institutionalized in ways that allow progress to be tracked and new improvement activities to be identified. 		
Goal 4: Foster an organizational culture that is ethical and accountable	<ul style="list-style-type: none"> Increase transparent practices Decrease critical audit findings 	Transparency <ul style="list-style-type: none"> Post President's Travel and Hospitality Expenses to Web (quarterly) starting in FY18. Implement the University Budget Process recommended by Executive Budget Committee (EBC), including expectation that EBC will engage NIU's Resource, Space and Budget Committee, and thereby facilitate involvement of the larger NIU community in the budget process. Expectation is to have budget process 100% determined in FY18 and fully implemented for FY19. Decrease ambiguity associated with NIU policies and procedures by implementing policy library, and university-level compliance program Audit <ul style="list-style-type: none"> Decrease the number of critical financial and compliance audit findings (allow for two cycles to resolution) Implement reports designed to increase university leadership's awareness of and responsiveness to critical internal audit recommendations. Increase divisional responsiveness to requests from Internal Audit such that requested information that is available in an acceptable format is provided within 3 working days, and most other requested information is provided within 10 working days 		

Goal Title	Goal Description	Goal Measurement (Success Criteria)	Goal Results	Comments
Goal 5: Increase capacity for research, innovation and regional engagement	<ul style="list-style-type: none"> • Increase Regional Engagement • Initiate Research Cluster Strategy 	<p>Regional Engagement</p> <ul style="list-style-type: none"> • Increase number of new partnerships initiated and sustained <p>FY18- Implement tool for establishing baseline and counting new partnerships, guided by Carnegie Foundation definition of partnerships.</p> <p>FY19- Track and report new partnerships with a goal of 5% increase in partnerships for the university. Also, track and report of FY18 partnerships sustained with a target of 20% retention.</p> <ul style="list-style-type: none"> • Number of students engaged in community projects or internships <p>Research Cluster Strategy</p> <ul style="list-style-type: none"> • Initiate at least one research cluster/year in FY19 and FY20 • Have two new doctoral programs through the NIU curricular process and proposed to the IBHE by the end of AY 18-19 		
Goal 6: Student Experience	<ul style="list-style-type: none"> • Increase student satisfaction with support services • Increase student engagement 	<p>Student Satisfaction</p> <ul style="list-style-type: none"> • Develop a coherent strategy for measuring student satisfaction, based on a limited number of annual surveys focused in key areas, with implementation to start no later than AY 18-19. <p>Engagement</p> <ul style="list-style-type: none"> • Develop a way to capture and report the number of students participating in experiential learning/high impact educational practices and use to develop baseline and FY19 goals. 		
Legend: Goal Results:		Met Expectation	Below Expectations	

Recommendation: The University recommends that the Executive Committee endorse the Presidential Goal Metrics and ask that it be forwarded by means of the President's Report to the Board of Trustees for approval at its special meeting on November 16, 2017.

PRESIDENTIAL SEARCH PLANNING COMMITTEE

Charge: The committee is charged with benchmarking current practices and trends related to presidential searches and contracts. Additionally, the committee is to prepare a draft of the job description and a “points of pride” document. Finally, the committee will provide input regarding the structure of the presidential search committee (beyond those positions mandated by the university’s Constitution). The committee must provide justifications for all of its recommendations.

Membership (13 members)

- **Board of Trustees member** (chair)
- **Executive Secretary of the University Council**
- **Faculty member**, elected by Faculty Senate
- **Faculty member**, elected by Faculty Senate
- **Faculty member**, elected by Faculty Senate
- **Graduate student**, chosen by the Graduate Council
- **Undergraduate student**, chosen by the Student Association
- **Operating Staff Council member**, chosen by the Operating Staff Council
- **Supportive Professional Staff Council member**, chosen by the Supportive Professional Staff Council
- **Alumni Association Board member**, chosen by the Alumni Association Board
- **Foundation Board member**, chosen by the Foundation Board
- **Council of Deans member**, chosen by the Council of Deans
- **Instructor***

This is a planning committee; it is not the search committee. However, serving on this planning committee does not necessarily preclude any members from serving on the search committee.

