



Special Meeting
of the
Board of Trustees

November 10, 2022

**Special Meeting of the
BOARD OF TRUSTEES OF NORTHERN ILLINOIS UNIVERSITY
11:45 a.m. – Thursday – November 10, 2022
Board of Trustees Room
315 Altgeld Hall**

AGENDA

1. Call to Order and Roll Call
2. Verification of Quorum and Appropriate Notification of Public Meeting
3. Meeting Agenda Approval.....*Action*..... i
4. [Review and Approval of Minutes of September 15, 2022](#).....*Action*.....1
5. Chair's Comments/Announcements
6. Public Comment*
7. President's Report No. 164
 - a. [Appointment of Vice President for Administration and Finance and Chief Financial Officer](#).....*Action*.....5
 - b. [Fiscal Year 2024 Appropriations Request](#).....*Action*.....6
 - c. [Fiscal Year 2024 IBHE Capital Budget Request](#).....*Action*.....9
 - d. [Relocation of School of Nursing](#).....*Action*.....17
 - e. [Chilled Water Plant Chiller #2 Drive Replacement and Overhaul](#).....*Action*.....18
 - f. [DeKalb Campus Soccer and Baseball Fields Artificial Turf Installation Budget Increase](#).....*Action*.....19
8. Chair's Report No. 104
 - a. [2022 Annual Performance Review of President Freeman](#).....*Information*.....20
 - b. [2022 Presidential Evaluation Performance Incentive Pay](#).....*Action*.....36
9. Other Matters
10. Next Meeting Date
11. Closed Session
12. 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 can be completed [online](#) in advance of the meeting or will be available in the Board Room the day of the meeting. For more information contact Crystal Doyle ccoppel@niu.edu.

Anyone needing special accommodations to participate in the NIU Board of Trustees meetings should contact Crystal Doyle, ccoppel@niu.edu or (815) 753-1273, as soon as possible.

Minutes of the
Board of Trustees of Northern Illinois University
Regular Meeting
September 15, 2022

CALL TO ORDER AND ROLL CALL

The meeting was called to order at 9:04 a.m. by Board Chair Eric Wasowicz in the Board of Trustees Room, 315 Altgeld Hall.

Recording Secretary Crystal Doyle conducted a roll call.

Vice Chair Rita Athas: Absent

Trustee Dennis Barsema: Present

Trustee John Butler: Present

Trustee Montel Gayles: Present

Trustee Veronica Herrero: Present

Trustee Tim Moore: Absent

Trustee Bob Pritchard: Absent

Board Chair Eric Wasowicz: Present

Also present: President Lisa Freeman; Vice President and General Counsel and Board Parliamentarian Bryan Perry; Chief of Staff and Board Liaison Matt Streb; Vice President for Student Affairs Clint-Michael Reneau; Vice President for Research and Innovation Partnerships Jerry Blazey; Vice President for Academic Diversity, Equity and Inclusion Vernese Edghill-Walden; Dean of the Libraries Fred Barnhart; and University Advisory Council (UAC) Representatives Holly Nicholson and Katy Jaekel.

VERIFICATION OF QUORUM AND APPROPRIATE NOTICE OF PUBLIC MEETING

General Counsel Perry indicated that appropriate notification of the meeting has been provided pursuant to the Illinois Open Meetings Act. Mr. Perry also advised that a quorum was present.

MEETING AGENDA APPROVAL

Chair Wasowicz asked for a motion to approve the meeting agenda. Trustee Gayles so moved, and Trustee Butler seconded. The motion was approved.

Chair Wasowicz asked for a motion to amend that motion, in order to approve a consent agenda for action items 8.a.1. through 8.a.3. Trustee Butler so moved, and Trustee Gayles seconded. The motion was approved.

REVIEW AND APPROVAL OF MINUTES OF AUGUST 18, 2022

Chair Wasowicz asked for a motion to approve the minutes of August 18, 2022. Trustee Herrero so moved, and Trustee Barsema seconded. The motion was approved.

CHAIR'S COMMENTS/ANNOUNCEMENTS

Chair Wasowicz welcomed the members of the University Advisory Committee who were present and asked if any of the UAC members had any comments.

UAC Representative Nicholson expressed how excited she is for the Board of Trustees Staff Excellence Award that will be presented during the meeting. Representatives also shared some words from UAC member Felicia Bohanon and her appreciation of reimagining the Board of Trustees Staff Excellence Award.

Chair Wasowicz mentioned how great it was to be back in school and to see students on campus. He thanked the trustees for all their work and commitment to serving on the NIU Board of Trustees.

PUBLIC COMMENT

Chair Wasowicz introduced the public comment portion of the meeting. General Counsel Perry stated that there were no registered public comments.

REPORTS OF THE BOARD COMMITTEES AND BOARD LIAISONS

Chair Wasowicz reminded everyone that the reports of the Board Committees and the Board Liaisons are information only.

PRESIDENT'S REPORT NO. 163

Chair Wasowicz asked President Freeman to present the President's Report No. 163.

UNIVERSITY RECOMMENDATIONS FORWARDED BY THE BOARD COMMITTEES

President Freeman presented the items that were moved to the consent agenda including:

Agenda Item 8.a.1. Bowl Game Participation Expenses

Agenda Item 8.a.2. Education Systems Center Early Childhood Transformation Team

Agenda Item 8.a.3. Education Systems Center Chicago-Based Lease Extension

Chair Wasowicz asked for a motion to approve the consent agenda items. Trustee Gayles so moved, and Trustee Butler seconded. The motion was approved.

UNIVERSITY REPORTS FORWARDED BY THE BOARD COMMITTEES

President Freeman asked whether any Trustees wanted to revisit information items forwarded from the committees.

President Freeman continued to the items directly from the President.

Vice Chair Athas joined the meeting at 9:14 a.m.

ITEMS DIRECTLY FROM THE PRESIDENT

Agenda Item 8.c.1. Collective Bargaining Agreement for the NIU Instructors' Unit, Local #4100 of the University Professionals of Illinois

President Freeman presented agenda item 8.c.1. for approval.

Chair Wasowicz asked for a motion to approve item 8.c.1. Trustee Butler so moved, and Trustee Barsema seconded. The motion was approved.

Agenda Item 8.c.2. Surplus Real Estate Property Determination Nursing Building

President Freeman presented agenda item 8.c.2. for approval.

Chair Wasowicz asked for a motion to approve item 8.c.2. Trustee Butler so moved, and Trustee Gayles seconded. The motion was approved.

Agenda Item 8.c.3. Establishment of Board of Trustees Staff Excellence Award

President Freeman presented agenda item 8.c.3. for approval.

Chair Wasowicz asked for a motion to approve item 8.c.3. Vice Chair Athas so moved, and Trustee Barsema seconded. The motion was approved.

Agenda Item 8.c.4. Investment in Cash Management Policy

President Freeman presented agenda item 8.c.4. for approval.

Chair Wasowicz asked for a motion to approve item 8.c.4. Trustee Butler so moved, and Trustee Herrero seconded. The motion was approved.

Ten-minute break at 9:35 a.m.

Trustee Moore joined the meeting at 9:37 a.m.

Returned from break at 9:45

Agenda Item 8.c.5. Fiscal Year 2022 Report Tuition and Fee Waivers

Agenda Item 8.c.6. University Libraries Overview

President Freeman presented agenda item 8.c.6. Fred Barnhart, Dean of the University Libraries presented an overview of the University Libraries.

The Trustees thanked Dean Barnhart for his presentation and loved hearing about all that is happening in the University Libraries.

CHAIR'S REPORT NO. 103

Chair Wasowicz presented the Chair's report No. 103.

Agenda Item 9.a. Board of Trustees 2023 Meeting Dates

Chair Wasowicz presented agenda item 9.a. for approval.

Chair Wasowicz asked for a motion to approve item 9.a. Trustee Herrero so moved, and Trustee Barsema seconded. The motion was approved.

Agenda Item 9.b. Closed Session Minutes Review and Release

Chair Wasowicz presented agenda item 9.b. for approval.

Chair Wasowicz asked for a motion to approve item 9.b. Trustee Gayles so moved, and Vice Chair Athas seconded. The motion was approved.

Agenda Item 9.c. Board of Trustees Bylaw Periodic Review

Chair Wasowicz presented agenda item 9.c. for approval.

Chair Wasowicz asked for a motion to approve item 9.c. Trustee Herrero so moved, and Vice Chair Athas seconded. The motion was approved.

OTHER MATTERS

There were no other matters.

NEXT MEETING DATE

Chair Wasowicz announced that the next regularly scheduled meeting of the Board of Trustees will be held December 8, 2022, at 9 a.m.

CLOSED SESSION

Chair Wasowicz stated that the Board needed to go into closed session and would not take up new business following the closed session. He asked for a motion to close the public meeting to conduct closed session to discuss the following subjects as authorized by the Open Meetings Act: collective bargaining matters as generally described under section 2(c)(2) of the open meetings act; litigation and risk management matters as generally described under sections 2(c)(11) and (12) of the open meetings act; real estate matters as generally described under section 2(c)(5)&(6) of the open meetings act; personnel matters as generally described under sections 2(c)(1)(2)(3) and (21) of the

open meetings act; and closed session minutes matters as generally described under section 2(c)(21) of the open meetings act.

Trustee Gayles so moved, and Trustee Herrero seconded. The motion was approved.

The Board closed the public meeting at 10:20 a.m.

The meeting reconvened from closed session at 3:38 p.m.

Chair Wasowicz asked Ms. Doyle to conduct a roll call.

Vice Chair Rita Athas: Present

Trustee Dennis Barsema: Present

Trustee John Butler: Present

Trustee Montel Gayles: Present

Trustee Veronica Herrero: Absent

Trustee Tim Moore: Present

Trustee Bob Pritchard: Absent

Board Chair Eric Wasowicz: Present

ADJOURNMENT

Chair Wasowicz asked for a motion to adjourn the meeting. Trustee Moore so moved, and Trustee Barsema seconded.

Chair Wasowicz asked Ms. Doyle to conduct a roll call.

Vice Chair Rita Athas: Present

Trustee Dennis Barsema: Present

Trustee John Butler: Present

Trustee Montel Gayles: Present

Trustee Veronica Herrero: Absent

Trustee Tim Moore: Present

Trustee Bob Pritchard: Absent

Board Chair Eric Wasowicz: Present

The motion was approved.

The meeting adjourned at 3:39 p.m.

