



Regular Meeting
of the
Board of Trustees

December 8, 2022

**Regular Meeting of the
BOARD OF TRUSTEES OF NORTHERN ILLINOIS UNIVERSITY
9:00 a.m. – Thursday – December 8, 2022
Board of Trustees Room
Altgeld 315**

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 from November 10, 2022](#)*Action*.....1
5. Chair's Comments/Announcements
6. Public Comment*
7. [Reports of Board Committees and Board Liaisons](#)..... *Information*.....4
 - a. Academic Affairs, Student Affairs and Personnel Committee (AASAP)
 - b. Finance, Audit, Compliance, Facilities and Operations Committee (FACFO)
 - c. Research and Innovation, Legal and Legislative Affairs Committee (RILLA)
 - d. Illinois Board of Higher Education
 - e. Universities Civil Service Merit Board
 - f. Northern Illinois Research Foundation
 - g. Northern Illinois University Alumni Association
 - h. Northern Illinois University Foundation
8. President’s Report No. 165
 - a. University Recommendations Forwarded by the Board Committees
 - 1) [Recommendations for Faculty Tenure and/or Promotion Effective 2022-2023](#)
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 - 2) [U.S. Geological Survey Research Partnership Renovation Project](#)....*Action*.....10
 - 3) [Lorado Taft Campus Wastewater Treatment Plant Replacement](#).....*Action*.....11
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 - 5) [Yordon Center Room 125 Northwestern Medicine Performance Center Flooring Replacement](#).....*Action*.....13
 - 6) [DeKalb Campus Summer 2023 Roof Repairs Capital Project Approval](#).....*Action*.....14
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c. Items Directly from the President

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9. Chair’s Report No. 105

a. Closed Session Minutes Review and Release.....	Action.....84
b. Board of Trustees Bylaw Second Reading and Final Review.....	Action.....85

10. Other Matters

11. Next Meeting Date

12. Closed Session

13. 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, Altgeld Hall 300, DeKalb, IL 60115, 815-753-1273.

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
Special Meeting
November 10, 2022

CALL TO ORDER AND ROLL CALL

The meeting was called to order at 1:04 p.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: Absent

Trustee Montel Gayles: Present

Trustee Veronica Herrero: Present

Trustee Tim Moore: Absent

Trustee Bob Pritchard: Present

Board Chair Eric Wasowicz: Present

Also present: President Lisa Freeman; Vice President and General Counsel and Board Parliamentarian Bryan Perry; Executive Vice President and Provost Beth Ingram; Interim Vice President for Administration and Finance and Chief Financial Officer Jim Cofer; Vice President for Research and Innovation Partnerships Jerry Blazey; Associate Vice President for Facility Management and Campus Services John Heckman; and University Advisory Council (UAC) Representatives Brad Cripe and Ismael Montana.

VERIFICATION OF QUORUM AND APPROPRIATE NOTICE OF PUBLIC MEETING

General Counsel Bryan Perry indicated the 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 Barsema seconded. The motion was approved.

Chair Wasowicz asked for a motion to amend that motion to approve a consent agenda for item 7.a. – 7.f. Trustee Gayles so moved, and Trustee Herrero seconded. The motion was approved.

REVIEW AND APPROVAL OF MINUTES OF SEPTEMBER 15, 2022

Chair Wasowicz asked for a motion to approve the minutes of September 15, 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 Council who were present.

Chair Wasowicz stated the written evaluation for President Freeman has been posted on the website and he hopes the public takes time to read through the thoughtful comments of our Board members on a great job President Freeman is doing. Chair Wasowicz added that this is a very long process and he wanted to thank to Board members for their diligent work in this annual process.

PUBLIC COMMENT

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

PRESIDENT'S REPORT NO. 164

Chair Wasowicz asked President Freeman to present the President's Report No. 164.

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

Agenda Item 7.a. Appointment of Vice President for Administration and Finance and Chief Financial Officer

Agenda Item 7.b. Fiscal Year 2024 Appropriations Request

Agenda Item 7.c. Fiscal Year 2024 IBHE Capital Budget Request

Agenda Item 7.d. Relocation of School of Nursing

Agenda Item 7.e. Chilled Water Plant Chiller #2 Drive Replacement and Overhaul

Agenda Item 7.f. DeKalb Campus Soccer and Baseball Fields Artificial Turf Installation Budget Increase

Chair Wasowicz asked for a motion to approve the consent agenda. Trustee Gayles so moved, and Trustee Barsema seconded.

The motion was approved.

CHAIR'S REPORT NO. 104

Chair Wasowicz presented the Chair's Report No. 104.

Agenda Item 8.a. 2022 Annual Performance Review of President Freeman

Chair Wasowicz presented agenda item 8.a.

Agenda Item 8.b. 2022 Presidential Evaluation Performance Incentive Pay

Chair Wasowicz asked for a motion to approve agenda item 8.b. Trustee Herrero so moved, and Trustee Pritchard seconded.

The motion was approved.

OTHER MATTERS

There were no other matters.

NEXT MEETING DATE

The next regularly scheduled meeting of the Board of Trustees will be held December 8, 2022 at 9:00 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) and (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.

Chair Wasowicz asked Ms. Doyle to take a roll call vote to close the public meeting.

Vice Chair Rita Athas: Absent

Trustee Dennis Barsema: Yes

Trustee John Butler: Absent

Trustee Montel Gayles: Yes

Trustee Veronica Herrero: Yes

Trustee Tim Moore: Absent

Trustee Bob Pritchard: Yes

Board Chair Eric Wasowicz: Yes

The motion was approved.

The Board closed the public meeting at 1:17 p.m.

The meeting reconvened from closed session at 3:42 p.m.

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

Vice Chair Rita Athas: Absent

Trustee Dennis Barsema: Present

Trustee John Butler: Present

Trustee Montel Gayles: Present

Trustee Veronica Herrero: Absent

Trustee Tim Moore: Absent

Trustee Bob Pritchard: Present

Board Chair Eric Wasowicz: Present

ADJOURNMENT

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

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

Vice Chair Rita Athas: Absent

Trustee Dennis Barsema: Yes

Trustee John Butler: Yes

Trustee Montel Gayles: Yes

Trustee Veronica Herrero: Absent

Trustee Tim Moore: Absent

Trustee Bob Pritchard: Yes

Board Chair Eric Wasowicz: Yes

The motion was approved.

The meeting adjourned at 3:43 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.

REPORTS OF BOARD COMMITTEES AND BOARD LIAISONS

a. Academic Affairs, Student Affairs and Personnel Committee (AASAP)

The Academic Affairs, Student Affairs and Personnel Committee met on November 10, 2022. Two action items appeared on the agenda: Appointment of Vice President for Administration and Finance and Chief Financial Officer and Recommendations for Faculty Tenure and/or Promotion Effective 2022-2023 which were approved. The committee received three information items: Oversight of Academic Programs, Vice President for Research and Innovation Partnerships Search Update and Presentation on Student Government by Raafif Majeed.

b. Finance, Audit, Compliance, Facilities, and Operations Committee (FACFO)

The Finance, Audit, Compliance, Facilities and Operations Committee met on November 10, 2022. The committee was presented with three Financial Update items: Annual Financial Summary as of June 30, 2022; Quarterly Financial Summary Fiscal Year 2023 First Quarter as of September 30, 2022; and Periodic Report on Investments for Period Ending September 30, 2022. The committee approved ten actions items: Fiscal Year 2024 Appropriations Request; Fiscal Year 2024 IBHE Capital Budget Request; U.S. Geological Survey Research Partnership Renovation Project; Relocation of School of Nursing; Lorado Taft Campus Wastewater Treatment Plant Replacement; Recreation Center Locker/Changing Rooms Remodel Capital Project Construction Approval; Yordon Center Room 125 Northwestern Medicine Performance Center Flooring Replacement; DeKalb Campus Summer 2023 Roof Repairs Capital Project Approval; Chilled Water Plant Chiller #2 Drive Replacement and Overhaul; and DeKalb Campus Soccer and Baseball Fields Artificial Turf Installation Budget Increase. Of these ten action items, five items were sent in front of the Special Meeting that same day. The committee also received three University Information items: Fiscal Year 2022 Annual Report of Transactions Involving Real Property; Fiscal Year 2022 Clery Report Update; and Quarterly Summary Report of Transactions in Excess of \$100,000 for the Period July 1, 2022 to September 30, 2022.

c. Research and Innovation, Legal and Legislative Affairs Committee (RILLA)

The Research and Innovation, Legal and Legislative Affairs Committee met on November 10, 2022. The committee reviewed five information items, the Sponsored Programs Administration Quarterly Report, the State Legislative Report, the Federal Legislative Report, a report on the U.S. Geological Research Partnership, and the Sustainability Report. Dr. Gerald C. Blazey, Vice President for Research and Innovation Partnerships reported that he, President Freeman, Executive Vice President and Provost Ingram, Senior Associate Vice President Cotsones, and Assistant Vice President Quider, recently attended the annual meeting of the Association of Public and Land Grant University in Denver, CO. Dr. Blazey reported that he presented to the Council on Research, Dr. Freeman presented to the Council of Presidents, and that Dr. Quider received the Jennifer Poulakidas Outstanding Achievement Award for “outstanding, specific contributions to, and achievements in, university governmental relations” during the meeting of the Council on Governmental Affairs. Dr. Blazey offered highlights of the sponsored funding report for FY23 Q1, noting that NIU received 69 sponsored awards totaling \$17.1 million, and that relative to last year, funding for this same period with and without COVID funding is up 111% and 105%, respectively. Ms. Katie Davison, Director of State Relations reported the results of the 2022 state midterm election. She noted that

democrats control the executive branch and both chambers of the legislative branch, where they hold their super majority status. Dr. Anna Quider, Assistant Vice President for Federal Relations, reported on the 2022 federal midterm election outcomes, and that Senator Tammy Duckworth has won re-election and that incumbent Lauren Underwood prevailed in the 14th district and will now represent NIU. Dr. Quider noted that results in many other races were still being tabulated and that it could be weeks until final outcomes are known. She reported that Congress will reconvene in late November to work on the FY23 appropriations before the continuing resolution expires on December 16th. Dr. Quider reported that the House and Senate have drafted their versions of the FY23 appropriations bills. These bills include two NIU projects that were selected to receive community project funding and congressionally directed spending. Dr. Blazey reported that NIU is working to strengthen a long-term partnership with the USGS Central Midwest Water Science Center with a collaborative agreement for research and shared space on campus. Dr. Courtney Gallaher, Campus Sustainability Coordinator, noted that NIU has completed baseline assessments of sustainability and is now prepared to create a formal sustainability and climate action plan for the university. The Sustainability and Climate Action Planning (SCAP) Taskforce will help to create NIU's first campus-wide sustainability and climate action plan.

d. Illinois Board of Higher Education

The IBHE met on June 29, 2022. The board heard a presentation on the Fiscal Year 2023 Higher Education Budget by Ginger Ostro. The board also received reports from The Disability Advisory Committee and The Faculty Advisory Council Equity Working Group.

The IBHE Approved the Fiscal Year 2023 Grant Allocations and authorized the Executive Director to engage in rulemaking pursuant to the Private Colleges and Universities Capital Distribution Formula Act.

The IBHE granted authority to multiple community colleges to offer a variety of Associate of Applied science, subject to the institutions implementation and maintenance of conditions presented in their applications.