*Each College will nominate one instructor and provide a brief rationale for the nomination. The chair of the planning committee will be responsible for choosing from the nomination pool the instructor to serve on the committee.

Timeline: The committee will meet periodically from January 2018 - May 2018. The committee will report on the benchmarking research and present a draft job description document at the June 2018 BOT meeting.

Recommendation: The Executive Committee approved the proposed planning committee for the upcoming presidential search and is forwarding to the Board for full approval at the Special Meeting of the Board of Trustees on November 16, 2017.

**NAPERVILLE OUT-LEASE WITH AMERICAN INSTITUTES FOR RESEARCH
(NIU as LESSOR)**

Summary: American Institutes of Research had leased space at the Naperville satellite campus since 2012. The University would like to continue the long-standing relationship with this tenant by executing a temporary extension of the existing lease terms until a new multi-year lease agreement can be negotiated which will include provisions to renovate the space to better accommodate this organization's requirements.

Background: The American Institutes of Research (AIR) is a not-for-profit organization that conducts and applies behavioral and social science research and evaluation towards improving people's lives, with a special emphasis on the disadvantaged. They and their predecessor organizations (North Central Regional Education Laboratory and Learning Points Associates) have been a consistent tenant at the Naperville Satellite Campus since its opening in 2000.

The AIR organization currently occupies approximately 30,000 square feet of office space on the second floor of the Naperville building and desires to reduce this footprint to about 20,000 square feet to accommodate their current staffing requirements. To accomplish this reduction, renovations are required to sufficiently separate the space to be returned for potential leasing to other tenants. The AIR organization is willing to fund the necessary renovation work.

Funding: Potential annual revenue of \$597,000 based on continued occupancy of 30,000 square feet.
Potential annual revenue of \$398,000 based on revised occupancy of 20,000 square feet.

Recommendation: The University requests Board of Trustee authorization to (1) extend the current lease terms until a new lease can be negotiated, and (2) enter into a new multi-year lease agreement with the American Institute of Research accommodating their revised requirements. Lease terms negotiated to be consistent with current market conditions.

COLLECTIVE BARGAINING AGREEMENT

Summary: Northern Illinois University negotiates with seventeen collective bargaining organizations representing different employee groups. 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 is the outcome of interest arbitration and is submitted to the Board of Trustees for approval.

- 1) ***Bargaining unit:*** American Federation of State, County, and Municipal Employees, Local 963, representing approximately twenty three (23) employees in the Health Services Department.

Scope of Negotiations: Extension of full agreement with one addition to the contract (parking provision) and an update that allows eligibility for FY18 campus wide increment.

Tentative Agreement for Board Action: A two-year extension agreement, retroactively effective from July 1, 2017 through June 30, 2019.

Recommendation: Terms and conditions of this agreement are consistent with University policies and guidelines. The university recommends approval of this memorandum of understanding by means of the President's Report to the Board of Trustees for approval at its meeting of November 16, 2017.

Memorandum of Understanding

This Memorandum of Understanding acknowledges the agreement between the Employer, Northern Illinois University, and the Union, American Federation of State, County, and Municipal Employees (AFSCME), Local 963, to apply the Board of Trustees' Fiscal Year 2018 campus-wide salary increment and any future Board of Trustees' campus-wide salary increments (limited to the duration of the extension) to the Health Services employees covered under the current agreement, in exchange for the following addition and change(s) to the existing collective bargaining agreement:

(add) Article 2 – General Provisions

Section 9 – Parking Permit Rates

All parties recognize that the parking permit rate is set by the Employer.

(change) Article 15- Duration/Termination

Section 1 - Duration

Par. 1 This Agreement is effective upon ratification/approval of both parties and expires at 11:59 pm on June 30, ~~2012~~ 2019.

All parties recognize that there are no other compensation changes during the period covered by the extension.

Acceptance:



AFSCME Council 31



Date

Northern Illinois University

Date