Respectfully submitted,

Crystal Doyle

Recording Secretary

In compliance with Illinois Open Meetings Act 5 ILCS 120/1, et seq, a verbatim record of all Northern Illinois University Board of Trustees meetings is maintained by the Board Recording Secretary and is available for review upon request. The minutes contained herein represent a true and accurate summary of the Board proceedings.

APPOINTMENT OF VICE PRESIDENT FOR ADMINISTRATION AND FINANCE AND CHIEF FINANCIAL OFFICER

Summary: Following a national search, Dr. George Middlemist has accepted an offer to be the Vice President for Administration and Finance and Chief Financial Officer.

Background: Dr. Middlemist is highly qualified for this position with over twenty years of experience in higher education finance. Since 1996, he has served in various roles at Metropolitan State University of Denver, including Director of Business Services, Director of Accounting Services, Interim Vice President of Information Technology, Associate Vice President and Controller, and Interim Vice President of Administration. In his most recent position, Associate Vice President and Chief Financial Officer, he was responsible for the review of the university's budget model to ensure alignment with university goals, leading the implementation of a new financial management system, development of a key public-private partnership, and championing efforts to improve the University's overall climate.

Dr. Middlemist earned a Bachelor's degree in Accounting from Oklahoma State University, a Master of Science Degree in Business Administration from Colorado State University, and a Doctorate in Public Affairs from the University of Colorado, Denver. He is a Certified Public Accountant.

Recommendation: The Academic Affairs, Student Affairs, and Personnel Committee recommends Board of Trustee approval that Dr. George Middlemist be appointed as Vice President for Administration and Finance and Chief Financial Officer effective January 16, 2023.

FISCAL YEAR 2024 APPROPRIATIONS REQUEST

Summary: Each year, staff seeks the Board’s approval of the overall level of state funding to request for the upcoming fiscal year (FY24). This total request amount is recognized as the University’s budget request throughout the State of Illinois budget development process, including submissions to the Illinois Board of Higher Education (IBHE) and the Governor’s Office of Management and Budget (GOMB). Staff also use this request when developing the University’s detailed internal budget for FY24 and other budgetary reports for the Illinois General Assembly.

For FY24, Northern Illinois University (NIU) requests a funding level of \$108.6M.

Background Information: Last November, the University submitted a Board-approved FY23 budget request of \$98.6M to the IBHE and received \$92.2M in total operating support from the State of Illinois. For FY22, a \$98.9M request initially received an appropriation of \$87.8M, which was later supplemented by 5% (\$4.4M) to \$92.2M.

While State General Funds appropriations provided to NIU have increased recently, the last fully funded appropriations request came in FY17. Since FY15, \$167.2M in inflation-adjusted appropriations requests have gone unfunded. The table below shows each year’s request and appropriation, adjusted to FY23 dollars using the Higher Education Price Index (HEPI).

Year	NIU Request	State General Funds Awarded	Unfunded Request
FY15	\$135.4M	\$116.7M	(\$18.7M)
FY16	\$132.9M	\$33.3M	(\$99.6M)
FY17	\$111.6M	\$111.6M	N/A
FY18	\$108.7M	\$97.8M	(\$10.9M)
FY19	\$108.6M	\$97.0M	(\$11.6M)
FY20	\$106.4M	\$99.9M	(\$6.5M)
FY21	\$103.7M	\$97.3M	(\$6.4M)
FY22	\$104.1M	\$97.0M	(\$7.2M)
FY23	\$98.6M	\$92.2M	(\$6.4M)
			(\$167.2M)

NIU has prioritized addressing affordability concerns and maintaining fiscal responsibility by keeping the total cost of attendance for full-time students as low as possible. For example, in FY23 NIU made the difficult decision to increase tuition for only the second time in seven years. The entire 1.9% undergraduate tuition increase is funding desperately needed for student support services.

This FY24 state appropriations request reflects the University’s commitment to and advocacy for the students, faculty, and staff at NIU. This FY24 request for \$108.6M attempts to secure a more adequate level of state funding support to responsibly advance University’s mission through operating funding, student support services, and academic program priorities.

FY24 Budget Request Detail

TOTAL BUDGET REQUEST: \$108,628,297

A State funding level of \$108.6M will offset increases in expected and known costs to the NIU

Income and Appropriated Funds, which account for 71% of NIU's budgeted personnel services expenditures and 43% of the University's budgeted contractual services spend, based on the current fiscal year budget (FY23). The Appropriated Fund is reliant on revenues from State appropriations while the Income Fund includes tuition and some fees.

In addition to this maintenance funding request, the \$108.6M appropriations request includes funding for the following initiatives and work that will not be possible without this additional State support:

- **Enhanced Pandemic Response to Meet Student Needs (\$1M)** - Student academic success and wellbeing is a top priority at NIU. NIU continues to respond to the emotional, financial, and academic stresses experienced by students because of the pandemic. While NIU continues to use its resources in both time and money to support its students, the following initiatives require additional resources to provide enhanced support to current and future students. NIU will invest in the following student services and initiatives:
 - Academic services to include a summer bridge program with capacity to serve all eligible first-year students, centralized advising for entering students, and a robust and expanded tutoring and support coaching program.
 - Academic services that meet the unique needs of transfer students and students with prior learning credit, to include more efficient and effective transcript analysis and dedicated academic advising support.
 - Social support services including expansion of dedicated activities for transfer and graduate students, increased student programming to promote engagement and belonging, and generalized emotional and physical wellness programming.
 - Career readiness for undergraduate and graduate students that addresses equity issues in providing for internships, career counseling, and labor market transition; academic support for diverse students who seek further education as graduate or law students.
- **Cluster Hire to Support Transdisciplinary Research (\$800K)** - Funding will support development of transdisciplinary initiatives in the areas of social, racial, and ethnic inequities (including environmental justice), STEM education, or artificial intelligence/machine learning (AI/ML). Such initiatives may include research, scholarly and creative activities as well as community engagement. Support will generate transdisciplinary opportunities for student engagement and learning and may include cross-disciplinary coursework, credentials, capstone experiences for both graduate and undergraduate students, extended research opportunities for students and proposals for academic programs that intersect with these themes. This initiative asks for funding for the hiring of a group of eight faculty members ("cluster hire") whose research interests coincide with the transdisciplinary focus of the project and, in addition, would increase the diversity of the faculty.
- **Health Professions Education (\$600K)** - Funding would provide the resources needed to expand health programs to meet key work force needs in the State of Illinois in the health care sector. Funding would support academic support services specific to these majors, the adoption of cutting-edge pedagogies and technology (such as virtual reality anatomy labs and clinical training) and hiring of faculty to support student success. In particular, funding would support interprofessional health care education for students.

In addition to state funding support, the University will also seek reforms that impact University resources but are considered non-budgetary in nature. Staff will work with the IBHE, the Governor's Office, legislators, and other institutions to seek relief from unfunded mandates and burdensome regulations. In short, more flexibility is needed for Illinois public universities to adapt and thrive in today's uncertain economic environment.

Recommendation: The Finance, Audit, Compliance, Facilities and Operations Committee recommends Board of Trustees approval for the request of Fiscal Year 2024 Appropriations Request.

FISCAL YEAR 2024 IBHE CAPITAL BUDGET REQUEST

Summary: The Illinois Board of Higher Education (IBHE) Capital Budget Request is submitted in October prior to the budget year in order to meet IBHE and state capital project review and approval submission schedules. The Capital Budget Request consists of two principal categories of projects requesting state funding support and a third category that provides notification of anticipated non-instructional projects that might eventually require specific IBHE approval. Including the partially released Health Informatics Technology Center Project (Health IT Center), there are eleven capital projects, totaling approximately \$703M, and 14 capital renewal projects totaling approximately \$138M. No projects were included in the third category as part of the submission.

Background: Requests for state funding include regular capital projects which represent major investments for new construction and renovation; and capital renewal projects which represent major repairs and system improvement projects with estimated budgets in excess of \$100K.

Priorities for capital projects are determined through reviews and discussions within a capital planning group which consists of the Provost, Research and Innovation Partnerships, the Chief Financial Officer, the Chief of Staff, and applicable representatives from Facilities Management and Campus Services. The group takes in consideration mission and program requirements, building conditions, impact on student enrollment, and other factors when assessing project priorities. Capital renewal priorities are predominantly driven by building/infrastructure conditions and the potential for impacting university operations.

The State's FY23 budget included re-appropriation of capital projects which includes the University's priority capital project, Health IT Center, and \$52.9M of capital renewal funding for deferred maintenance. Initial funds (\$7.7M) have been released to the Capital Development Board (CDB) to proceed with the planning for the Health IT Center. The Northern Illinois Center for Community Sustainability (NICCS) also has funds released (\$15M) to CDB, however, this project is funded separately from this state capital program.

Approximately \$16M has been released from the \$52.9M capital renewal authorization to proceed with three repair projects (Visual Arts structural repairs, Swen Parson roof repairs, and Gabel and Music roof repairs). Additionally, projects originally authorized in FY19 continue to be funded and executed via CBD. This includes \$6.1M for the boiler replacement project and \$5M for steam tunnel repairs.

Recommendation: The Finance, Audit, Compliance, Facilities and Operations Committee recommends Board of Trustees approval for the request of Fiscal Year 2024 IBHE Capital Budget Request.

Regular Capital Project Priorities for FY24 IBHE Budget Submission		
Priority	Project Title	Total Estimated Cost (\$K)
1	<i>Health Informatics Technology Center</i>	77,000*
2	Wirtz Hall Renovation	42,446
3	Williston Hall Renovation	49,901
4	Still Hall & Still Gym Renovation	69,402
5	Gabel Hall & Graham Hall Complex Renovation	145,652
6	Davis Hall Renovation	64,600
7	McMurry Hall Renovation	27,254
8	Reavis Hall Renovation	32,795
9	Watson Hall Renovation	33,939
10	Psychology/Computer Science Building Renovation	71,890
11	Montgomery Hall Renovation	88,650
	Total Regular Capital Projects	\$703,529

* Note: \$7.7M already released for planning/design.