- Illinois Valley Community College to offer the Associate of Applied Science in Dental Hygiene
- Lincoln Land Community College to offer the Associate of Applied Science in Diagnostic Medical Sonography
- Southwestern Illinois College to offer the Associate of Applied Science in Agriculture Business Management

Approval was granted to the following Independent Institutions for operating and/or degree granting authority:

- Darul Qasim College authorization to Operate in the West Suburban Region

Approval was granted to the following public universities for new programs and centers:

- Southern Illinois University Edwardsville authorization to grant the Bachelor of Science in Cybersecurity Engineering in the Southwestern Region
- University of Illinois Chicago authorization to grant the Master of Physiology for Therapeutic Development and the Master of Science in Applied Behavior Analysis, Disability and Diversity in Urban Society in the Chicago Region
- University of Illinois Urbana-Champaign authorization to grant the Bachelor of Science in Neural Engineering in the Prairie Region

The IBHE also met on August 16, 2022. The board heard a presentation from the Early Childhood Access Consortium.

The IBHE granted authority to multiple community colleges to offer a variety of Associate of Applied science, subject to the institutions implementation and maintenance of conditions presented in their applications.

- College of DuPage to offer the Associate of Applied Science in Aviation Management
- Danville Area Community College to offer the Associate of Applied Science in Barbering
- Elgin Community College to offer the Associate in Fine Arts in Music Production
- Harper College to offer the Associate of Applied Science in Respiratory Care
- Illinois Central College to offer the Associate of Applied Science in Diagnostic Medical Sonography
- John A. Logan College to offer the Associate of Applied Science in Digital Media Technology
- Olive-Harvey College to offer the Associate of Applied Science in Cannabis
- Rock Valley College to offer the Associate of Applied Science in Medical Assistant

Approval was granted to the following public universities for new programs and centers:

- Eastern Illinois University authorization to grant the Bachelor of Science in Health Sciences in the Prairie Region

e. Universities Civil Service Merit Board

The State Universities Civil Service Merit Board met on November 10, 2022. Several Merit Board members joined the meeting through remote connection between the System Office and campus facilities throughout the state (NIU’s Merit Board representative was located at the NIU DeKalb campus). At the meeting, most of the Merit Board’s attention concerned three discharges unrelated to NIU. Other matters concerned public comment from a representative of AFSCME Local 31 concerning comments made by a university representative at the Merit Board meeting of August 11, 2022 (Jami Painter, Senior Vice President and Chief Human Resource Officer at the University of Illinois, outlining areas where she believed reforms to the State Universities Civil Service Act and System’s processes are in order). The Merit Board also received verbal reports from representatives of the Human Resource Directors Advisory Committee and the Employee Advisory Committee, considered a rule proposal (for subsequent submission to the Joint Committee on Administrative Rules, or JCAR) concerning the process used by universities to appoint a Designated Employer Representative, and considered emergency rulemaking (similarly, for JCAR) regarding the creation of a transfer list for employers to use in the appointment of law enforcement. Amendments to the rules concerning transfer lists used in the appointment of law enforcement officers has the potential to affect efforts to hire additional officers across Illinois’ public universities. Universities currently can hire, in lieu of the original entry register and under certain conditions, up to two applicants who are currently employed as law enforcement officers at either a municipal law enforcement agency or a county sheriff’s office within the state of Illinois, or by the State of Illinois, in any given five-year period. The new rules would require only that the applicant have successfully completed at least 2-years of employment as a full-time sworn and certified law enforcement officer (as well as other conditions related to licensing, background, and screening), and would permit the hiring of more such applicants “in any given twenty-four 24-month period” based on a ratio system tied to the number of “allotted sworn police officer positions.” For example, a force that numbers between 31 and 60 allotted sworn officer positions can fill vacancies from their transfer list of up to eight positions in any given 24-month period. The intent of these changes is to assist university police forces in their recruitment efforts by making it easier to hire law enforcement officers currently employed elsewhere. An emergency rule runs for 150 days from the publication date in the Illinois Register. The System plans to make this rule

permanent during the emergency rule process by working with JCAR. Other routine matters were considered, such as the setting of the 2023 schedule of meetings, a review of recent activities of the System's Governance, Risk, and Compliance Audit Program, reports from the Executive Director and Legal Counsel, a budget update, information regarding the System's FY22 Annual Report, a list of classification activities pending or in progress, and a review of the System's Compliance Audit for FY20 and FY21 (one material finding concerned weaknesses in cybersecurity programs and practices). The System Office has scheduled the next Merit Board meeting for February 9, 2023.

f. Northern Illinois Research Foundation

The Audit Committee and Board of Directors of the Northern Illinois Research Foundation held their quarterly meeting on September 7, 2022. The Audit Committee discussed the quarterly financial statements, the FY23 NIRF budget, and the status of the federal and state tax returns. The Northern Illinois Research Foundation Board of Directors met on September 14, 2022. The Board of Directors approved the election of director and officers, and appointed committees. The Board of Director received the president's report and quarterly updates from the Audit Committee and the NIU Office of Innovation, and approved resolutions acknowledging the service of outgoing members. The next NIRF Board of Directors meeting was scheduled for December 13, 2022.

g. Northern Illinois University Alumni Association

Events – Football season is nearly wrapped up, and while the team has not performed the way we all hoped, events have been quite successful. Hundreds of alumni engaged with the NIU Foundation on the road at events in Tulsa, Oklahoma and Lexington, Kentucky, as well as at home at the President's Reception and Homecoming.

This year marked the launch of Mission's Grove, the new alumni "tailgate" space, located at the Odekirk lot, just south of the BAVC. Attendance climbed steadily over each of the three events, with Homecoming being the capstone activity which drew well over 1,000 alumni and friends. Among the most popular attractions were the food trucks, beer tent, and alumni merchandise pop-up store.

Homecoming itself was a huge event for all of campus and featured a successful NIU Alumni Associations awards luncheon. Seven alumni were honored, and their stories of success and adversity uplifted all who heard.

The Black Alumni Council had an active presence at Homecoming, as well, playing integral roles in the renaming of New Hall to the Fanny Ruth Patterson complex.

There are upcoming events in Chicago, the Villages in Florida, Ft. Myers, Florida, and Atlanta, Georgia.

Communications - The newest edition of Northern Now is landing in mailboxes currently, and early reviews are positive. Work is already under way for the next issue, which will have the topic of "Aging."

The communications team has been focusing on a few new projects.

The first project is to centralize a collection of key statistics that are frequently used throughout the division. These will be curated and maintained to ensure they are accurate and fresh. They also will reinforce campaign priorities.

The second project is to consider branding throughout all communications and media. Now that we are nearly 2.5 years post-merger, the time has come to really examine how we brand

ourselves to ensure consistency and clarity. There has been some internal confusion over using the NIUAA brand, for example, and if there is internal uncertainty then there is undoubtedly external confusion as well.

We are looking forward to the addition of a Senior Director of Strategic Communications, which will provide much-needed high-level, strategic direction for the marketing and communications efforts of the foundation. The position is currently posted.

h. Northern Illinois University Foundation

Catherine Squires, Vice President for Advancement and President & CEO of the NIU Foundation, will provide a verbal report.

**RECOMMENDATIONS FOR FACULTY TENURE AND/OR
PROMOTION EFFECTIVE 2022-2023**

NAME

COLLEGE/DEPARTMENT/SCHOOL

Hired at the Rank of Associate Professor with Tenure

Andrew Notebaert

Interdisciplinary Health Professions

Recommendation: The Academic Affairs, Student Affairs, and Personnel Committee recommends Board of Trustee approval of the request for Recommendations for Faculty Tenure and/or Promotion Effective 2022-2023.

U.S. GEOLOGICAL SURVEY RESEARCH PARTNERSHIP RENOVATION PROJECT

Summary: The university is requesting to establish a long-term partnership arrangement with the U.S. Geological Survey's (USGS) Central Midwest Water Science Center involving collaborative research objectives and shared space on the university campus. To facilitate interaction with university researchers, the DeKalb field office is proposed to be relocated to space previously supporting the former NIU print shop operations on the western side of campus.

Renovation costs to reconfigure the space for USGS requirements is estimated at \$500K and will be funded by USGS via grant reimbursement orchestrated through NIU's Sponsored Program Administration office. The ten-year cooperative agreement is estimated to generate approximately \$130K of grant funding annually and may be adjusted for inflation in future years.

Background: Discussions with USGS representatives are underway to develop the cooperative agreement details, space renovation plans, and grant funding arrangements. The USGS DeKalb Field Office, currently located at 650 Peace Road, DeKalb, will occupy a combination of office and warehouse space in addition to exterior storage for vehicles and larger equipment. Annual grant funding support was developed based on local lease market conditions and is considered fair and reasonable.

Funding: Renovation costs - \$500,000 (funded by USGS)

Cooperative agreement to be revenue-generating and anticipated to be approximately \$1,300,000 over the potential ten-year term.

Recommendation: The Finance, Audit, Compliance, Facilities and Operations Committee recommends Board of Trustees approval of the request for U.S. Geological Survey Research Partnership Renovation Project.

LORADO TAFT CAMPUS WASTEWATER TREATMENT PLANT REPLACEMENT

Summary: The university is requesting to replace the Lorado Taft campus wastewater treatment plant after a recent condition assessment determined the plant to be near the end of its useful life. Replacement is also necessary to remain compliant with treatment code requirements. The project is eligible for an Illinois EPA (IEPA) low interest loan program which will allow the \$3.5M estimated cost to be more affordable as payments (~\$175K annually) may be spread across 20 years.

Tentative plans are to develop design details and loan applications by fall of 2023 followed by construction in summer of 2024.

Background: Located near Oregon, Illinois, along the Rock River, the 140-acre campus was home to the Eagle's Nest Art Colony which began in 1898 and led by the renowned sculptor, Lorado Taft. In 1951, NIU acquired the property and offers conference and outdoor education programs. Over 6,000 elementary and middle school students annually attend the outdoor programs which commonly involve overnight stays on the campus.

The existing wastewater treatment plant was installed in 2007 and is beyond the intended design life of 15 years. While various options were considered in the condition assessment, a replacement of the plant was considered the most economical from a life-cycle perspective. The replacement treatment plant is expected to be more resilient with a 60-year design life and will require less maintenance.

The scope of work for this project will include all costs for a complete replacement of the plant including preparation of finalized design and construction documentation, IEPA permit revisions and loan application and construction costs.

Funding: Institutional Funds - \$3,500,000 total (via IEPA financing terms)

Recommendation: The Finance, Audit, Compliance, Facilities and Operations Committee recommends Board of Trustee approval of the request for Lorado Taft Campus Wastewater Treatment Plant Replacement.

RECREATION CENTER LOCKER/CHANGING ROOMS REMODEL CAPITAL PROJECT CONSTRUCTION APPROVAL

Summary: The university is requesting to move forward with the previously approved renovation of the locker rooms in the Recreation Center. This project was initially approved to proceed with design at the September 2019 Board of Trustees meeting. In 2020, the project was put on hold due to financial uncertainties caused by the start of the pandemic. The return of campus activities in the post-pandemic environment has resurrected the need to make renovation updates to the locker room areas and help influence student recruitment and retention. The estimated project cost is \$1.37M.

Background: The locker rooms in the Recreation Center are largely unchanged since the building's original construction in 1983. The existing plumbing and electrical fixtures are energy inefficient, and existing lockers are in a state of disrepair.

To minimize impact of cost on one fiscal year, the intent is to carry out the scope of work in phases over multiple fiscal years. The first phase is intended to be completed over the 2023 summer for a cost of approximately \$700K. The first phase scope of work will include replacement of approximately 2/3 of the lockers within both locker rooms along with painting, ceiling upgrades and flooring replacement and reconfiguration of the men's shower room to individual stalls. Subsequent phases will include replacement of the remaining lockers along with general refresh of the associated restroom spaces.