Capital Renewal Project Priorities for FY24 IBHE Budget Submission		
Priority	Project Title	Total Estimated Cost (\$K)
R1	Anderson Hall Structural and Still Hall/Still Gym Masonry Repairs	7,212
R2	Altgeld Hall Building Automation System Upgrades	3,899
R3	DeKalb Campus HVAC & Hood Exhaust Repairs	4,931
R4	Campus-Wide Boiler Replacement Phase II	14,639
R5	Academic Building General Upgrades Phase I	4,855
R6	East Campus Chilled Water System Reconfiguration	19,133
R7	DeKalb Campus Fire Protection Upgrades	8,255
R8	East Campus Electrical Infrastructure Upgrades	4,451
R9	DeKalb Campus Heating System Piping Conversions	16,437
R10	DeKalb Campus ADA Assessment & Repairs Phase I	4,775
R11	Academic Buildings General Upgrades Phase II	9,269
R12	Campus-Wide Electrical Infrastructure Upgrades	6,636
R13	Campus-Wide Boiler Replacement Phase III	29,659
R14	DeKalb Campus Elevator Upgrades	3,642
	Total Capital Renewal Projects	\$137,793

Capital Projects

1. Health Informatics Technology Center

In the last decade the demand for college graduates with expertise in health-based technology fields has increased exponentially. The new facility will offer students a unique learning environment combining the best of a time-honored college education driven by a focus on advancing health technology. The center will have extensive infrastructure to accommodate a broad range of equipment necessary to develop nationally competitive programs with potential for industry and professional certifications, custom learning labs and single classes. Experience using “cutting edge” technology in a well-planned, well-equipped facility will prepare students to compete and succeed in the intense technologically complex world of the future. NIU is currently preparing to begin programming and schematic design with a consultant team selected through the Capital Development Board (CDB). With a partial budget release of \$7.7M to facilitate planning/design, it is hoped that the remaining budget will be released when we are ready to proceed with construction.

2. Wirtz Hall Renovation

This structure was originally constructed in 1964 and connected to NIU’s second oldest building, McMurry Hall built in 1911. Together these buildings house the College of Health and Human Sciences. With planning for the new Health Informatics Technology Center (Health IT Center) moving ahead, it is the intent that some programs currently located here will be moved to the new facility once completed. This will allow for opportunities to make use of this existing central campus space to consolidate and improve efficiencies with other programs and functions from elsewhere, ultimately working towards right sizing the overall campus footprint. With no major renovations since original construction, both buildings are in need of building envelope, infrastructure and finishes upgrades to bring in line with modern day campus facilities needs in addition to any space reconfigurations necessary for revised use.

3. Williston Hall Renovation

Williston Hall opened in 1915 and was originally built as a women’s dormitory. Converted to administrative office space in 1969, the building has had no other major renovations over the last 52+ years. Available power is inadequate to meet modern technology demands. Mechanical systems are inefficient and antiquated. Repairs are required to the existing masonry structure to address water intrusion and general deterioration. To provide a healthy and attractive work environment for the faculty, staff and students that occupy the building for various student support services, the University seeks to perform major renovations on Williston Hall to improve space functionality of the building and the overall building structure and systems.

4. Still Hall & Still Gym Renovation

The Still Hall & Still Gym buildings were built in 1928 and were converted into office and classroom space in 1964, they currently support the College of Engineering and Engineering Technology. No other major renovations have occurred in the buildings over the last 57+ years. Available power is inadequate to meet modern technology demands. Mechanical, electrical, and plumbing systems are inefficient and antiquated. The need to provide major repairs to the existing masonry structure and tuckpointing have caused significant concerns for water intrusion and structural deterioration as the exterior walls are deflecting outward. This project seeks to update the building structures and their mechanical, electrical, and plumbing systems to better meet the needs of modern-day students. As an alternative, an assessment is planned to evaluate the cost effectiveness of demolishing these buildings and building a structure adjacent to the College of Engineering and Engineering Technology.

5. Gabel Hall & Graham Hall Complex Renovation

Gabel Hall was constructed in 1958, and Graham Hall was constructed in 1964. The buildings are interconnected, so they share many of the same deficiencies. Housed in these buildings are the Colleges of Education, Health and Human Sciences, and Visual and Performing Arts. Significant classroom and faculty spaces dominate the use. While the spaces generally work for classroom and faculty use, improvements need to be made to achieve a more optimal learning environment, with a more modern, student-focused, technology-oriented teaching experience. The roof system is in critical need of replacement which is addressed under a separate capital renewal request. The buildings incorporate large amounts of asbestos containing materials and many of the mechanical and electrical systems are inefficient, antiquated, and inadequate for current teaching methods.

6. Davis Hall Renovation

This Gothic style building was built in 1942 and constructed with steel and steel reinforced concrete which is sheathed with Joliet Limestone. Davis Hall was constructed as the institution's first science building and now houses the Earth, Atmosphere and Environment department (formerly the departments of Geology and Geographical Sciences and Geography). Other than the installation of a telescope in 1965 and air conditioning in 1975, no other major renovations have occurred to Davis Hall over the last 76+ years. The building still utilizes the original fused electrical panels, available power is completely inadequate for modern lab requirements. Davis' mechanical systems are inefficient, inadequate, and antiquated. The flat roofs are failing, and two sides of the building need major repairs to the stonework including overall tuckpointing. To remain functional, the building requires several comprehensive infrastructure updates. Existing fume hoods are not able to satisfactorily accommodate the needs of the instruction and research assigned to Davis. There is no elevator service to the sixth and seventh floors and restroom locations are not compliant with current code requirements.

7. McMurry Hall Renovation

This Georgian style building was constructed in 1911 and is the second oldest building at Northern Illinois University. The building was constructed of brick and limestone and currently supports the College of Health and Human Sciences. Other than the installation of a new roof in 2002 and various other minor renovations (i.e. painting, carpeting, lighting), no other major renovations have occurred to McMurry Hall over the last 100+ years. Available power is completely inadequate for modern technology and classroom requirements. McMurry Hall still utilizes window unit air conditioning systems, and the various other mechanical systems are inefficient, inadequate, and antiquated. The building requires tuckpointing of all exterior masonry/stonework and several comprehensive infrastructure updates, including an upgraded electrical system and a new HVAC system that can take advantage of the centralized chilled water system. Space within McMurry Hall is configured for the building's original use in 1911. While the space generally works as a classroom building, improvements need to be made to achieve a more optimal learning environment with modern and technology-based amenities.

8. Reavis Hall Renovation

Constructed in 1957, this building houses classroom and faculty spaces for the College of Liberal Arts and Sciences. While the spaces generally work for classroom and faculty use, improvements need to be made to achieve a more optimal learning environment, with a more modern, student-focused, technology-oriented teaching experience. The building incorporates significant quantities of asbestos containing materials, the roof system needs

replacement and many of the mechanical and electrical systems are inefficient, antiquated, and inadequate for current teaching methods.

9. Watson Hall Renovation

Constructed in 1962, this building houses classroom and faculty spaces for the College of Liberal Arts and Sciences. While the spaces generally work for a classroom and faculty use, additional improvements need to be made to achieve a more optimal learning environment, with a more modern, student-focused, technology-oriented teaching experience. The building incorporates significant quantities of asbestos containing materials, roofing membranes need replacement and many of the mechanical and electrical systems are inefficient, antiquated, and inadequate for current teaching methods.

10. Psychology/Computer Science Building Renovation

Constructed in 1973, this building houses classroom and faculty spaces for the College of Liberal Arts and Sciences. While the spaces generally work for classroom and faculty use, additional improvements need to be made to achieve a more optimal learning environment, with a more modern, student-focused, technology-oriented teaching experience. The building incorporates significant quantities of asbestos containing materials, roofing membranes need replacement and many of the mechanical and electrical systems are inefficient, antiquated, and inadequate for current teaching methods.

11. Montgomery Hall Renovation

Constructed in 1967, this building houses classroom and faculty spaces for the College of Liberal Arts and Sciences. While the spaces generally work for classroom and faculty use, additional improvements need to be made to achieve a more optimal learning environment, with a more modern, student-focused, technology-oriented teaching experience. The building incorporates significant quantities of asbestos containing materials, roofing membranes need replacement and many of the mechanical and electrical systems are inefficient, antiquated, and inadequate for current teaching methods.

Capital Renewal Projects

R1. Anderson Hall Structural and Still Hall/Still Gym Masonry Repairs

Anderson Hall, Still Hall, and Still Gym all have structural deterioration which has contributed to water infiltration and overall concern for the stability of the buildings structural systems. Anderson Hall was originally constructed in 1964 and has deterioration to areas involving the swimming pool and associated natatorium space and west side exterior concrete deck. Both areas are in a state of major disrepair allowing water infiltration, loss of treated pool water, and structural integrity concerns. Additionally, the building HVAC system for the natatorium space is also in need of a major overhaul to adequately maintain proper climate and humidity control. Still Hall & Still Gym are brick and stone historic buildings dating back to the 1920's which are showing signs of significant sagging and bowing in the exterior walls. A temporary measure was implemented in 2014 to slow the progression of the deflection, yet water infiltration continues to deteriorate the integrity of the structure and causes interior water damage. The exterior envelope of both of these buildings needs a detailed assessment to determine necessary repairs.

R2. Altgeld Hall Building Automation System Upgrades

This project will replace the once state-of-the-art building automation system in Altgeld Hall. This system now considered obsolete and is deteriorating at an alarming rate.

Replacement parts have become difficult, and in some cases impossible, to source and procure. Service costs continue to increase as it becomes harder and harder to locate technicians who can be trained and certified to work on the older control system. The outdated system also results in inefficient building operation as it lacks the ability to meet current energy standards. Continued operation in its current state will only accelerate the time to critical component failure and thus overall system failure which will result in a complete lack of control of building systems.

R3. DeKalb Campus HVAC & Hood Exhaust Repairs

A primary focus of this project will be to address mechanical system repairs particularly related to safe ventilation support for laboratory spaces in various buildings on campus which predominantly includes Davis, Faraday, LaTourette, and Montgomery Halls. In many cases, buildings are 60-80 years of age where component repairs may no longer be feasible, and replacement of the system is required. A specific example to be addressed is needed improvements to outdated components of the HVAC and fume hood system in the LaTourette/Faraday Complex. The interrelated HVAC fume hood systems provide for safe ventilation for both special laboratory spaces and regular classrooms/offices in the buildings. Additionally, the building HVAC system is failing to provide adequate humidity control causing deterioration issues such as failing fireproofing, duct insulation mold issues, mold growth in stairwells and closets, inadequate condensate drains and resulting excessive corrosion to mechanical units.

R4. Campus-Wide Boiler Replacement Phase II

Phase I of this project was authorized in FY19 legislation and will begin the process of replacing the outdated heat generation capacity for the University. This second phase will add another boiler to the new centralized plant location and allow the University to become less reliant on the existing 50+ year-old boilers which are well past life expectancy. The project will also expand the building to allow for the future addition of a cogeneration unit. As the existing nine boiler steam system ages, many of its components have been decommissioned due to severe deterioration of the interior boiler tubes and apparatuses. Two boilers have already been taken out of service due to operational safety concerns. This phase is required to reduce reliance on the existing over-aged boilers. The risk of campus-wide impact will not be adequately mitigated until all phases are complete.

R5. Academic Buildings General Upgrades Phase I

With a few exceptions, a large majority of the academic buildings on campus have seen minimal refresh, remodeling, or renovation since their original construction. As a point of reference, of the 22 main academic buildings on campus, 17 were constructed in the 1960's and 70's or earlier. As a result, there is a significant imbalance between the newest spaces on campus and older buildings. The goal of this phased project is to update teaching and shared spaces across campus academic buildings in order to create more inviting and flexible teaching and collaboration spaces for an enhanced student learning environment. The intended modernization improvements include furniture, finishes, lighting, power and technology upgrades to meet the needs and expectations of today's students. This first phase is intended to focus on the buildings with the most need.

R6. East Campus Chilled Water System Reconfiguration

This project includes the expansion of the chilled water generation capacity of the existing East Chiller Plant to accommodate the connection of Anderson Hall, Engineering Building, Barsema Hall, Holmes Student Center Tower, Still Gym, Still Hall, and McMurry Hall to the east campus chilled water loop. These buildings have stand-alone cooling systems

which are nearing end of life and becoming costly to maintain. Based on preliminary evaluations, consolidating these buildings with the existing chilled water distribution would be more cost and energy efficient than replacing the stand-alone equipment at each building. The plant currently houses four chillers and four associated cooling towers along with all other associated equipment with space for expansion. The project scope will also include replacement of the undersized chilled water lines serving Montgomery Hall and installation of chilled water booster pumps in various buildings to rectify issues stemming from inadequate system flow.

R7. DeKalb Campus Fire Protection Upgrades

This project will assess, prioritize, and address fire protection improvements to various campus buildings. While fire protection systems are built to code requirements at the time of construction, systems can become outdated and antiquated with limited feasibility for repair. Systems may require complete replacement to ensure continued service and updates to adhere to evolving code requirements.

R8. East Campus Electrical Infrastructure Upgrades

This project will replace and upgrade critical electrical improvements for the east portion of the campus involving Swen Parson, Davis Hall and the Health Services Building. Portions of the existing electrical infrastructure constructed in the 1940's, have far exceeded life expectancy, and are beyond repair. Failure of the electrical system would create significant impacts for critical campus support services such as the data center located in Swen Parson which serves as the data backbone for the entire campus. Significant failures to the infrastructure supporting this system would expose the campus to significant risk for loss of IT data and emergency communication capability.

R9. DeKalb Campus Heating System Piping Conversions

The primary focus for this project will be to upgrade the heating and cooling systems in five central campus academic buildings, specifically Gabel Hall, Graham Hall, Still Hall, Still Gym, and Anderson Hall. Still Hall and Still Gym were originally constructed in 1928, Gabel Hall in 1958, and Graham Hall and Anderson Hall in 1964. The existing 'two-pipe' heating systems are largely original to the buildings with cooling added at a later date. The systems have extremely limited capabilities for adjustment, and incidents of rotted piping causing system failures are becoming increasingly frequent. The intent is to convert the systems to a four-pipe system, replacing the aged and degraded piping and update other system equipment as needed to provide more energy efficient and reliable heating and cooling systems for these buildings which are central to several major academic programs for the University.

R10. DeKalb Campus ADA Assessment & Repairs Phase I

The majority of campus buildings were built prior to the 1990 Americans with Disabilities Act (ADA). In 1994, a campus accessibility study was completed which highlighted deficiencies that existed at that time and guided the University's physical accessibility improvements over the past few decades. While the University has addressed many accessibility concerns through focused efforts or indirectly with some building renovations, ADA code requirements have continued to evolve and opportunities for further enhancements remain to support both students and employees. This project will assess, prioritize, and begin to address accessibility deficiencies and enhancements across campus.

R11. Academic Buildings General Upgrades Phase II

With a few exceptions, a large majority of the academic buildings on campus have seen minimal refresh, remodeling or renovation since their original construction. As a point of reference, of the 22 main academic buildings on campus, 17 were constructed in the 1960's and 70's or earlier, therefore there is a significant imbalance between the newest spaces on campus and older buildings. The goal of this overall project is to update teaching and shared spaces across campus academic buildings to create more inviting and flexible teaching and collaboration spaces for an enhanced student learning environment. The intended modernization improvements include furniture, finishes, lighting, power and technology upgrades to meet the needs and expectations of today's students. This second phase is intended to focus on prioritized buildings following behind Phase I.

R12. Campus-Wide Electrical Infrastructure Upgrades

The existing electrical infrastructure on main campus was constructed in the 1960s and components of the system are beyond life expectancy and not repairable. Improvements have systematically been addressed over the past years as funding could be made available, but a final phase is required to address remaining 50+ year-old transformers, switch gears, substations, and distribution cables. Major failures of these components may render portions of the campus without power for extended periods of time and pose significant risk to personnel near this antiquated equipment. Numerous power failures have occurred over the recent past and are demonstrating the increasing deteriorated condition of the system.

R13. Campus-Wide Boiler Replacement Phase III

Phase I was authorized during the FY19 legislation and Phase II is a pending higher priority project in this submission. This phase of the project will finalize the process of replacing the outdated heat generation capacity for the University by the provision of an energy efficient cogeneration unit to the expanded centralized plant. The project will also decommission and remove all existing boilers and associated equipment in both the West Heating Plant and the East Heating Plant. The completion of this phase of the project will reduce the University's reliance on aging equipment in the district heating system. The risk of campus wide impact from heating generation failure will be greatly diminished with the completion of this project.

R14. DeKalb Campus Elevator Upgrades

The focus for this project will be upgrades to nine elevators located in five central campus buildings, specifically Swen Parson (1952-63), Engineering Building (1995), Montgomery Hall (1967), Williston Hall (1951) and Founders Memorial Library (1975). The controls, motors and associated equipment for these existing elevators are approaching the end of their useful life and all are largely original to when the buildings were constructed except for Williston Hall, where the elevator was added in 1994. These elevator upgrades are necessary to ensure reliable service for students, faculty, and staff in these academic-focused buildings. Additionally, several of the elevators are categorized as freight elevators and therefore necessary for the day-to-day operations of the buildings.

RELOCATION OF SCHOOL OF NURSING

Summary: Referencing the surplus determination of the Nursing Building at the September 2022 board meeting, this project proposes to temporarily relocate the School of Nursing (Nursing program) from its current location at 1240 Normal Road, DeKalb to the Wellness and Literacy Building (WL) located at 3100 Sycamore Road, DeKalb. While the Nursing program will be eventually housed in the new Health Informatics Technology Center (Health IT Center), a temporary relocation will allow for the program to collocate with other health programs in advance of this ultimate consolidation and allow an opportunity to repurpose the Nursing building.

The scope of work for this project will include renovating a portion of the second floor of WL to create needed classrooms, labs, and office spaces for Nursing program activities. Renovation work is planned for spring 2023 with an estimated total project cost of \$950K.

Background: This relocation will allow the Nursing faculty, staff, and students to be in close proximity to healthcare and other health-related programs such as audiology, physical therapy and speech-language pathology along with the associated on-site Speech-Language-Hearing and Physical Therapy Clinics. This collocation will facilitate increased synergies and interdisciplinary collaborations between the programs.

As part of the planning, classroom scheduling for the WL Building is being evaluated to maximize efficiencies of both existing and newly constructed classrooms. Common spaces are planned to be shared among the various programs to help contribute towards efficient use of space and limit renovation expenses.

Funding: Institutional Funds - \$950,000

Recommendation: The Finance, Audit, Compliance, Facilities and Operations Committee recommends Board of Trustees approval for the request of Relocation of the School of Nursing.

CHILLED WATER PLANT CHILLER #2 DRIVE REPLACEMENT AND OVERHAUL

Summary: The university is requesting to repair and inspect a water chiller at the east chilled water plant after it was recently discovered that a variable frequency drive has failed. While the fall season cooling load can be handled by the other available chillers in the plant, the failed chiller is critical to meet the overall summer cooling demands for the east campus. Due to limited availability and long lead time for necessary parts, this project is planned to be executed over the winter and early spring to allow the plant to support the next cooling season. The total project cost is estimated not to exceed \$420K.

Background: The east chilled water plant was originally opened in 2010 and is the primary source of chilled water production for the east half of campus. There are four centrifugal chillers in the plant. During high cooling loads during the summer months, the plant must run all four of the chillers to meet the campus demand.

The scope of work for this project will be to replace the failed drive and perform a comprehensive overhaul and inspection, and calibration of the chiller including installation of new motor bearings and gaskets. The work will be completed by the chiller manufacturers technicians with support from internal trades.

Funding: Institutional Funds - \$420,000

Recommendation: The Finance, Audit, Compliance, Facilities and Operations Committee recommends Board of Trustees approval for the request of Chilled Water Plant Chiller #2 Drive Replacement and Overhaul.

DEKALB CAMPUS SOCCER AND BASEBALL FIELDS ARTIFICIAL TURF INSTALLATION BUDGET INCREASE

Summary: This project was originally approved at the March 24, 2022 Board meeting. While replacement of the soccer turf was completed on time and under budget, recently identified unforeseen site conditions with the baseball field is causing project estimated costs to exceed the authorized amount by \$195K. The unforeseen issue was created by the inability to locate the field's subsurface drainage system which was presumed to exist based on available drawings. As a result, a new drainage system is required to be installed to support the artificial turf field.

Contingency amounts are routinely included in all project estimates and normally are sufficient to accommodate unforeseen conditions. Unfortunately, a scope change for improved ADA accessibility near the bleachers, which also necessitated installation of a new backstop system, was considered important enhancements for the baseball field and a calculated risk was made to use the available contingency for this purpose before the unforeseen drainage condition was realized.

The proposed budget increase will allow required work to be completed and includes some contingency amount for any remaining unforeseen issues.