Funding: Institutional Funds - \$1,370,000

Recommendation: The Finance, Audit, Compliance, Facilities and Operations Committee recommends Board of Trustee approval of the request for Recreation Center Locker/Changing Rooms Remodel Capital Project.

**YORDON CENTER ROOM 125
NORTHWESTERN MEDICINE PERFORMANCE CENTER
FLOORING REPLACEMENT**

Summary: The Northwestern Medicine Performance Center, located at the east end of the Yordon Center, has been supporting strength and conditioning training for 16 teams within Intercollegiate Athletics since 2007. The rubberized flooring for this area is at the end of its useful life, is showing signs of significant wear and tear, and patch repairs are no longer a viable solution. Through the support of donation funding, the university is requesting a complete flooring replacement immediately following the end of the 2023 spring semester to minimize down time of the space for athlete use. The estimated project cost is \$350K.

Background: The existing flooring is comprised primarily of a rubberized sheet material for weight training activities, including a sprint track surface located along the south wall of the space. The scope of work for this project will include removal of the existing flooring materials and replacement with a new more heavy-duty rubberized product along with a turf spring track section of similar size to existing. Existing weight equipment in the space will be removed and reinstalled as required to accommodate the flooring replacement.

Funding: Foundation Donation Funds - \$350,000

Recommendation: The Finance, Audit, Compliance, Facilities and Operations Committee recommends Board of Trustee approval of the request for Yordon Center Room 125 Northwestern Medicine Performance Center Flooring Replacement.

DEKALB CAMPUS SUMMER 2023 ROOF REPAIRS CAPITAL PROJECT APPROVAL

Summary: The university is requesting to move forward with identified critical roof repairs following systematic aerial scanning to assess roof conditions. The roofs of several buildings across campus should be addressed in summer 2023 to prevent further water infiltration and deterioration. Packaging of these common roof repairs across multiple buildings into one project and contract effort will create efficiencies for improved contract pricing, not to exceed \$3.5M.

Background: Roof assessments are conducted through regular monitoring of leak reports and augmented with thermography scanning to identify, assess and prioritize repair deficiencies.

The scope of work will include a second phase of repairs at Faraday Hall to replace the balance of the roof following an initial phase of work completed in summer of 2022, replacement of the asphalt shingles on Williston Hall, replacement of the acrylic panel roof on the Montgomery Hall greenhouse, and restoration or replacement of roofs on Neptune East and Grant Towers A & B.

All roofs have experienced significant leaks and or roof system failures which has put them at the highest priority for work to be completed during the next available construction season. Specifications and bidding are to be finalized over the winter/spring to ensure competitive pricing, minimize supply chain delays, and to be ready for roof work to begin as soon as warmer weather arrives in 2023. The project scope may be adjusted to capture emergent roof repair priorities if considered affordable under the \$3.5M budget authorization.

Funding: Institutional Funds - \$3,500,000

Recommendation: The Finance, Audit, Compliance, Facilities and Operations Committee recommends Board of Trustee approval of the request for DeKalb Campus Summer 2023 Roof Repairs Capital Project Approval.

OVERSIGHT OF ACADEMIC PROGRAMS

Northern Illinois University engages in numerous processes to monitor the quality of its academic degree programs and to inform planning and decision making about the programs. Processes internal to the university include program review and the assessment of learning outcomes, which are required of all programs by our regional accreditor the Higher Learning Commission and by the Illinois Board of Higher Education. Processes that include external constituencies or external indicators include external reviews of dissertations, accreditation, licensure and certification examinations, and advisory committees.

Internal Processes

Program Review: NIU has a long-standing history of conducting thorough reviews of its academic programs and research and public service centers through the program review process. The review schedule for programs that do not have disciplinary and/or college accreditation is eight years; programs with disciplinary and/or college accreditation have reviews scheduled to align with accreditation cycles (cycle lengths vary between five and ten years). Departments scheduled for review prepare in-depth self-study documents, which may incorporate data collected by the program, data provided by other university offices, and information from external indicators or constituencies. Program review documents are reviewed at the college level (or division level when the program or center is not housed within a college). Results from the reviews are reported annually to the Executive Vice President and Provost (EVPP) and provided by the EVPP to the Academic Planning Council and the Board of Trustees as an information item. For programs with external disciplinary accreditation, this external accreditation may be substituted for the program review process along with the completion of the findings reported in the standardized IBHE format and submitted to the EVPP.

The programs in the College of Business scheduled for review in 2021-2022 were the:

M.S. in Digital Marketing
M.S. in Data Analytics

The programs in the College of Health and Human Sciences scheduled for review in 2021-2022 were the:

B.S. in Human Development and Family Sciences
B.S. in Fashion Merchandising

The programs in the College of Liberal Arts and Sciences scheduled for review in 2021-2022 were the:

B.A./B.S. in Anthropology
M.A. in Anthropology
B.A./B.S. in Sociology
M.A. in Sociology
B.A. in World Languages and Cultures
M.A. in World Languages and Cultures
B.A./B.S. in Psychology
M.A. in Psychology
Ph.D. in Psychology
Master of Public Administration

The centers scheduled for review in 2021-2022 were the:

Center for Latino and Latin American Studies
Center for Southeast Asian Studies
Center for Governmental Studies
Center for Child Welfare and Education

The information submitted to the IBHE to meet its reporting requirement for 2021-2022 has also been forwarded to the Board of Trustees under separate cover.

Assessment of Learning Outcomes: All NIU degree programs engage in the systematic assessment of student learning, and the overall assessment process is designed to be useful for program review. All degree programs have University Assessment Panel approved assessment plans that outline the methods, processes, and time frames for the implementation of the plans. Each year, every program prepares an annual assessment update that provides a snapshot of the last 12 months assessment-related activities, the evidence gathered from the activities, and the actions taken on the evidence. The annual assessment update process was put on hold during the pandemic period (i.e., 2020 and 2021) but resumed in 2022. The annual assessment updates are submitted to Accreditation, Assessment, and Evaluation that conducts a review of the updates using standardized rubrics, provides feedback to the individual programs, and prepares a consolidated report on the extent to which the criteria for the updates were met. Halfway through the program review cycle, a report on the assessment plan (including its use and evolution over this period) is submitted for review by the University Assessment Panel. The panel uses a standardized rubric and reporting form to provide feedback to the programs.

External Processes

Accreditation: Accreditation is a “process of external quality review created and used by higher education to scrutinize colleges, universities and programs for quality assurance and quality improvement” (Overview of U.S. Accreditation, CHEA, 2009), and more than 20 specialized agencies accredit NIU programs across seven academic colleges. Accreditation is earned through a comprehensive process that involves self-study, peer review, site visits and action from the accrediting agency’s commission affirming that threshold standards have been met. All of NIU’s programs that have sought accreditation are fully accredited by their specialized accrediting agency.

Licensure and Certification Examinations: Graduates from NIU’s accountancy, clinical and school psychology, counseling, law, teacher education and health sciences programs take licensure or certification examinations that permit them to practice in their discipline. The results of these examinations give programs the means to benchmark NIU graduates’ performance against state and/or national performance rates.

Advisory Committees: Many programs and departments engage in periodic discussion with alumni, employers and/or professionals in the discipline who comprise their advisory committees. These individuals provide feedback related to the performance and competencies of the program’s alumni, curricular content and new trends in the discipline, which is used in numerous ways to ensure that programs are preparing students with contemporary knowledge and skills.

**VICE PRESIDENT FOR RESEARCH AND INNOVATION PARTNERSHIPS
SEARCH UPDATE**

At the December 10, 2020, Board meeting, the Board authorized the President to select executive search firms for the appointment of executive level positions. It was further recommended that the President periodically report back to the Board regarding selection and status of such searches. Further, provisions of Public Act 97-0814 and the Northern Illinois University policy on the use of external search firms approved by the Board of Trustees on May 23, 2013, allow the use of an external search firm for senior level positions when needed.

Due to the upcoming retirement of Dr. Jerry Blazey, Vice President for Research and Innovation Partnerships, the Office of the President will begin a search this fiscal year in order to hire a new vice president by July 1, 2023. This position is a critical member of the senior leadership team who has responsibility for directing the university's research mission, and the expertise of the search firm will be utilized to ensure a highly qualified and diverse pool.

The President will be evaluating the current Illinois Procurement Bulletin – Public Institutions of Higher Education list to determine if a suitable firm has been approved for this search. If not, the President will follow the appropriate university procedures to secure a firm with an expertise in research vice presidential level searches.

**NORTHERN ILLINOIS UNIVERSITY POLICY
ON THE USE OF EXTERNAL HIRING SEARCH FIRMS**

Pursuant to the Northern Illinois University Law, as amended by Illinois Public Act 97-814, it is the policy of Northern Illinois University that charges for the services of an external hiring search firm may not be paid from any source of university funds, except:

- (1) In the hiring of the President of the University, or
- (2) In the case of when the Board of Trustees and the President demonstrate a justifiable need for guidance from an individual or firm with specific expertise in the field of hiring.

In furtherance of this authority, the President may implement this policy through the development of further guidelines and procedures for determining when the use of an external hiring search firm is justified. The Board and/or the President may delegate their respective responsibilities under this policy to appropriate university officials as deemed necessary.

Any NIU hiring department or entity that wishes to utilize the services of an external hiring search firm must make a request to the Office of the President for appropriate review under this policy before engaging the services of such search firm. In determining whether a request qualifies for the justified use of an external hiring search firm, the President will consider the following applicable criteria:

- The nature and scope of the position being filled (e.g., senior level versus non-senior level);
- The nature and scope of the search (e.g., nationwide versus local or regional);
- The university's goals and priorities surrounding the search;
- The availability of personnel, monetary resources and other university resources to dedicate to the search;
- An external search firm's ability to help recruit and screen candidates;
- An external search firm's ability to enhance the quality of a candidate pool;
- An external search firm's ability to help conduct and coordinate the logistics of a search;
- The expertise/specialization of an external search firm in conducting searches
- An external search firm's ability to bring fresh and new perspectives from outside of the university.

Northern Illinois University understands that the determination of whether a search is justified in using the services of an external hiring search firm depends upon the unique circumstances of the search being conducted. The President is not prohibited from considering other factors that may be deemed relevant and important for a search.

Upon completing a review, the President will determine whether justifiable need exists for the selection of an external hiring search firm and shall make a recommendation to the Board of Trustees for final action on the matter at any regular or special meeting of the full Board of Trustees. In its consideration of the matter, the Board will consider the above-referenced applicable criteria, as well as any other factors that may be deemed relevant and important. The Board's decision will be final.

PRESENTATION ON STUDENT GOVERNMENT

Raaf Majeed, President, Student Government Association will present on how the Student Government Association functions, its structure and the purpose it serves.