Background: The original project summary follows:

Replacement of the existing artificial turf at the NIU Soccer Field and installation of new artificial turf at Ralph McKinzie (baseball) Field are considered necessary improvements for the fields to remain appropriate and competitive for collegiate level sports. The current soccer field turf is past useful-life, and the benefits of artificial turf are needed to improve the playability of the baseball field. Due to industry lead-time requirements, project approval is necessary by March to facilitate summer work prior to the fall soccer season. Work on the baseball field will be completed this fall prior to the spring playing season.

Funding:	Institutional and Foundation Funds	\$1,260,000	(Original budget)
	Institutional and Foundation Funds	\$ 195,000	(Increase)
	REVISED TOTAL	\$1,455,000	

Recommendation: The Finance, Audit, Compliance, Facilities and Operations Committee recommends Board of Trustees approval for the request of DeKalb Campus Soccer and Baseball Fields Artificial Turf Installation Budget Increase.

**2022 ANNUAL PERFORMANCE REVIEW
OF PRESIDENT FREEMAN**

Summary: The Northern Illinois University Law requires the Board of Trustees to “complete an annual performance review of the president,” and such review “must be made available to the public on the University’s Internet website.” 110 ILCS 685/30-195(8) and 110 ILCS 685/30-200.

The 2022 Annual Performance Review of President Freeman is included below with the following items: President Freeman’s summary memorandum to the Board of Trustees and the Board of Trustees summary memorandum to President Freeman.



**Northern Illinois
University**

Office of the President

November 7, 2022

Dear Chair Wasowicz and Members of the Northern Illinois University (NIU) Board of Trustees:

Since the world shut down in March 2020, we have all been riding a roller coaster, with our climbs and falls punctuated by sharp, banked turns. The constant balance required to navigate profound economic and social change has been emotionally taxing and exhausting for everyone. In both 2020 and 2021, I began my annual summary of accomplishments not only by acknowledging the profound disruption produced by the global pandemic, but also by expressing deep appreciation for the resiliency of the university community in the face of great uncertainty and continually changing social and economic conditions. This past year, our students, faculty and staff continued to respond admirably as we emerged from a tumultuous period, reset and responded to conditions that we have not previously faced.

Like other institutions of higher education in Illinois and across the nation, NIU has faced increased challenges attracting and retaining talent. Aspects of our mission and constraints on our resources prevent us from mirroring what the corporate sector can offer employees. We are identifying and responding to opportunities for increased flexibility, collaboration and technology implementation, but we recognize that organizational change takes time.

Pandemic-related stresses caused students to lose focus and disengage from their classes and the support networks designed to help them succeed. NIU's first-year and overall undergraduate retention have not yet recovered to pre-pandemic levels. As noted below under Student Recruitment, Student Success and Student Experience, the university community has implemented a number of initiatives designed specifically to support student success, retention and persistence.

In this context, I am incredibly proud of the myriad ways that members of our university community have recognized that great change can bring great opportunity and embraced shared leadership. I remain deeply grateful for the resourcefulness, courage and compassion of NIU students, faculty and staff, as well as the support of our Board of Trustees. NIU is moving forward on a positive trajectory, and my husband and I are committed and proud to continue our annual practice of donating \$25,000 to support student scholarships.

Below, I highlight our progress across six strategic themes: empowerment and shared responsibility; student recruitment, student success and student experience; academic excellence and curriculum innovation; diversity, equity and inclusion; research, scholarship, artistry and engagement; and resource development and fiscal responsibility.

Empowerment and Shared Responsibility

Shared leadership was a common thread throughout the AY2021-22 (FY22) university goals, along with a multiyear commitment to invest in professional development, access to information and team-based work. These aims align with NIU's [strategic action planning framework](#), which emphasizes supporting the development of leaders; communicating transparently and effectively; and creating a culture of shared responsibility. Shared leadership and campus-wide collaboration supported multiyear initiatives that were completed this past year, including those pursued in response to lasting COVID impacts on our operating environment. [NIU's Remote Work Policy](#) was revised to expand work-from-home options to be more modern and inclusive. Our original [Strategic Enrollment Management \(SEM\) Plan \(2019-23\)](#) was updated to address pandemic-related challenges for student recruitment and retention.

Importantly, shared leadership and shared governance continued to generate positive change at our university. Working together, we have developed new resources for members of the university community, including [new guidance and support](#) for anyone experiencing cyberbullying, and new professional development programs for [staff members](#). Moreover, we have committed to shared leadership, responsibility and accountability as we change our culture to support enhanced equity, transparency and sustainability through initiatives described in more detail below, including the transition to multiyear budgeting and the implementation of a shared equity leadership framework.

NIU is proud to have been recognized for a second consecutive year by [Great Colleges to Work For](#) in the category of Shared Governance. This recognition reflects our Huskie community's positive perceptions of the university's collaborative governance processes and decision-making, as well as the significant level of faculty and staff engagement. To celebrate and reward our employees for their innovation, collaboration and leadership, the university is working to increase the number and variety of recognition opportunities. Accordingly, I am delighted by your willingness to establish a [Board of Trustees Staff Excellence Award](#) to honor staff members who are instrumental in the success of our university. The new award is an appropriate companion to the previously established Board of Trustees Professorship.

Student Recruitment, Student Success and Student Experience

NIU had continued success enrolling new freshmen as a direct result of the admissions policies and partnerships we have developed to make an NIU degree even more accessible, equitable and affordable. These include test-free admission and merit scholarship processes; the Huskie Pledge; Rockford Promise; and Hope Chicago. NIU saw its new freshman enrollment climb this fall by nearly 7% over the same time last year—the sixth straight year of growth in the size of the freshman class and the largest freshman class since 2014. These Huskies arrived with an impressive average high school GPA of 3.42, the highest average for new freshmen on record. The new freshman class is also the most diverse in university history with rising percentages of Asian and Latinx students, and strong representation among Black students. In addition, more than half are the first in their families to go to college. Total international student enrollment also rose from 743 students last fall to 966 students, a 30% hike and the highest international enrollment since 2018.

We are proud of the growing numbers of new, high-achieving students from diverse backgrounds, and also pleased at the early evidence of mounting student engagement. New and returning Huskies recognized the value of living on campus, and NIU Housing and Residential Services reported the highest occupancy rate since the fall of 2015. The University Honors

Program enrolled 283 freshmen—a 50% jump over last fall. Attendance at our Week of Welcome events consistently exceeded expectations.

Disappointingly, even though NIU made significant gains in the size of its first-year class and achieved a total enrollment in our established target range of 15,600 to 16,100, the university experienced a 3.6% drop in overall Fall 2022 enrollment. This modest slip from a year ago is largely attributable to impacts of the prolonged pandemic, including steep declines in the pipeline of community college students; pandemic related stresses on students' social, emotional and physical well-being; and a strong job market that might have enticed some students to delay their education. For a second year, retention of new first-year students was significantly lower than pre-pandemic. These struggles of NIU first-year students reflect nationwide trends.

Accordingly, across the university, we're taking many steps to support and engage our students, with a focus on alleviating barriers that hinder student success, retention and persistence. For example, we:

- Launched Student Financial Advising Services to help students navigate finances during their college journey.
- Revamped Week of Welcome events and implemented a university-wide proactive and comprehensive communications strategy that targets first-year students to heighten their engagement and sense of belonging.
- Launched the Learning Commons, effectively relocating academic support units to one centralized and inviting location in Founders Memorial Library.
- Are using a sophisticated tool (Navigate) to track the progress of first-year students throughout their first semesters, with targeted interventions for students who are struggling.
- Designed and deployed Huskie First Surveys, administered during the first two weeks of each semester to incoming students and continuing students to identify needs of students and allow follow-up to connect them with appropriate resources.
- Are centralizing advising for first-year students to provide consistent service tailored to their needs.
- Are using a \$1 million grant received from the Illinois Board of Higher Education (IBHE) to greatly enhance our efforts to expand programming focused on mental and emotional health and wellness.
- Are offering our faculty [training in equitable pedagogical practices](#), including the opportunity to earn a micro-credential in “Inclusive Teaching for Equitable Learning.”
- Have created a cohort of faculty who teach introductory, prerequisite courses and have provided [focused and scaffolded support](#) aimed at improving student success in those courses.

These actions are consistent with the strategies prioritized in NIU's updated SEM Plan 2.0, specifically our emphasis on (1) effective student transitions into the Huskie Family, (2) holistic support to ensure student success and (3) attention to the mental, physical, social and emotional

needs of students. Moreover, they are supported by a strong vice president for Student Affairs who joined NIU in June 2022. We will close equity gaps and achieve our retention and completion goals by centering students in our work and accepting shared responsibility for their success.

In addition, we will continue ensuring that NIU offers students significant opportunities to build skills, confidence, experiences and networks that enhance their transition to strong first jobs and achievement of personal and professional success. Over the course of the past year, NIU has taken a number of actions toward this end. The [Student Code of Conduct](#) was revised to ensure an educational and developmental conduct process aligned with the university's mission, vision, core values and community standards. A [collaborative effort](#) among NIU Greek alumni and students representing the Interfraternity Council, National Pan-Hellenic Council, Panhellenic Association and Multicultural Greek Council, the university and the NIU Foundation developed recommendations to inform a long-term plan for revitalizing Greek life at NIU. NIU also partnered with [Braven](#), a national non-profit organization, to offer students career-accelerating experiences as well as opportunities to develop leadership skills and engage in an accessible and extensive professional network.

Academic Excellence and Curriculum Innovation

NIU remains focused on achieving excellence and impact through student success; innovative research and artistry; and partnership with our communities. The university recognizes the importance of evolving our degree offerings to provide our undergraduate and graduate students with programs and experiences that are relevant, inclusive, integrated and transdisciplinary so they are prepared to become leaders in emerging fields. Additionally, we know these aspirations will require change, specifically the dismantling of structural barriers that inhibit transdisciplinary scholarship and discourage curricular innovation and experimentation at NIU.

This past year, two dedicated task forces appointed by the provost shared actionable recommendations about how to remove existing barriers and how to promote and support transdisciplinary scholarship and curricular innovation through policy changes and redirection of resources to supportive infrastructure such as an Office of Research Development. We have identified responsible units and appropriate timelines for implementing the short- and long-term recommendations, and these will inform the university goals for AY2022-23 (FY23) and beyond. NIU's commitment to expanding support for transdisciplinary scholarship and scholars is strong and recognized externally, as evidenced by the support from the State of Illinois for the Northern Illinois Center for Community Sustainability (NICCS), the selection of NIU's vice president for Research and Innovation Partnerships to lead the Illinois Innovation Network (IIN) Council and our success in attracting a talented transdisciplinary scholar to the College of Law and the Center for the Study of Women, Gender and Sexuality through the Diversity, Equity and Inclusion Postdoctoral Fellowship Program.