SPONSORED PROGRAM ADMINISTRATION QUARTERLY REPORT

For the first quarter of FY23, NIU received 69 sponsored awards totaling \$17.1M (\$3.6M in research, \$2.9M in instruction, and \$10.6M in other sponsored activities (OSA)). See Figure 1. This includes \$1.7M in COVID funding (\$1.7M in instruction and \$36K in OSA). Funding for this same period, including COVID funding, is up 111% (research -18%, instruction 459%, and OSA 237%) over last year. Funding without COVID is up 105%.¹

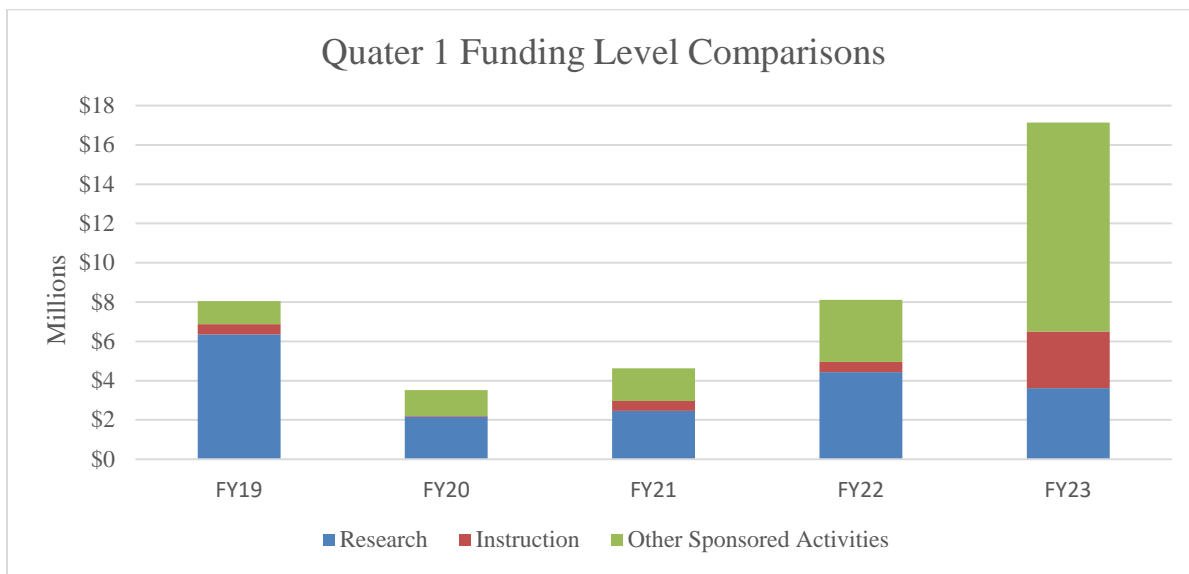
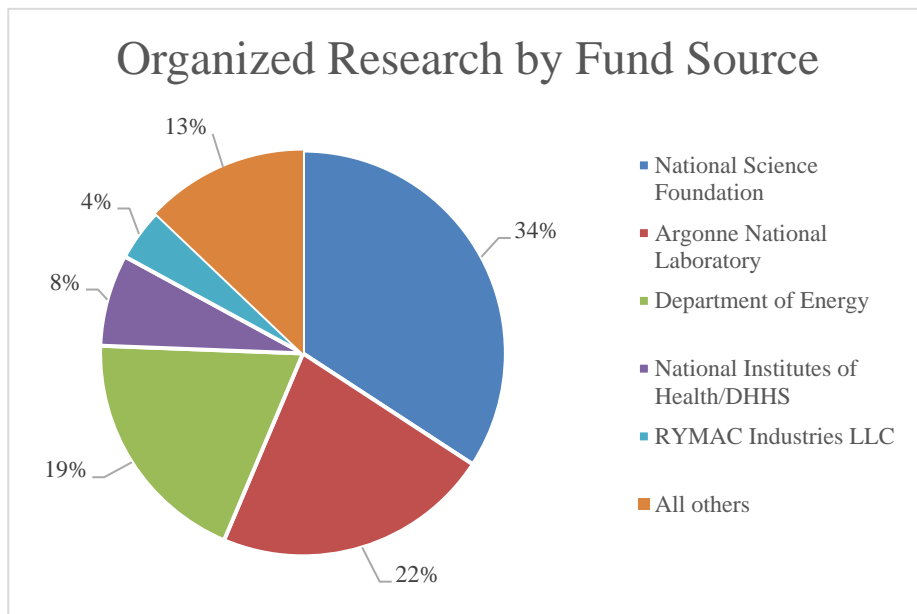


Figure 1



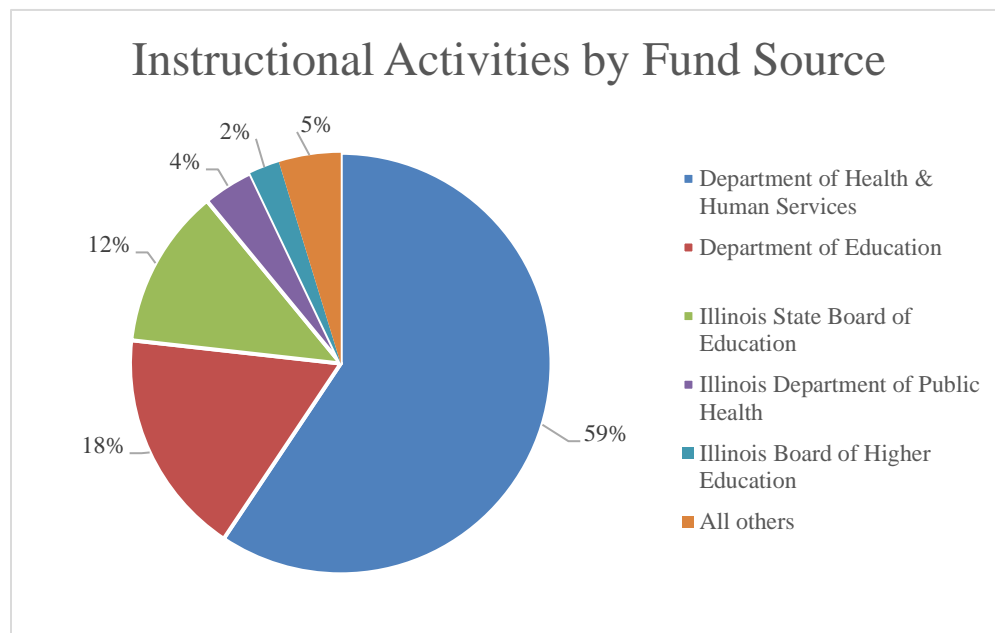
The National Science Foundation (NSF) (34%) and Argonne National Laboratory (22%) provided over half of this quarter’s funding for organized research. (Figure 2) Funding from the NSF supported projects in the Department of Chemistry and Biochemistry and the Department of Earth, Atmosphere and Environment.

Figure 2

Note: Other category includes agencies contributing 1%-3% of the total.

¹ FY22 Qtr. 1 COVID funding \$604K, FY21 Qtr. 1 COVID funding \$75K.

Four of the NSF projects were competitive collaborative research projects jointly pursued with researchers from other institutions, including Columbia University, Virginia Tech, and North Carolina State. Contracts from Argonne National Laboratory are providing funding for joint researcher appointments for the upcoming academic year and stipends for graduate research assistants in the departments of Chemistry and Biochemistry, Computer Science, Earth, Atmosphere and Environment, Mechanical Engineering, and Physics. Faculty in Physics and Mechanical Engineering were also the recipients of direct research funding from the U.S. Department of Energy.



Funding from three sponsors (U.S. Department of Health & Human Services (DHHS), U.S. Department of Education, and Illinois State Board of Education) accounted for almost all funding for this quarter's instructional activities. (Figure 3) COVID relief funds from the DHHS passed through from the Illinois Board of

Figure 2
Note: Other category includes agencies contributing 1%-2% to the total.

Higher Education to NIU will fund a program through the College of Education to provide streamlined paths to degrees, licenses, and credentials to the early childhood incumbent workforce as part of a statewide initiative to establish the Early Childhood Access Consortium for Equity. Funding from the U.S. Department of Education will support three projects across campus; in the School of Family & Consumer Sciences funds will be used to enhance cohesive and comprehensive early learning opportunities for preschoolers in the DeKalb community; faculty in the Department of Psychology will recruit, train, and graduate 12 school psychology and 12 special educator scholars with specialized interdisciplinary training in addressing bullying with expertise in applied behavior analysis; and faculty in Department of Special and Early Education are continuing their work to train graduate students as special education teachers and orientation and mobility specialists.

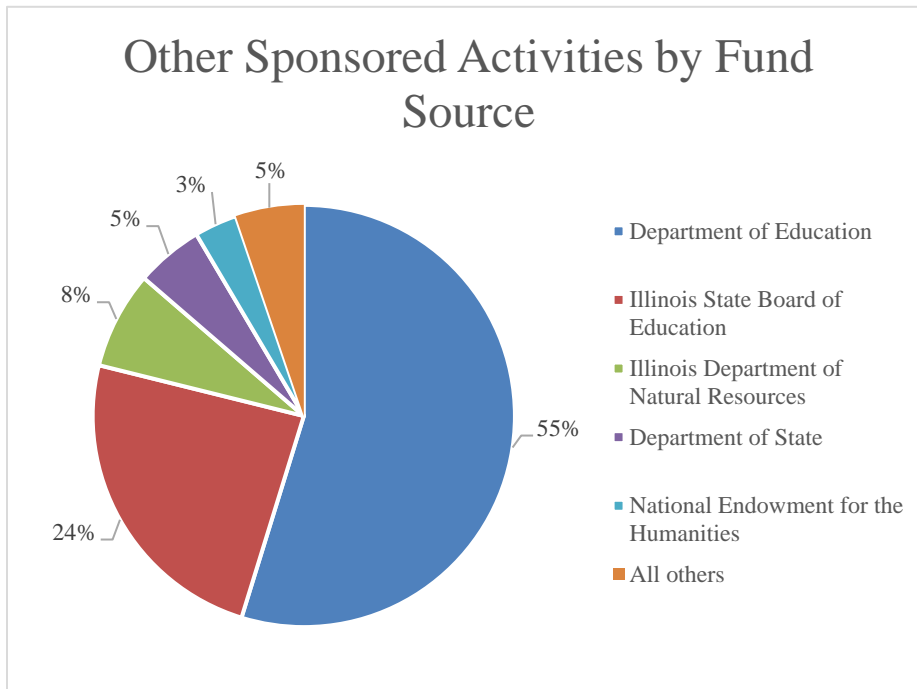


Figure 3

Note: Other category includes agencies contributing 1%-2% to the total.

Funding across colleges and other university units reflects an increase in awards secured for activities that do not fall under research or instruction and are often public service and outreach programs (Figure 4). Most of the OSA funding this quarter was from the U.S. Department of Education or Illinois State Board of Education and span three large awards. These three contract awards provide support for the Illinois Interactive Report Card

and ISBE Data Warehouse programs, both of which are coordinated through the Division of Outreach, Engagement, and Regional Development P-20 Initiatives Network. Funding from the Illinois Department of Natural Resources provides reimbursement to NIU’s Institute for the Study of Environment, Sustainability and Energy to assist the agency with managing the Open Space Lands Acquisition and Development Act (OSLAD) grant program.

Across colleges, several had significant increases this quarter. See Table 1 on the following page. The College of Education increased the amount awarded compared to the first quarter of FY22 by 2200% due to the \$1.7M award from the Illinois Board of Higher Education mentioned previously. The Division of Outreach, Engagement, and Regional Development increased the amount awarded compared to the first quarter of FY22 by 550% because of the three ISBE awards mentioned previously. The College of Engineering and Engineering Technology increased the amount awarded compared to the first quarter of FY22 by 279% by securing fourteen awards totaling \$636K with most of these awards for organized research.