The past year also saw continued progress in our multiyear effort to strengthen graduate programs and enhance the graduate student experience. An assessment of graduate student programs and experiences was completed using program typology and metrics appropriate to the purpose and mission of graduate education at NIU. Actionable recommendations reflect four major themes: create a graduate student community that supports its success; align tuition waivers to support graduate student success; set expectations for graduate student stipends and

mandatory fees; and ensure adequate resources for strong and strategic programs. Responsible units and appropriate implementation timelines have been identified, and these will inform university goals going forward to AY2024-25 (FY25).

The work described above reflects NIU's commitment to supporting and enhancing the academic and career aspirations of Huskie undergraduates, graduate students and faculty, as well as our desire to discover and develop innovative solutions to complex problems. In addition to these ambitions, the university seeks to ensure that our academic programs meet the needs of our region and state. Accordingly, we have been collaborating with other institutions of higher education to expand degree and credential opportunities available to non-traditional students and improve service to the incumbent workforce. Most notably, NIU has been participating in the [Early Childhood Access Consortium for Equity](#) to improve the accessibility of degree completion pathways to serve the needs of the incumbent workforce in early childhood.

Diversity, Equity and Inclusion

NIU's overall commitment, progress and accomplishments related to diversity, equity, inclusion and belonging were again recognized nationally in 2022. For a second consecutive year, the university received the [Higher Education Excellence in Diversity \(HEED\) Award](#) from INSIGHT Into Diversity magazine, and earned recognition by [Great Colleges to Work For](#) in the category of Diversity, Inclusion and Belonging. In addition, for the first time, we were named by Campus Pride as one of the [Best of the Best Colleges and Universities](#) for LGBTQ+ students.

We are proud to be acknowledged for the progress we have made advancing equity, diversity and inclusion through our outreach, initiatives, programs, policies, and practices, and we will continue effective practices that promote access, opportunity and inclusive excellence. We also know that there is [more work to be done](#), and NIU is committed to addressing systemic inequities and fostering a culture of belonging. The university has developed, and is implementing, [a shared equity leadership model](#) that sets long-term goals; promotes continuous learning and awareness; and builds capacity for accountability; because it is important to connect individual, local and organizational efforts. For example, we know that continued progress in recruiting, retaining and developing faculty, staff and administrators from diverse backgrounds will require planning across the university—and our model provides a framework for this work and holding ourselves accountable.

We are passionate about engaging more people in pursuing transformational outcomes and structural changes. Certainly, this is reflected in the continued progress to advance NIU's Truth, Racial Healing and Transformation (TRHT) Campus Center. This center was established last year when NIU was selected as host institution by the Association of American Colleges and Universities (AAC&U). This year, a team of faculty, staff and graduate students represented the university at the 2022 Institute on THRT Campus Centers. That event attracted 75 participating institutions, and NIU was among 35 with an existing TRHT Center. The institute helped our team establish strategic goals that align with both NIU's vision and the TRHT framework, identify steps needed to achieve these goals and develop detailed plans for evaluation, communications, engagement and sustainability.

Guided by our Huskie core values, and the THRT framework focused on narrative change,

racial healing and relationship building, NIU's center aspires to create a culture of truth-telling, connection, conversation, accountability and growth toward a future where every Huskie belongs. The associated work will be supported by three pillars: (1) shared language, communication and dialogue; (2) narrative change, truth-telling and engagement; and (3) community, partnerships, and relationship building. This coming academic year, the TRHT will host programs focused on these pillars to promote cross-cultural dialogue. For example, NIU recently presented a multidisciplinary theater experience and a Rebuilding Democracy Lecture focused on equity in American democracy and the long-term consequences of slavery and segregation. Our hope is that the THRT Center will strengthen cross-racial and cross-cultural ties between members of our communities from many diverse backgrounds, and that Huskies will value the changes inspired and driven by these coalitions as part of our legacy and our future.

Research, Scholarship, Artistry and Engagement

NIU remains committed to using our expertise and resources to prepare our students and the communities we serve for a century of change. In this context, our faculty, staff and students are advancing innovation and community collaboration while responding to complex challenges, such as environmental and ecosystem change and adaptation; rapidly advancing technology; shifting demographics; and systemic inequality. In FY22, NIU faculty and staff secured \$48.6 million in sponsored external funding. Their endeavors advance NIU's standing among Carnegie High Research Activity (R2) universities, strengthen our designation as a Carnegie Community Engagement institution and enhance the recognition that NIU has received from the Association of Public and Land-grant Universities as an Innovation and Economic Prosperity University.

Since its announcement in October 2018, [NICCS](#) has attracted external support for research and engagement projects focused on food systems innovation, water resources stewardship and environmental change. Diverse and innovative research efforts range from computer modeling of the coupled social and ecological systems of the greater Chicago area to field studies focused on the impacts of prairie restoration on groundwater. NICCS has also stimulated a series of facilitated dialogues to inspire research, scholarship, artistry and entrepreneurship focused on topics related to sustainable agriculture and the future of food systems.

In July 2022, the State of Illinois announced that it will seek formal bids from architecture and engineering firms to begin the design phase of the NICCS building. This news was welcomed by the university. As NIU's hub in the IIN, NICCS will support the network's objective to drive inclusive and integrated research, innovation and economic development across Illinois. NICCS will also anchor west campus development and serve as an attractor for additional facilities to enhance opportunities for interdisciplinary research, innovation, engagement, and experiential learning. NICCS has positioned NIU to harness the untapped potential of our location and become a leader in advancing peri-urban sustainability. Conversations with potential partners are ongoing, evolving and being incorporated into grant strategy and campaign planning. We are engaging the DeKalb community to link and leverage this work and ensure meaningful local impact. Thanks to Community Project Funding facilitated by Sen. Durbin and funded by the Small Business Administration, we have a variety of food-related education and outreach activities underway. These include community-based entrepreneur support, training programs and an "Edible Campus" pilot project connecting NIU with local gardens.

Maximizing the catalytic power of NICCS for NIU and the region is a priority of the [Strategic Development Team](#) (SDT). Its engagement with university and regional partners is helping to identify and create opportunities to strengthen the innovation ecosystem and NIU's leadership role within it. The SDT models the type of shared leadership being fostered throughout the institution and creates important infrastructure for partnership creation, transdisciplinary research and impactful collaboration. This work is multiplying NIU's impact on the students and the region that we serve.

Resource Development and Fiscal Responsibility

NIU's public mission requires us to be good stewards of university funds, as well as to be student-centric, equity-minded and true to our mission, vision and values. Accordingly, the university is committed to upholding an academically responsive, fiscally responsible budget. We continue to advocate for reliable, equitable and sufficient funding from the State of Illinois, but we recognize the need to be proactive in addressing annual budget deficits to secure our future. To this end, we are pursuing long-term financial sustainability through a combination of financial planning, fiscal discipline, innovation and collaboration, and working to build these elements into the processes used to pursue strategic priorities and set targets for expense reduction, revenue generation, resource reallocation and philanthropy.

The [AY 2021-22 \(FY22\) University Goals](#) notes the importance of empowering cross-functional teams to share leadership in development of a transparent, inclusive university budget planning process. As a first step toward advancing this multiyear goal, three knowledgeable and respected senior university leaders were asked to serve a budget resource-planning function to research effective practices, gather feedback from diverse stakeholders and formulate recommendations for presentation to NIU's president, executive vice president and provost, and vice president for Administration and Finance/chief financial officer. We have embraced the group's suggestions about how to achieve an equitable, multiyear budget process that addresses our financial realities and provides the flexibility necessary to adjust to future conditions and opportunities. Their specific recommendations are being integrated into annual and multiyear university goals. In the coming year and beyond, we will take the following actions:

- Hire a permanent vice president for Administration and Finance/chief financial officer who understands NIU's mission and core values. This senior leader will help implement the changes needed to transition to multiyear budgeting and support long-term financial sustainability.
- Collaborate across units of the university to remove impediments to multiyear budgeting embedded in our current policies, processes and practices. We have already identified the need for better ways to encumber funds and bridge fiscal years along with a more effective deployment of technology for planning and analysis and a longer timeline to accommodate an iterative, inclusive budget process.
- Maintain an innovation fund distinct from the operating budget and solicit ideas for revenue generation from the university community. Investment in innovation will encourage Huskies to think creatively about how to use and grow our limited resources.
- Implement gainsharing strategies that incentivize local entrepreneurship and recognize the importance of multi-funds budgeting to support mission-critical, student-centric programs.

To ensure that NIU can fund strategic priorities, our budget model needs to support growth of both local and centrally controlled funds.

- Expand education, training and data sharing with appropriate support and opportunities for dialogue. A shared understanding of reports, forecasts and financial drivers is essential for transparency, accountability and change.

Our commitment to transparency also underlies the university's practice of providing the Board of Trustees with (1) quarterly updates about NIU's financial performance and progress toward a multiyear budget and (2) periodic reports about our progress to advance [facilities](#) and [technology](#) priorities. The public nature of the presentations promotes accountability and provides a valuable opportunity for dialogue about how our investments align with the university's mission, core values and strategic priorities. For example, at the [June 2022 board meeting](#), the university presented the board with an FY23 internal budget request as well as an initial strategy for achieving a balanced structural budget via multiyear planning through FY25.

This past year, NIU was thrilled to see advancement of two major state capital projects—the Health Information Technology Center and NICCS—along with six capital renewal projects to support boiler replacement and structural repairs to our steam tunnels and academic buildings. There is enthusiasm throughout the university community for the replacement of our outdated, legacy telephone system with Microsoft Teams Voice. There is also optimism across Illinois' 12 public universities that the enhanced collaboration by our CIOs will lead to shared purchasing and shared services agreements that are mutually beneficial and financially advantageous.

Our university community is energized by our multiyear comprehensive fundraising campaign, which officially launched June 30, 2022. The NIU Foundation (NIUF) annual fundraising achievement for FY22 was strong, with a total of \$23.3 million raised on the goal of \$22.5 million. This 51% improvement over the FY21 achievement of \$15.4 million outperforms the university's objective that annual fundraising increase by 30% year over year. This also aligns with the campaign planning study recommendation that NIU and NIUF move forward with the campaign leadership phase while working to refine the case for support and develop a collaborative resourcing plan scoped for an ambitious campaign target. We look forward to progress in this quiet phase, followed by a successful public launch, continued donor engagement and achievement of our campaign goal.