Table 1

College	Organized Research	Instructional Activities	Other Sponsored Activities	FY23 - 1st Qtr. Totals	FY22 - 1st Qtr. Totals	% Change
Business	\$ -	\$ -	\$ -	\$-	\$1	0%
Education	\$10,789	\$ 1,956,689	\$180,000	\$2,147,478	\$ 93,372	2200%
Engineering & Engineering Technology	\$605,307	\$ 30,800	\$ -	\$ 636,107	\$167,940	279%
Health and Human Sciences	\$27,728	\$ 517,650	\$ -	\$545,378	\$600,099	-9%
Law	\$ -	\$ -	\$ -	\$-	\$-	0%
Liberal Arts & Sciences	\$2,975,568	\$ 250,000	\$1,648,903	\$4,874,471	\$4,975,106	-2%
Visual & Performing Arts	\$ -	\$ -	\$9,500	\$9,500	\$20,456	-54%
Outreach, Engagement and Regional Development	\$ -	\$ -	\$8,369,988	\$8,369,988	\$1,287,387	550%
Other Academic Units	\$ -	\$ 119,341	\$ 398,920	\$ 518,261	\$ 360,433	44%
Other University Units	\$ -	\$ -	\$ 36,000	\$ 36,000	\$ 604,859	-94%
Total	\$3,619,393	\$2,874,480	\$10,643,311	\$17,137,184	\$8,109,655	111%

A full listing of all sponsored awards received for this quarter follows.

ANTHROPOLOGY

Primate Conservation, Inc. for "Rapid Assessment of the Energetic Condition of Wild Diademed Sifaka: Validating Non-Invasive Assays of Fecal Thyroid Hormone for Future Conservation Applications." Casey M Farmer/Mitch Irwin.

Award: \$3,250.00.

May 16, 2022 - May 15, 2023. (Organized Research) Applied Research.

This project seeks to validate a commercial T3 radioimmunoassay in wild diademed sifaka (*Propithecus diadema*), the first validation for a wild strepsirrhine population.

ART MUSEUM

Illinois Arts Council for "Art Museum Support." Josephine E Burke.

Award: \$9,500.00.

October 1, 2022 - August 31, 2023. (Other Sponsored Activities) Other.

This award will support ongoing exhibits and operating costs for the NIU Art Museum.

CAREER SERVICES

Illinois Board of Higher Education for "Northern Illinois University FY23 Cooperative Work Study." Catherine W Doederlein.

Award: \$50,000.00.

July 1, 2022 - August 31, 2023. (Other Sponsored Activities) Public Service.

The purpose of the project is to provide valuable career-related work experiences to students that are applicable to their fields of study.

CENTER FOR SOUTHEAST ASIAN STUDIES

Office of Postsecondary Education/Department of Education for "2022 Foreign Language and Area Studies Fellowships (FLAS)." Judy L Ledgerwood.

Award: \$291,148.00.

August 15, 2022 - August 14, 2023. (Other Sponsored Activities) Other.

Funds will be used to support six graduate FLAS fellows and four undergraduate FLAS fellows during the academic year and five graduate fellows and four undergraduate fellows for summer study.

Bureau of Educational and Cultural Affairs/Department of State for "Southeast Asia Youth Leadership Program 2022-2025." Judy L Ledgerwood.

Award: \$550,000.58.

September 17, 2022 - September 30, 2025. (Other Sponsored Activities) Public Service.

This project will fund 60 students from ASEAN nations visiting the US and learning about civic engagement and good governance.

CHEMISTRY AND BIOCHEMISTRY

Directorate for Mathematics and Physical Sciences/NSF for "Mechanistic and Exploratory Photochemistry with Plane-Polarized Light." Evgueni E Nesterov.

Award: \$258,098.00.

July 1, 2022 - June 30, 2025. (Organized Research) Basic Research.

The proposal's focus is on studying control of photochemical reactions in anisotropically aligned photochemically reactive molecules using plane-polarized light.

National Science Foundation/NSF for "Collaborative Research: Understanding the Reversible Formation of Sodium Hydrosulfide in Hybrid Electrolytes for High-Energy Density Storage." Tao Li.

Award: \$282,020.00.

October 1, 2022 - September 30, 2025. (Organized Research) Applied Research.

The primary goal of the project is to usher a new paradigm of sodium-sulfur redox chemistry based on the reversible formation of sodium hydrosulfide in the hybrid organic-aqueous electrolyte to enhance the energy density of Na/S storage.

Argonne National Laboratory for "University to Argonne Joint Appointment - Tao Li AY 22-23." Tao Li.

Award: \$88,335.00.

August 16, 2022 - May 15, 2023. (Organized Research) IPA or Joint Appointment.

The purpose of these funds is to support a joint appointment for Dr. Tao Li with Argonne National Laboratory.

National Science Foundation/NSF for "Collaborative Research: Rational Design of Ni/Ga Intermetallic Compounds for Efficient Light Alkanes Conversion Through Ammonia Reforming." Tao Li.

Award: \$282,721.00.

October 1, 2022 - September 30, 2025. (Organized Research) Applied Research.

The research will test a proposed concept that could allow lower cost, CO₂-free hydraulic fracturing for the energy industry, which could have major industrial applications and play a pivotal role in ensuring a clean, secure, and affordable energy future.

Argonne National Laboratory for "Electrode Surface Protection by Self-Assembled Monolayers (SAM) for Lithium Battery FY23." Tao Xu.

Award: \$33,617.00.

September 1, 2022 - August 31, 2023. (Organized Research) Applied Research.

The goal is to achieve cycling stable artificial interfaces through the design of self-assembled monolayers (SAM) using fluorocarbon-based molecules.

Argonne National Laboratory for "Development of Energy Efficient Oxide Materials - GRA Support (six months)." Tao Xu.

Award: \$16,800.00.

September 2, 2022 - March 8, 2023. (Organized Research) Applied Research.

The purpose of this funding is to support a GRA to develop a scaled continuous flow hydrothermal synthesis reactor technology that can synthesize thermochromic M-phase VO₂ nanoparticles with size < 50 nm and yield at the level of kg/day.

University of Iowa for "Discovery and Development of Antifungal Acetyl CoA Synthetase Inhibitors." Timothy J Hagen.

Award: \$249,093.00.

July 1, 2022 - June 30, 2023. (Organized Research) Applied Research.

Our goal is to identify a lead ACS inhibitor scaffold along with a back-up series for further pre-clinical development as broad-spectrum antifungal drug candidates.

Argonne National Laboratory for "Advanced Electrolyte and Materials for Li-ion Batteries." Yingwen Cheng.

Award: \$17,450.63.

August 1, 2022 - July 31, 2023. (Organized Research) Basic Research.

The goal of this project is broadly defined as developing advanced electrode and electrolyte materials for stable cycling of Li-ion batteries.

Argonne National Laboratory for "Elucidating Electrochemical Interface via Single Crystal Electrochemistry." Yingwen Cheng.

Award: \$38,995.70.

September 1, 2022 - August 31, 2023. (Organized Research) Basic Research.

This position is primarily defined within the Lead Battery Science Research program, where the project is intended to understand at atomic levels the fundamental limits of lead-acid battery technology and its electrochemical processes.

COLLEGE OF EDUCATION

Illinois Board of Higher Education for "Early Childhood Access Consortium for Equity Grant (ECACE)." Laurie A Elish-Piper.

Award: \$1,706,689.00.

August 1, 2021 - June 30, 2024. (Instructional Programs).

The purpose of the project is to provide streamlined paths to degrees, licenses, and credentials to the early childhood incumbent workforce as part of a statewide initiative to establish the Early Childhood Access Consortium for Equity.

COLLEGE OF ENGINEERING AND ENGINEERING TECHNOLOGY

Milwaukee Tool for "Additional Material and Prototype Testing (Phase 3)." Donald R Peterson/Simon Kudernatsch.

Award: \$6,672.42.

August 16, 2022 - September 15, 2022. (Other Sponsored Programs) Technical Testing.

NIU will conduct the BS EN ISO 10819 testing on all prototyped glove samples provided to them. These prototyped glove samples will be the confidential and proprietary designs of Milwaukee Tool.

COLLEGE OF HEALTH AND HUMAN SCIENCES

Illinois Department of Public Health for "IDPH Pipeline Program - 2023." Michael R Kushnick.

Award: \$111,584.00.

July 1, 2022 - May 31, 2023. (Instructional Programs).

This project will connect socio-economically underrepresented minority students with knowledge and resources to promote public health, experience community public health needs, and support the students as they complete their degrees.

COMPUTER SCIENCE

Argonne National Laboratory for "High Performance Computing Research FY23." Michael E Papka/Joseph Insley.

Award: \$90,156.00.

August 16, 2022 - August 15, 2023. (Organized Research) Basic Research.

The Subcontractor shall work as a member of the appropriate Argonne Leadership Computing Facility (ALCF) group. The work will be primarily done remotely from the NIU campus during school year and at Argonne National Laboratory during the breaks.

Office of Naval Research/DoD for "Automated Evolution of the Software Robustness Through Patternizing Attack-and-Defend Semantic, Structural, and Functional Co-Evolution." Mona Rahimi.

Award: \$120,092.00.

July 1, 2022 - June 30, 2025. (Organized Research) Applied Research.

The goal is to develop automated evolutionary techniques between pairs of software artifacts in response to software's internal changes, as well as malicious and non-malicious external changes of the software's operational environment.

Argonne National Laboratory for "University to Argonne Joint Appointment - Brian Toonen." Nicholas T. Karonis/Joseph Insley/Michael E. Papka.

Award: \$5,912.08.

July 1, 2022 - June 30, 2023. (Organized Research) IPA or Joint Appointment.

Funds are being used to support a joint appointment between NIU and Argonne National Laboratory for Mr. Brian Toonen.

COUNSELING AND HIGHER EDUCATION

University of Florida for "Equitable Higher Education Funding in Illinois." Xiaodan Hu.

Award: \$10,789.74.

May 4, 2022 - November 30, 2022. (Organized Research) Applied Research.

The project aims to build on current research and practices on topics of higher education funding models, providing empirical support for The Partnership for College Completion (PCC) to foster an equitable approach to state funding allocations.

ENGINEERING TECHNOLOGY

Lawrence Berkeley National Laboratory for "Higher Education ISO 50001 Course Development Scope of Work for Educators." Kevin B Martin.

Award: \$14,283.00.

August 1, 2022 - October 31, 2022. (Organized Research) Basic Research.

The purpose of this research is to develop ISO 50001 educational material for higher education and expand adoption of the material with engineering students and possibly other academic fields.

Lawrence Berkeley National Laboratory for "Higher Education ISO 50001 Course Development Scope of Work for Educators." Kevin B Martin.

Award: \$2,399.04.

August 1, 2022 - January 31, 2023. (Organized Research) Basic Research.

The purpose of this research is to develop ISO 50001 educational material for higher education and expand adoption of the material with engineering students and possibly other academic fields.

Illinois Innovation Network for "AI and Vision Enabled Plant Health Monitoring System in Vertical Farms." Kevin B Martin/Pratool Bharti.

Award: \$16,560.00.

September 1, 2022 - August 31, 2023. (Organized Research) Applied Research.

This project aims to develop a machine learning based growth environmental management system.

RYMAC Industries LLC for "Producing Polymer Composites from Hemp Residues." Mahdi Vaezi.

Award: \$151,283.04.

July 1, 2022 - December 31, 2023. (Organized Research) Applied Research.

The goal is to conduct a series of experimental studies in NIU Plastics Laboratory to produce bioplastics using hemp residues.

ENVIRONMENTAL STUDIES

Illinois Department of Natural Resources for "Open Space Lands Acquisition and Development Act Grant Program." Thomas S Skuzinski.

Award: \$794,089.00.

July 1, 2022 - June 30, 2023. (Other Sponsored Activities) Public Service.