Looking Forward

Although there is much work to be done, our university can be proud of what we have achieved: the ways we continue to improve access and opportunity for academically accomplished students, including students from underserved and resourced communities; the continued success of faculty and staff in securing external funding to advance the academic, research and engagement missions; and the national recognition that we have received for our commitment to creating and sustaining a community that embraces diversity, equity, inclusion and belonging. These accomplishments reinforce a strong foundation for our future. I look forward to sharing the AY 2022-23 (FY23) university goals Thursday, Dec. 8, during the next regular meeting of the Board of Trustees.

It is an honor and joy to serve as NIU president. I am inspired by the collaborative spirit of our community, the creativity of our faculty and staff and our students' commitment to making a difference. I am grateful for the numerous ways the Board of Trustees supports our amazing university. Together, we are making a difference in the lives of our students and contributing to positive change in our region and our world. We are Huskies who never quit!

Sincerely,

A handwritten signature in black ink, appearing to read "Lisa C. Freeman". The signature is fluid and cursive, with a long horizontal flourish extending to the right.

Lisa C. Freeman, D.V.M., Ph.D.
President
Northern Illinois University



November 7, 2022

MEMORANDUM

TO: Lisa Freeman, President
Northern Illinois University

FROM: Eric Wasowicz, Board Chair
Rita Athas, Vice Chair
Montel Gayles, Board Secretary
Dennis Barsema
John Butler
Veronica Herrero
Timothy Moore
Robert Pritchard

Subject: Annual Presidential Evaluation

This memorandum contains commentary by the members of the NIU Board of Trustees concerning the goals outlined by you for Academic Year 2021-22/Fiscal Year 2022 (FY22). This correspondence, along with a self-appraisal of presidential performance in the form of a letter from you to the board, will be posted on the board's website (<https://www.niu.edu/board/>) and shall collectively serve as a written record of your performance evaluation for FY22.

We find that your overall performance in FY22 met or exceeded your goals. The university community continued the challenging work of balancing the need to respond to the pandemic with a commitment to future-focused planning, while also acknowledging and accepting the many ways NIU's operating environment has been permanently altered. We agree with your characterization of our main challenges. These include attracting and retaining faculty and staff and recruiting and retaining students whose higher education aspirations coincide with a time of great upheaval in the provision of education and the related effects of isolation and disengagement.

Fortunately, we observe a university community, led by you, that is focusing on these core challenges across several operational areas and priorities. We join you in expressing appreciation for the resiliency and creativity of the NIU community, and wish to express our profound gratitude to all who have contributed to the progress made across these six strategic themes.

Empowerment and Shared Responsibility

Your goals in this area were to foster a more collaborative and transparent, and less risk-averse, culture to inspire innovation and deal with the demands of a changing higher education environment in Illinois and the country. The collaboration and progress made possible through empowerment and shared leadership are evident in the achievements you have shared with us, and demonstrate that the goals you established for this area were met or exceeded in FY22.

Many priorities have been advantaged by intentional efforts to empower campus leaders to work together to achieve goals. You have shown us that it takes a shared vision and sense of responsibility across campus to lead the university through changes in the work environment and to create efficiencies that help us better align systems and practices with the needs of our students, faculty and staff. You have successfully established cross-functional teams and reached out beyond our university to leverage partnerships to achieve our goals.

Furthermore, we understand and appreciate the importance of enhancing skills and competencies to foster shared leadership and accountability and of recognizing achievements that are aligned with NIU strategic priorities.

We applaud the number and depth of practices, policies and procedures that were transformed, simplified or eliminated through such collaboration. We recognize the role of empowerment and shared responsibility especially in several respects. The Strategic Enrollment Management Plan 2.0 updated SEM objectives to account for the challenges to student recruitment and retention brought on by the pandemic. Managing through the pandemic, we set up remote work policies that are now being adjusted through collaborative efforts of all leadership in the university to better serve our students, faculty and staff. We are also continually achieving administrative efficiencies through increased use of new technology and by reducing the number of procedures in the Academic Policies and Procedures Manual.

Through this approach to leadership, NIU has earned recognition for its capacity for shared governance and diversity, equity and belonging among our peer institutions. We appreciate the opportunity to participate directly in efforts to recognize excellence through the new Board of Trustees Staff Excellence Award, and to continue our support of outcomes of university level collaborations that come before the board as information or for action.

Student Recruitment, Student Success and Student Experience

Overall, the goals established for this area have been met. The university was in the low end of the target range of its total enrollment goal. However, there is much to be proud of within this data, particularly concerning the new freshman class.

Total new freshman enrollment increased by 155, or 6.8%, over the Fall 2021 numbers. This achievement marked the sixth year NIU experienced an increase in its freshman class and the largest freshman class since 2014. Data for this cohort also indicates it has the highest high school GPAs the university has recorded (3.42); 472 of new freshmen are receiving merit scholarships of \$7,000 per year after earning 4.0 GPAs in high school; 38% of freshmen earned a high school GPA of 3.7 or above; and the University Honors Program enrolled 283 freshmen – a 50% increase over last fall. The new freshman class is also the most racially diverse in university history, and more than half are the first in their families to go to college. NIU also experienced an impressive increase in international student enrollment – up by 223, or 30% – over Fall 2021 numbers (and the highest international enrollment since 2018). NIU also increased the number of doctoral enrollments (up by three students from Fall 2021) and the number of new College of Law enrollments (up by three students from Fall 2021). Residence hall occupancy rate has also increased.

The positive nature of the new freshmen numbers points to the university's success implementing several freshman recruitment strategies and admissions policies. These include test-free admissions and merit scholarship processes, the Rockford Promise Program at NIU, NIU's Huskie Pledge program and Hope Chicago (a program committed to investing \$1 billion over the next decade in postsecondary scholarships to Chicago Public School students and their parents). Among campus leaders, the direct relationship between these strategies and positive results should also build confidence that their robust participation in collaboration and innovation – driven by fidelity to NIU's mission, vision and values – can have profound impact on the long-term success of the institution.

Despite this success, you recognize the need for more attention in the areas of recruitment and retention. The Fall 2022 total enrollment represents a decrease of 585, or -3.6%, in total student population from Fall 2021. You have noted how this decrease in students is largely attributable to impacts of the prolonged pandemic, including steep declines in the pipeline of community college students and stresses on students' social, emotional and physical well-being. Similarly, Fall 2021 undergraduates have re-enrolled for Fall 2022 at lower rates than previous cohorts. Re-enrollment totals are reflective of nationwide trends. Moreover, the number of new transfers has decreased by 240 students, or 16%, from Fall 2021 and the number of new master's/professional degree enrollment has also decreased by seven students, or .8%.

We recognize that several actions have been taken to plan and launch a re-enrollment campaign targeting students who attended NIU over the past five years, and to continue efforts to make an NIU degree more accessible, equitable and affordable. These include researching our existing online degree completion programs and what we could do to enhance these opportunities; the hiring of a re-enrollment coordinator to work with returning students; and the creation of a re-enrollment workgroup to create and disseminate targeted re-enrollment messages to the continuing students who have yet to register for courses for the upcoming semester. We further recognize that an effort was undertaken by your administration to pursue equity goals articulated in NIU's Higher Learning Commission Quality Initiative Proposal and Illinois Equity in Attainment (ILEA) Equity Plan. Initiatives aimed at improving student success and reducing equity gaps in gateway courses are examples of thoughtful and targeted approaches to improving retention rates.

Finally, we are pleased with the steps to support and engage our students, with a focus on alleviating barriers that hinder student success, retention and persistence. These include NIU's partnership with Braven and focused attention to student life that will have long-standing positive impacts, such as the hiring of a new vice president for Student Affairs, reform of the Student Code of Conduct and efforts to revitalize Greek life at NIU.

Academic Excellence and Curriculum Innovation

The goals you outlined for academic excellence and curriculum innovation have been met or exceeded. We have previously recognized the impact these reforms will have on the university's ability to attract and retain excellent faculty and the quality and attractiveness of NIU's undergraduate and graduate programs. Recognizing this as a multiyear initiative, we also expressed our hope that leaders engaged in this work would sustain and escalate the pace of these improvements. We are pleased to see what a year of collaboration and focused attention can produce.

Efforts to identify and begin removing structural barriers that inhibit transdisciplinary scholarship and discourage curricular innovation and experimentation are well underway. Outcomes of these efforts include detailed findings (structural, resource and cultural barriers) and short- and long-term recommendations from task forces focused on transdisciplinary scholarship and transdisciplinary curricular innovation; timelines have also been developed for the recommendations. We appreciate the devotion of personnel resources to, and involvement of the Faculty Senate Social Justice Committee in, the review and reassessment of tenure and promotion processes and related consideration of annual faculty evaluation and the environment for early-career faculty. The particular transdisciplinary research initiatives (social, racial and ethnic inequities; environmental justice; and STEM education and artificial intelligence/machine learning) contemplate student-centered outcomes and formal support for faculty research through the proposed Office of Research Development (ORD).

Initiatives geared toward strengthening graduate programs and enhancing the graduate student experience have been outstanding, and we applaud those who have engaged in this excellent work. A completed assessment of graduate student programs and experiences offers an impressive set of actionable recommendations in close alignment with the objectives of this sub-goal. We understand how this process is helping NIU support the academic and career aspirations of the graduate students who matriculate at NIU as well as the programs that most closely align with NIU's mission, vision and values.

We continue to be excited about the potential to bring to life innovative online degree and credential opportunities available to non-traditional age students and to improve service to the incumbent workforce. Collaborations with other institutions of higher education – we note particularly the Early Childhood Access Consortium for Equity – are underway. The lessons and technology enhancements that accompanied NIU's response to the pandemic could prove to be valuable to this endeavor. Moreover, NIU's equity lens and the curricular innovation discussed above will likely impact its contemplation of new cohorts who can be served by the institution and how best to meet their needs.

Diversity, Equity and Inclusion

Overall, the goals outlined in this area have been met and, in many respects, exceeded. Under the leadership of you and many others who have devoted themselves to diversity, equity and inclusion across a broad range of programs, policies and procedures, NIU continues to be an exemplar within the Illinois higher education community. NIU's commitment to diversity, equity, inclusion, belonging and social justice across our mission, vision and values is – without question – one of the strongest characteristics of our university community and campus.

In FY22, one of the key initiatives of this goal area was to create and expand a Shared Equity Leadership (SEL) model. Evidence that this was met, if not exceeded, lies in the formation of a formal NIU Equity Community of Practice (ECoP), including measurements of accountability by ECoP participants. This shared leadership model will engage departments, committees and commissions across our campus community. The Shared Equity Leadership draft model was presented to the board at our August 18, 2022 meeting by Vice President Vernese Edghill-Walden.

In 2021, NIU was chosen by the Association of American Colleges and Universities (AAC&U) to host a new Truth, Racial Healing and Transformation Center (TRHT). Another subset of this goal involved the development of this Center. Although the center is not yet operational, the framework, strategic plan and training has been completed. Ten people attended the summer TRHT training institute, and the strategic plan for the center is being finalized and submitted to the AAC&U for approval. This center will provide space on our campus for social justice, racial healing and restorative justice work.

Also, in FY22, NIU continued its efforts and progress toward increasing the recruitment, hiring, retention and professional advancement of diverse faculty, staff and administrators. We applaud the establishment of the new executive director of Equity and Inclusion who will aid department and college diversity planning. Faculty mentoring continued to be a focus of this administration, including the establishment of a faculty mentoring website. Over the past two fiscal years, 70% of incoming faculty requested and were assigned a mentor, thus helping to ensure their success in the classroom and on our campus.

NIU's overall commitment, progress and accomplishments in diversity, equity and inclusion has also been recognized nationally. Among this recognition is the prestigious HEED Award (Higher Education Excellence in Diversity), a national honor recognizing U.S. colleges and universities that demonstrate an outstanding commitment to diversity and inclusion.

We continue to praise the creative and tireless efforts of NIU's senior leadership, faculty, staff and students as they collectively advance a culture of diversity, equity and inclusion across all aspects of the university.

Research, Scholarship, Artistry, and Engagement

NIU's position as a national research university continues to be a critical element of its success. This is clearly understood by the university's faculty and leadership, and it's exemplified by the significant progress and completion of your articulated goals in this area.

With your leadership, the development of the Northern Illinois Center for Community Sustainability (NICCS) and the west campus acreage have significantly advanced. Strong and coordinated advocacy has resulted in the release of initial funding; potential collaborators and partners have been recruited; momentum has been maintained through the development of consistent lectures; and programs and innovative planning for auxiliary uses continues. This wholistic and comprehensive approach will ensure the completion of a major addition to NIU's research portfolio; pave the way for NICCS to function as an anchor on the west campus to attract additional facilities to enhance opportunities for interdisciplinary research, innovation, engagement and experiential learning; and enhance NIU's prominence as a center of research and innovation.

The consistent commitment of you and your staff to diversity, equity and inclusion is embedded in the goal of supporting research and innovation. Particularly, the task force on transdisciplinary research, as noted above, recommended the development of an Office of Research Development. The draft review of this office is being examined. This step and two other articulated initiatives highlighted under this goal emphasize the

continuing efforts to consistently strengthen the university's research position and move the university forward. You are applauded for meeting the goals as outlined and – specifically – for infusing DEI in all aspects of the work.

Your outreach and partnerships with both internal and external stakeholders have clearly elevated the community collaboration and engagement in NIU's innovation ecosystem. You have successfully met the goal of reframing the strategic purpose of outreach, engagement and regional development through multiple initiatives. Of note and particular interest to the board are the relationships formed with the City of DeKalb, regional entities and the State of Illinois. The result of these partnerships in addition to the work of the NIU Foundation, is enhanced funding that allows the creation of innovative programming such as the Barb City STEAM Team, the Career and Technical Improvement Project and the Illinois Migrant Education Program, to name a few. All this activity clearly illustrates your understanding of the essential need for a university to serve, and be an integral part of, its surrounding environments. This benefits both the region and the students we serve.

Finally, we note the groundwork that has been laid for the design and implementation of the Carnegie Engagement Task Force. This was done to allow for better coordination with other independent efforts. The project will be assessed in the following year's evaluation, and we look forward to the team's implementation of the action plan that will be executed in coordination with independent efforts in the College of Liberal Arts and Sciences.

As we reflect on the goals in this area that have been met and, in some instance, exceeded, we observe substantial and real progress; moreover, we notice how such progress has been accomplished adhering to the university's core values of commitment to DEI and true collaboration. NIU's position as a crucial and important national research university continues to excel under your leadership.

Resource Development and Fiscal Responsibility

Overall, the goals in this area were met or exceeded. Despite a year of continued uncertainty due to the pandemic, economic volatility and geopolitical extremes that have occurred during FY22, the university – with your leadership – worked extremely hard to achieve a slightly positive balanced budget for FY22. We recognize that budget results are inclusive of federal relief funding that is not expected to carry over into future years.

We were pleased to see continued efforts to make our campus community aware that it will take everyone's effort and sacrifice to enact the structural changes needed to achieve financial sustainability. Moreover, and following the shared leadership model, you appointed a Budget Resource Planning Group for the purpose of seeking stakeholder input, ideas and recommendations to achieve balanced budgets and long-term financial health. In June, you presented the board a three-year plan, complete with high-level actionable and reasonable plans, showing a sustainable, balanced budget by Year 3 (which would be FY25). We are very pleased to see senior leadership focused once again on multiyear budgeting following the past few years of individual annual budgeting under the economic constraints presented by the pandemic.

The university also made good strides in providing resources for more actionable data and decision-making support for the campus community. This is evident in the expanded use of several tools, most notably Tableau, Academic Performance Solutions and 25Live. Specifically, Tableau licenses were increased from 250 to 400. We also appreciate the development of enrollment prediction models that inform the new Strategic Enrollment Management Plan 2.0. The new three-year plan focuses on brand identity, access and affordability as well as student success, persistence and graduation. We look forward to the benefits of this plan resulting in stabilizing, and then growing, our enrollment and student success over the coming years.

We recognize that the university continues to make progress in achieving Business Enterprise Program (BEP) goals through increased awareness, engagement and training of NIU business staff. But we also must acknowledge that we continue to fall short of State of Illinois targets. We expect that increased focus on this

important area among our campus business leaders and staff will encourage not only efficient procurement practices but also will continue to improve the amount of business we do with BEP-eligible contractors.

Substantial progress in facilities and technology planning efforts was obvious in FY22. We were very pleased with the identification and subsequent execution of prioritized projects, such as the planning for the Health Information Technology Center. The NIU Department of Information Technology made great progress in FY22 in the planning and initial migration from an extremely out-of-date campus telephony system to a new Microsoft Teams Voice platform. We are pleased to be serving as a model that other public universities can follow in this regard. We also recognize that efforts were made to expand joint purchasing and shared services to reduce administrative costs through the Illinois Partnership to Advance Technology in Higher Education (IPATHE). Ideally, continued negotiations will produce more significant savings for the university.

Finally, the NIU Foundation exceeded its fundraising goal for FY22. Congratulations to the leadership and staff, and thank you to our donors! While the initial goal was to increase fundraising by 30% over the previous year, the actual increase was 51%, or \$23.3 million. We look forward to receiving and reviewing the full campaign engagement plan soon, as the campaign was officially launched July 1, 2022. A comprehensive campaign engagement plan is critical.

As you have stated throughout the year, adapting to the changing operating environment has and will continue to require courageous leadership, organizational alignment and hard choices. Accordingly, NIU must rescale our fiscal model to match student enrollment, public support and revenue available from tuition, fees and other sources. We are immensely grateful for the devotion of so many to the core functions of NIU, and we wish to reinforce your, and our, deep appreciation for the sacrifices endured by members of the university community. We continue to be optimistic that NIU is well positioned under your leadership, and the foundation has been laid for longer-term fiscal sustainability and responsible resource management.

Conclusion

In summary, during FY22, we continued to adapt to changing operational dynamics brought on by a significant public health disruption. The goals you established for yourself and the NIU community have been met or exceeded. As we consider the six themes under which you have pursued a number of initiatives during FY22, we recognize the advantages of a shared leadership system through which collaboration and innovation is occurring and decisions are being made; of strategic initiatives to support student success, retention and persistence; of curricular innovation and scholarship that crosses disciplinary boundaries; of an operational culture that weaves diversity, equity, inclusion and belonging into all university pursuits; of a research and innovation enterprise that fosters interdisciplinary research, engagement and experiential learning within fields and subjects that challenge and excite; and of fiscal and facility planning designed to ensure a sound and responsible future. Across all this activity, the university operated in accordance with its mission, vision and values. During this time, you continued to function as a vigilant advocate for the interests of NIU students, faculty, administration, staff, alumni and local communities. You continue to serve as a role model for your leadership team, and we consider you to be one of the most creative, imaginative and hardworking presidents in the State of Illinois and in the higher education community overall.

Forward, Together Forward!

**2022 PRESIDENTIAL EVALUATION PERFORMANCE
INCENTIVE PAY**

Summary: Section 3.2 of President Freeman’s contract states that the Board shall evaluate the performance of the President for the President’s annual performance in accordance with Article 1.3 of this Agreement. Based upon the President’s annual performance, the Board shall make a recommendation as to a performance incentive for the President and shall take action on its recommendation prior to December 31 of the calendar year. Such performance bonus shall not exceed Twenty-Five Thousand Dollars (\$25,000.00). Pursuant to 110 ILCS 685/30-195 and 30-200, the Board’s annual performance evaluation of the President must be considered for any performance-based bonus or incentive-based compensation. In accordance with 110 ILCS 685/30-195, any such compensation must be approved by the Board in an open meeting, and the performance upon which any such compensation is based must be made available to the public no less than forty-eight (48) hours before Board approval of the compensation. Retirement contributions will only be made on incentive compensation based on performance and in accordance with State of Illinois law and University regulations.

Based on the 2022 annual performance review completed under agenda item 8.a., the Chair of the BOT recommends that the President receives a performance bonus calculated by the earned percentages listed in item 8.b.

Goal	Eligible Percentage	Earned Percentage
Empowerment and Shared Responsibility	10%	10%
Student Recruitment, Success and Experience	20%	14%
Academic Excellence and Curriculum Innovation	15%	14%
Diversity/Equity/Inclusion	15%	15%
Research/Scholarship/Artistry	20%	20%
Resource Development and Fiscal Responsibility	20%	20%
Total	100% (\$25,000)	93% (\$23,250)

Recommendation: The Board of Trustees is being asked to take final action and approve the recommendation of \$23,250 in 2022 Presidential Evaluation Performance Incentive Pay.