Funds will be used under this Intergovernmental Agreement to assist the Illinois Department of Natural Resource in reviewing applications for the Open Space Lands Acquisition and Development Act (OSLAD) grant program.

FAMILY AND CONSUMER SCIENCES

Illinois State Board of Education for "NIU Preschool for All Expansion." Thomas W Pavkov.

Award: \$352,949.00.

July 1, 2022 - June 30, 2023. (Instructional Programs).

This project will enhance cohesive and comprehensive early learning opportunities for preschoolers in the DeKalb community.

EARTH, ATMOSPHERE, AND ENVIRONMENT

Directorate for Geosciences/NSF for "Collaborative Research: North American Warm-season Extremes in a Changing Climate: Large-scale Drivers and Local Feedbacks." Allison C Michaelis.

Award: \$397,337.00.

September 1, 2022 - August 31, 2025. (Organized Research) Applied Research.

Dr. Michaelis will contribute her expertise in high-resolution numerical modeling and analysis of dynamical processes related to summertime weather extremes.

National Aeronautics & Space Administration/NASA for "Testing Early Mars Climate From Global Spatial Distribution of Valley Network Geomorphology." Wei Luo.

Award: \$111,662.00.

July 1, 2022 - June 30, 2023. (Organized Research) Basic Research.

The goal of this project is to test which climate scenario on early Mars is most consistent with the spatial distribution of valley network geomorphology (e.g., Hack's law exponent, basin hypsometry, circularity, and valley depth) on a global scale.

Columbia University for "Post Expedition Award for Justin Dodd's Participation on IODP Expedition 395C." Justin P Dodd.

Award: \$17,999.00.

August 1, 2022 - July 31, 2023. (Organized Research) Applied Research.

To test hypotheses about the geochemical evolution of fluid-rock interactions in basalt and

overlying marine sediments, and the timing of plume-influenced changes in North Atlantic Deep-Water formation/circulation and global biogeochemical cycling.

GRADUATE SCHOOL

Waubonsee Community College for "Graduate Student Placement at Waubonsee Community College FY23 (Student Life)." Kerry K Wilks.

Award: \$33,735.00.

August 1, 2022 - May 15, 2023. (Instructional Programs).

This project provides three graduate research assistants to Waubonsee Community College to work under the Dean of Students in the area of Student Life.

Waubonsee Community College for "Graduate Student Placements at Waubonsee Community College FY23-Triumph." Kerry K Wilks.

Award: \$18,606.00.

July 1, 2022 - May 31, 2023. (Instructional Programs).

Funds will be used to support a graduate student who will work with the Dean for Students Office at Waubonsee Community College.

Illinois Board of Higher Education for "Diversifying Higher Education Faculty in Illinois (DFI) FY2023." Kerry K Wilks.

Award: \$67,000.00.

July 1, 2022 - June 30, 2023. (Instructional Programs).

NIU will administer grants awarded by the DFI Program Board to fellows at NIU under the DFI program.

INDUSTRIAL AND SYSTEMS ENGINEERING

Illinois Innovation Network for "Data-Driven Process Modeling of Advanced Manufacturing System." Niechen Chen.

Award: \$15,000.00.

July 1, 2022 - June 30, 2023. (Organized Research) Applied Research.

Funds will be used to establish a general, adaptable data-driven process modeling paradigm that will enable system-wide dynamic control and efficient manufacturing scale-up without losing quality, thus sustaining Illinois's advanced manufacturing industry.

AGCO Corp. for "Improving Warehouse Operations." Purushothaman Damodaran.

Award: \$93,487.00.

September 1, 2022 - August 31, 2023. (Organized Research) Applied Research.

Funds will be used to improve warehouse inbound and warehouse operations to enhance productivity.

Suncast Corporation for "Lean Six Sigma Workshops." Purushothaman Damodaran.

Award: \$15,000.00.

July 1, 2022 - June 30, 2023. (Instructional Programs).

Various and Corporate Sponsors for "Lean Six Sigma Workshops." Purushothaman

Damodaran.

Award: \$15,800.00.

July 1, 2022 - June 30, 2023. (Instructional Programs).

Southern Illinois University at Edwardsville for "iGAIT: A Data-Driven Application to Predict Autism Spectrum Disorder (ASD) Index for Children Living in Underserved, Underrepresented, and Low-income Communities." Ziteng Wang/Milijana Buac/Allison L Gladfelter.

Award: \$16,683.56.

August 1, 2022 - July 31, 2023. (Organized Research) Applied Research.

Funds will be used to create a low-cost data-driven application to predict the ASD index for children living in underserved and low-income communities using a smartphone camera.

University of Illinois System for "Shielding the Future: Next-generation Network Design for Strategic Deployment of Testing Capabilities and Logistics Resources of SHIELD Illinois." Ziteng Wang.

Award: \$29,659.00.

June 29, 2022 - June 29, 2024. (Organized Research) Applied Research.

The goal is to optimize the next generation of SHIELD Illinois' testing and logistics network in support of their strategic planning to better serve the State of Illinois.

KINESIOLOGY AND PHYSICAL EDUCATION

Illinois Department of Juvenile Justice for "Fitness Leadership Experience (FLEX)." Jennifer M Jacobs/Zachary Wahl-Alexander.

Award: \$180,000.00.

July 15, 2022 - June 30, 2023. (Other Sponsored Activities) Public Service.

The purpose of the program is to establish mentoring relationships at a youth center to provide educational programming that promotes fitness and health.

MECHANICAL ENGINEERING

General Motors Company for "Fuel Cell R&D for Heavy-Duty Applications Low-Cost, Durable Bipolar Plates." Jenn-Terng Gau.

Award: \$199,097.00.

January 1, 2022 - September 30, 2023. (Organized Research) Applied Research.

The major goal is to develop a robust and cost-effective manufacturing process and sequence to forming fuel cell bipolar plates for heavy-duty applications.

University of Illinois System for "Sustainable Software for Sustainable Manufacturing: Developing and Training of Open-Source High Performance Computing Simulation Tools for Additive Manufacturing." Jifu Tan.

Award: \$15,000.00.

August 1, 2022 - July 31, 2023. (Organized Research) Applied Research.

Funds will be used to develop open-source high performance computing simulation tools for additive manufacturing and provide training on high performance computing for future workforce development and local small and mid-sized manufacturers.

Argonne National Laboratory for "ANL-Graduate Visiting Student (Francis Kim)." Sahar Vahabzadeh.

Award: \$45,183.22.

August 1, 2022 - July 31, 2023. (Organized Research) Basic Research.

Funds will be used to support a graduate research assistant who will interact with Argonne research staff to execute experiments in support of DOE funded programs. The work conducted at Argonne will be part of the student's PhD dissertation.

NORTHERN PUBLIC RADIO

Corporation for Public Broadcasting for "2022 Community Service Grant." Staci Hoste.

Award: \$237,579.00.

October 1, 2021 - September 30, 2023. (Other Sponsored Activities) Public Service.

Funds are used to support high quality public programming.

Illinois Arts Council for "WNIJ-FM PRTV Operating Grant Summer 2022 WNIJ-FM." Staci Hoste.

Award: \$10,390.00.

June 20, 2022 - August 31, 2022. (Other Sponsored Activities) Other.

These funds will enable the people of Illinois to have access to locally operated Public Radio and Television stations that provide unique services to their communities, including local productions, arts programming, education outreach, local & regional.

Illinois Arts Council for "IACA WNIU-FM PRTV Basic Grant FY23." Staci Hoste.

Award: \$9,420.00.

October 1, 2022 - August 31, 2023. (Other Sponsored Activities) Public Service.

Funds are used for high quality public radio programming.

Illinois Arts Council for "IACA WNIJ-FM PRTV Basic Grant FY23." Staci Hoste.

Award: \$9,420.00.

October 1, 2022 - August 31, 2023. (Other Sponsored Activities) Public Service.

Funds are used for high quality public radio programming.

PHYSICS

Argonne National Laboratory for "University to Argonne Joint Appointment - Andreas Glatz AY 22-23." Andreas Glatz.

Award: \$67,715.00.

August 16, 2022 - May 15, 2023. (Organized Research) IPA or Joint Appointment.

The purpose of these funds is to support a joint appointment for Dr. Andreas Glatz with Argonne National Laboratory.

Department of Energy for "Nonlinear Dynamics of Integrable Hamiltonian Systems for Novel Particle Accelerators in High Energy Physics." Bela Erdelyi.

Award: \$210,000.42.

July 1, 2022 - June 30, 2023. (Organized Research) Basic Research.

The project will undertake a comprehensive investigation of the dynamics of nonlinear integrable Hamiltonian systems for particle accelerators in high energy physics, with a special emphasis on the Integrable Optics Test Accelerator (IOTA) at Fermilab.

Office of Science/Department of Energy for "Illuminating Neutrinos with the DUNE Experiment." Mike Eads.

Award: \$265,000.00.

April 1, 2022 - March 31, 2023. (Organized Research) Basic Research.

This project will design and build the photon detectors for the Deep Underground Neutrino Experiment (DUNE) to explore tau neutrinos, extending our understanding of the fundamental particles that comprise the universe and their interactions.

Argonne National Laboratory for "Synthesis, Single Crystal Growth and Diffraction Studies of Multiferroic and Functional Oxides FY23." Omar H Chmaissem.

Award: \$28,681.38.

September 1, 2022 - August 31, 2023. (Organized Research) Applied Research.

This project focuses on the synthesis & characterization of functional oxides with emphasis on multiferroic manganites and superconducting nickelates. Materials created under this proposal have and continue to be studied using advanced neutron scattering.

Argonne National Laboratory for "Structural Investigations of Advanced Functional Materials using Neutron and X-ray Scattering." Omar H Chmaissem.

Award: \$41,346.87.

October 1, 2022 - September 30, 2023. (Organized Research) Basic Research.

This project is to support the research and supervision activities of NIU's Professor Omar Chmaissem within the Neutron and X-ray Scattering (NXRS) Group of the Materials Science Division.

Argonne National Laboratory for "University to Argonne Joint Appointment - Philippe Piot AY 22-23." Philippe Piot.

Award: \$87,576.00.

August 16, 2022 - May 15, 2023. (Organized Research) IPA or Joint Appointment.

The purpose of these funds is to support a joint appointment for Dr. Philippe Piot with Argonne National Laboratory.

Argonne National Laboratory for "Application of Machine Learning to Particle-Accelerator Control." Philippe Piot.

Award: \$34,869.00.

June 16, 2022 - May 15, 2023. (Organized Research) Applied Research.

Funds will be used to support a graduate student who will work on the Application of Machine Learning to Particle-Accelerator Control.

Argonne National Laboratory for "Development of a Damping-Ring-Free Electron Injector for Future Linear Colliders." Philippe Piot.

Award: \$5,809.00.

September 1, 2021 - August 31, 2022. (Organized Research) Basic Research.

The purpose of the project is to finalize the conceptual design of a GeV-class electron injector capable of attaining electron bunch with the required properties without having to rely on the currently envisioned 6-lm-long damping ring parameters.

Argonne National Laboratory for "University to Argonne Joint Appointment - Xueying Lu AY 22-23." Xueying Lu.

Award: \$71,054.00.

August 16, 2022 - May 15, 2023. (Organized Research) IPA or Joint Appointment.

The purpose of these funds is to support a joint appointment for Dr. Xueying Lu with Argonne National Laboratory.

Argonne National Laboratory for "University to Argonne Joint Appointment - Zhili Xiao AY 22-23." Zhili Xiao.

Award: \$134,111.00.

August 16, 2022 - May 15, 2023. (Organized Research) IPA or Joint Appointment.

The purpose of these funds is to support a joint appointment for Dr. Zhili Xiao with Argonne National Laboratory.

PRECOLLEGIATE-UPWARD BOUND

Office of Postsecondary Education/Department of Education for "Student Support Services Program - Regular." Felicia R Bohanon.

Award: \$261,888.00.

September 1, 2022 - August 31, 2023. (Other Sponsored Activities) Student Service.

The primary purpose of this award is to provide services to low-income, first-generation and/or disabled students to foster flexible and affordable paths to obtaining knowledge and skills in college.

PRESIDENTS OFFICE

DeKalb County Health Department for "NIU COVID-19 Hotline with DeKalb County Health Department." Matthew J Streb.

Award: \$36,000.00.

April 1, 2022 - June 30, 2022. (Other Sponsored Activities) Public Service.

NIU will manage COVID-19 hotline including providing recommendations for testing, isolation, quarantine and return to campus.

PSYCHOLOGY

National Institute of Mental Health/NIH/DHHS for "Mitigating Risk From Macroeconomic Stress on Child Mental Health." Liz Shelleby.

Award: \$15,867.00.

November 1, 2021 - October 31, 2022. (Organized Research) Applied Research.

This project will examine the potential for ParentCorps, a school-based preventive intervention

found to promote positive parenting and child mental health, to buffer the effects of macroeconomic shock on children's mental health and family adjustment.

Office of Special Education and Rehabilitative Services/Department of Education for "Project Prevent and Address Bullying Behavior at All Tiers (PPABB)." Michelle Demaray/Jesse W. Johnson/Christine E. Malecki/Julia A. Ogg.

Award: \$250,000.00.

October 1, 2022 - September 30, 2023. (Instructional Programs).

This project will recruit, train, and graduate 12 school psychology and 12 special educator scholars with specialized interdisciplinary training in addressing bullying with expertise in applied behavior analysis.

PUBLIC ADMINISTRATION

Chicago State University for "Advancing Adaptive Lifelong Digital Literacy and Inclusion in Chicago's South Side." Thomas S Skuzinski/Gregory T Kuhn.

Award: \$13,665.69.

January 1, 2022 - December 31, 2022. (Other Sponsored Activities) Public Service.

NIU-CSU collaboration centers public libraries & university students as critical intermediaries in addressing the digital divide in northeastern IL. Includes: digital navigator pilot; strategic plan; prototype geographic information system (GIS).

REPORT CARDS

Illinois State Board of Education for "Illinois Interactive Report Card FY23." Alan D. Clemens.

Award: \$2,565,000.00.

July 1, 2022 - June 30, 2023. (Other Sponsored Activities) Public Service.

Innovation and improvement for FY23 in the MyllRC (Illinois Interactive Report Card) data portal with respect to continuous Improvement planning and 21st Century CLC benchmarking tools.

Illinois State Board of Education for "ISBE Data Warehouse." Alan D. Clemens.

Award: \$5,276,291.40.

July 1, 2022 - June 30, 2027. (Other Sponsored Activities) Public Service.

Provision of professional staff for the completion of ISBE data warehouse services.

SCHOOL OF HEALTH STUDIES

National Institute of Food and Agriculture/Department of Agriculture for "Reaching Out to Advance Diversity in Science (ROADS): Constructing Rural and Underserved Pathways to Careers in Food, Agriculture, Consumerism Technology and Sciences (FACTS)." Henna Muzaffar.

Award: \$53,117.00.

September 1, 2022 - August 31, 2024. (Instructional Programs).

Project will recruit rising 11th and 12th grade students of underrepresented and first-generation populations for a yearlong and summer experience to deepen their skills and launch them on an NIU FACTS career path.

Northern Illinois Food Bank for "Research and Outreach at the Northern Illinois Food Bank." Henna Muzaffar.

Award: \$27,728.00.

August 15, 2022 - May 15, 2023. (Organized Research) Basic Research.

NIU will provide consultation for the Northern Illinois Food Bank related to research and nutrition education program implementations.

SPECIAL AND EARLY EDUCATION

Office of Special Education and Rehabilitative Services/Department of Education for "Project Fusion: Bringing Together Scholars in Teaching of the Visually Impaired and Orientation and Mobility Programs to Serve Children with Visual Impairments in the 21st Century Classroom." Stacy M Kelly.

Award: \$250,000.00.

August 15, 2022 - August 14, 2023. (Instructional Programs).

The purpose of this program is to train graduate students as special education teachers and orientation and mobility specialists to serve the needs of children who are blind or visually impaired with high-intensity needs in preschool through 12th grade.

UNIVERSITY LIBRARIES

National Endowment for the Humanities/National Foundation on the Arts and Humanities for "The Tousey Project." Matthew C Short.

Award: \$348,920.00.

July 1, 2022 - June 30, 2024. (Other Sponsored Activities) Public Service.

The Tousey Project seeks to digitize and describe the dime novels of Frank Tousey, the most sensational and prolific publisher of the format.

STATE LEGISLATIVE REPORT

August - October 2022

State Relations Engagement

NIU presented to the Illinois Board of Higher Education (IBHE) at its annual Big Picture Meeting on October 12. IBHE had specific interest in learning about NIU's institutional equity efforts, which were outlined by President Freeman, Executive Vice President and Provost Ingram, and Vice President Jensen. A draft maintenance budget was presented by Interim Vice President and Chief Financial Officer Cofer, and an overview of facilities was provided by Associate Vice President Heckman. During the meeting, IBHE was also presented with a preliminary legislative agenda. The priorities for the 2023 spring state legislative session include the following.

- **Predictable, Adequate and Stable Funding for Operations & Capital Projects**
We are asking the state to continue to be a partner to higher education through stable operating and capital investment.
- **Continuation of the AIM High Pilot Program**
Our use of AIM High funding has significantly improved our ability to recruit and support a diverse population of students throughout their college experience, including students who may not have the opportunity to attend college if not for AIM high.
- **Regulatory Relief**
We plan to continue to address the challenges surrounding procurement through further reforms building on the procurement omnibus bill that was passed last spring. Additionally, we will seek legislative relief from excessive audit items that have caused reoccurring findings.

NIU is working in partnership with our sister public universities on a joint legislative agenda that will focus on these items with possibly more included as issues arise.

Alumni Advocacy

NIU hosted the "State of Advocacy" event on October 20, 2022, at NIU Naperville. Participants will learn about the partnership between the NIU Alumni Advocacy Committee and the Office of State Relations, the ways in which advocacy have proven effective in the past, and planned advocacy efforts in 2023.

Veto Session

The House and Senate will convene November 15-17 and November 29-December 1, 2022, for fall veto session. No legislation impacting higher education is expected to be introduced during veto session or the possible lame duck session.

2022 General Election

Election Day is Tuesday, November 8. An update on the outcomes of the election will be given at the committee meeting in an oral report.

FEDERAL LEGISLATIVE REPORT

This report covers the period of May 2022 through mid-October 2022 and encompasses NIU equities across the federal government.

The Administration

Dr. Arati Prabhakar was sworn in on October 1, 2022 as director of the White House Office of Science and Technology Policy (OSTP). She previously served as director of the Defense Advanced Research Projects Agency (DARPA) and National Institute of Standards and Technology (NIST). She is the first woman, first immigrant, and first person of color to serve as OSTP director.

On August 25, 2022 OSTP released a memo titled “Ensuring Free, Immediate, and Equitable Access to Federally Funded Research.” The memo requires federal research agencies to ensure open access to data and publications from federally funded research. NIU is following this closely and advocating for mitigation of negative impacts for Emerging Research Institutions (ERIs), as defined in the CHIPS and Science Act of 2022.

The Supreme Court

On June 30, 2022, Justice Ketanji Brown Jackson was sworn in as a Justice of the U.S. Supreme Court. She is the first Black woman to serve on the high court.

U.S. Congress

Congress passed and President Biden signed into law the CHIPS and Science Act of 2022 on August 9, 2022. This is the most significant research and development legislation in fifteen years. It includes significant authorizations for STEM research and workforce development programs, including creating an Emerging Research Institutions definition and pilot program at the National Science Foundation which NIU spearheaded. NIU is closely monitoring the implementation of this legislation and advocating for funding levels that will fully realize the legislation’s potential.

Appropriations

FY23 is presently operating under a continuing resolution (CR) that expires on December 16, 2022. Whether Congress completes the FY23 appropriations process by then or pushes it into calendar year 2023 will depend on the outcome of the November elections. The House and Senate have drafted their versions of the FY23 appropriations bills, including their selected projects to receive community project funding (CPF; House) and congressionally directed spending (CDS; Senate). Among the selected CPF and CDS projects are two projects for NIU:

- \$1M from the National Institute of Standards and Technology requested by Senator Dick Durbin for the project entitled “Advanced Electronics Initiative.”
- \$1.5M from the Department of Education requested by Representative Lauren Underwood for the project entitled “Fabrication and Training Facility for Semiconductor Chips, Advanced Electronics, and Sensor Systems.”

For these projects to receive funding, FY23 appropriations legislation must pass Congress and become law.

Looking ahead to FY24, whether the House and Senate continue to fund projects through the CPF and CDS processes will likely depend upon the outcome of the November elections.

Federal Engagement with NIU

Upcoming federal engagements with NIU include:

- November 2 – AVP Quider is an invited panelist at the Inclusive Energy Innovation Prize Summit convened by the Office of Energy Efficiency and Renewable Energy, U.S. Department of Energy.

U.S. GEOLOGICAL RESEARCH PARTNERSHIP

Summary: The university is working to strengthen a long-term partnership with the U.S. Geological Survey (USGS) Central Midwest Water Science Center (CMWSC) with a collaborative agreement for research and shared space on the university campus. The USGS DeKalb Field Office is interested in relocating to space previously occupied by the former NIU print shop operations. The cooperative agreement will enhance research for both CMWSC and NIU and offer increased opportunities for students and faculty. Financial, infrastructure, and schedule details for Board of Trustees consideration will be discussed at the November 10, 2022, meeting of the Finance, Audit, Compliance, Facilities and Operations Committee.

Background: The current motto of the USGS, "science for a changing world", is well aligned with the NIU research vision "preparing Northern Illinois and the Nation for a century of change". The USGS, a unit in the Department of the Interior, has a FY23 budget of \$1.7B and employs more than 8400 staff working at more than 400 locations nationwide. The CMWSC collects and offers information on streamflow, water quality, water-use, and groundwater data for Illinois, Iowa, and Missouri.

The USGS and NIU have a long-standing relationship encompassing research and student opportunity. Both institutions have a common interest to strengthen the connection by locating the CMWSC on the NIU campus as part of a cooperative agreement. As natural resource management and geo-environmental hazard responses become more complex, the science required to support them is becoming increasingly multi-disciplinary. The cooperative agreement will also support and promote a joint program of earth sciences research, education, and outreach. The focus on multidisciplinary research involving water will advance university goals and the mission of NICCS.

The USGS and NIU have mutual and evolving interest in cooperative research addressing issues of emerging contaminants in groundwater and surface water, numerical modeling of groundwater and surface water, application of stable isotope analysis in hydrologic studies, geophysical approaches to hydrologic studies, science communication to underserved communities, and developing instrumentation using low cost, open-source products. Current NIU academic programs and facilities will offer joint education, research, and consultation in scientific matters and participation by students and faculty. Studies within the proposed joint program include but are not limited to the disciplines of communications, geochemistry, hydrology, geology, geophysics, geospatial data, and data management. Departments and programs that will participate or have the potential to participate are Earth, Atmosphere, and Environment; Environmental Studies; Chemistry and Biochemistry; Communications; Mathematical Sciences; Statistics and Actuarial Sciences; Biological Sciences; Computer Science; and Physics. The collaboration has high potential to yield publications coauthored by NIU and USGS, to develop joint research and education proposals, co-sponsorship of scientific meetings and communication, and enhanced instructional opportunities for NIU students. Historically, the collaboration between the USGS and NIU has resulted in students and graduates transitioning to long-term USGS scientists and employee positions. Currently, the CMWSC employs three NIU interns and five NIU graduates.

The collaboration between USGS and NIU will greatly benefit the research and academic mission of NIU. Financial, infrastructure, and schedule details for Board consideration will be discussed at the November 10, 2022, meeting of the Finance, Audit, Compliance, Facilities and Operations Committee.

SUSTAINABILITY REPORT

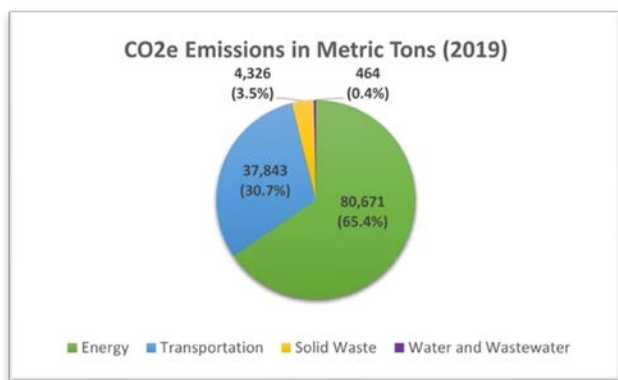
Summary: The university must address and prepare for climate change to fulfill its academic, research and outreach missions. NIU has an opportunity to better serve our students and community as we embrace best practices in sustainability and work towards sustainable economic development, environmental justice, and protection of the natural environment. NIU has completed baseline assessments of sustainability, such as a greenhouse gas inventory, and is now prepared to create a formal sustainability and climate action plan for the university. The planning taskforce will propose concrete goals for creating a more sustainable campus and tie our climate action planning process to a “net zero” goal and date. The taskforce will also integrate sustainability planning into the master planning framework for the university. A draft plan is expected early in 2023 and will then be presented for public comment and revised. We anticipate having a final plan by late 2023.

Background: Addressing and preparing for climate change is essential for NIU to continue to be able to fulfill its mission as a leader in education, research, and outreach. There is global consensus that climate change, pollution, and biodiversity loss are serious and defining challenges of the 21st century and will increasingly impact our daily lives. The climate crisis is already having significant impacts on communities globally. Rising temperatures are driving increases in extreme and hazardous weather, natural disasters, food and water insecurity, environmental degradation, sea level rise, economic disruptions, migrations, and conflict. Illinois is not immune to these risks, and the cost of unmitigated climate change will be high.

The situation compels action, but also presents an exciting opportunity for institutions of higher education to lead the global sustainability transformation. By prioritizing campus sustainability, NIU joins a growing global movement of colleges, corporations, nonprofits, and governments focused on sustainable economic development, social equity and environmental justice, and protection of the natural environment. We also have an opportunity to learn from best practices in sustainability that have been developed at other universities, and to share these best practices with the broader northern Illinois community.

Campus sustainability is an increasingly important factor in students’ choice of schools. The Princeton Review’s most recent College Hopes and Worries survey (2022) showed that 74% of students applying to colleges say that a college’s environmental commitment would affect their decision about which school to attend. The current generation of college students is dealing with great uncertainty about their future in a world that is heavily impacted by climate change and other social and environmental crises. They are also a generation that is deeply committed to social and environmental justice. NIU has an important opportunity to recruit committed, high achieving students who care about environmental sustainability. We can also engage more deeply with our current students by using our campus as a living laboratory for students to be involved in sustainability initiatives at NIU.

Campus sustainability encompasses a wide range of priorities, including climate action planning, sustainable building design, management of grounds, sustainable transportation, waste management and recycling, and other operational activities. It equally includes ensuring diversity and equity amongst students and staff, prioritizing mental health and wellness, an emphasis on shared governance, and a strong focus on integrating the principles of sustainability into teaching, research, and engagement. NIU is committed to transformative change to protect our future as an institution, and the communities that we serve.



As illustrated in the figure, this past year we completed the first [greenhouse gas inventory](#) for the university. Greenhouse gas inventories are tools used to quantify annual emissions, and to serve as a baseline against which future reduction efforts can be measured. This data will guide our approach to identifying science-based reduction targets and high impact actions to prioritize in our goal of achieving carbon neutrality. Because energy (electricity and natural gas) and transportation constitute the majority of NIU’s carbon

emissions, climate action planning will be focused on reductions in these key areas.

In June 2022, NIU became a signatory to the [Second Nature Carbon Commitment](#), a part of the Climate Leadership Network. Signatories commit to a formal process of climate action planning with the goal of achieving carbon neutrality as soon as is feasible, in line with the science-based targets of the Intergovernmental Panel on Climate Change (IPCC). In becoming a signatory, NIU joins a [large network](#) of peer institutions that are committed to serving as leaders in climate action.

NIU’s strong diversity, equity and inclusion programs demonstrate our firm commitment to the success of our students who come from diverse communities and socioeconomic backgrounds. A significant number of our students come from communities in Illinois that have a long history of environmental injustices, and that are already being adversely affected by changing weather patterns tied to anthropogenic climate change. When NIU commits to addressing climate change by reducing greenhouse gas emissions, we also demonstrate our commitment to social and environmental justice, and we prioritize the future of our students and the communities we serve.

Finally, NIU is now a member of the Association for the Advancement of Sustainability in Higher Education ([AASHE](#)) and is nearing completion of our first Sustainability Tracking, Assessment, and Rating System ([STARS](#)) inventory. The STARS inventories allow campuses to self-assess current sustainability activities in a range of categories and earn credit, resulting in a rating of bronze, silver, gold, or platinum. In addition to allowing benchmarking against other institutions, STARS is an excellent tool for identifying gaps in current sustainability practices and for identifying best practices that can be implemented to improve sustainability at NIU.

NIU is now preparing to develop a comprehensive sustainability and climate action plan that recommends specific policies and actions to achieve sustainability in all aspects of NIU’s operations. The Sustainability and Climate Action Planning (SCAP) Taskforce will help to create NIU’s first campus-wide sustainability and climate action plan, which will propose concrete goals for creating a more sustainable campus and tie our climate action planning process to a “net zero” goal and date. The taskforce will also work to integrate sustainability planning into the master planning framework for the university.

The taskforce will be guided by a steering committee composed of senior administrators, and a working committee will develop the details of the plan. The recommendations and language in the plan will be developed collaboratively, and input will be sought from other university committees, task forces, and governance groups as relevant. A draft plan is expected early in 2023 and will then be presented for public comment and revised. We anticipate having a final plan by late 2023.

ANNUAL FINANCIAL SUMMARY AS OF JUNE 30, 2022

Background: With the completion of the fiscal year in June and progress on the subsequent financial audit, the University may now present its FY22 operating results.

Overall, the University finished the fiscal year with a surplus of \$3.8M, a significant improvement over the original FY22 budgeted deficit of \$10M. These operating results are shaped both by the availability of State and Federal pandemic relief funds and the responsible approach to expense management demonstrated by the NIU community throughout the fiscal year.

A supplemental 5% increase to NIU’s State of Illinois appropriation (\$4.4M) and access to COVID-19 relief funding from both State and Federal sources resulted in total revenues well above budget for the year (\$30.7M, 7.5%). Tuition & Student Fees revenue decreased from the prior year by \$4.1M (2.5%), reflecting enrollment variances at both the undergraduate and graduate levels. Collectively, Sales and Rental & Room Income revenue categories finished 7.6% below budget despite rebounding by \$22.3M (62.3%) from FY21 when campus density was greatly reduced by the COVID-19 pandemic. Gifts, Grants, & Contracts revenues exceeded budget by \$32M (43%) due to the continued availability of pandemic relief funding.

Total expenses for FY22 finished \$16.8M (4%) over budget and \$43.8M (11.2%) above FY21; however, Expenses in the Scholarships category produced both the budget overage and year-over-year increase. The higher-than-budgeted Scholarships expense resulted from the allocation of pandemic relief dollars to student aid and will normalize in FY23. Excepting Scholarships, total expenses for FY22 finished slightly below budget (\$994K, 0.3%). Personnel Services spending finished under budget by \$1.6M (0.7%) but exceeded the prior year by \$16.6M (7.8%). After historically low expenditures in FY21, Contractual Services spending finished near budget, returning to a pre-pandemic level. Debt Service is the only expense category to finish below FY21 totals, a reduction of \$8.5M (34.9%) derived from bond refinancings finalized in FY20 and FY21.

To date, State and Federal pandemic relief funds have provided a buffer to the University’s net revenue for each of the past three years with a total impact of \$39.5M. The following table provides an overview of the impact of the pandemic relief funds on the University’s operating performance:

3-Year Impact of Pandemic Relief Funds

(\$ in thousands)

	<u>Net</u> <u>Revenue</u>	<u>Relief Funds</u> <u>Impact</u>	<u>Net Revenue Absent</u> <u>Relief Funds (1)</u>
FY2020	(\$15,252)	\$5,512	(\$20,764)
FY2021	(\$926)	\$15,387	(\$16,313)
FY2022	<u>\$3,815</u>	<u>\$18,573</u>	<u>(\$14,758)</u>
	(\$12,363)	\$39,472	(\$51,835)

(1) Note this assumes that the direct expenses for student emergency grants and other COVID expenses would not have occurred absent the federal relief awarded.

Additional detail regarding FY22 financial performance is displayed in the table that follows. Revenue and expense categories used in the table are briefly described below.

Revenues

1. **Tuition and Student Fees:** All tuition, including differential tuition, course and materials fees, athletics fees, bus fees, and health service fees.
2. **Gifts, Grants, & Contracts:** Includes on-campus scholarships, research grants and associated indirect cost pools, Pell grants, and sub-contract fees for research.
3. **Other Fees and Fines:** Includes parking, residential living-learning community fees, parking fines, and transcript and commencement fees.
4. **Sales:** Includes board plan and retail food sales, concessions sales, advertising/sponsorship, sales of services to off-campus entities (including, but not limited to catering, childcare, and conference services).
5. **Rental & Room Income:** Includes room fees for residential students, rental of on-campus and off-campus meeting and conference space, hotel revenues, and Northern View apartment revenues.
6. **Gate Receipts & Commissions:** Includes athletic ticket sales, performing arts ticket sales, commissions, and concert/event revenues from the Convocation Center.
7. **Miscellaneous & Investment Income:** Includes athletics' game guarantees, NIU share of conference tournament revenues, rental of facilities, and interest income from investments, gains and losses on disposals of fixed assets, and year-end transfers to mandated reserves in the auxiliary facilities system.
8. **State of Illinois:** Represents the annual state appropriation to public universities.

Expenses

1. **Cost of Sales:** Includes the cost of all items purchased for resale on campus such as food for dining units, parts and supplies to be charged out through the campus work order system, as well as paper for pay-to-print copiers and printers.
2. **Personnel Services:** Includes all salaries paid to faculty, supportive professional staff, civil service, graduate assistants, extra help, and student employees. Also includes required payments for Medicare and employee health insurance.
3. **Contractual Services:** Includes annual software support, subscriptions, conference registrations, non-employee travel reimbursements, service contracts, repairs & maintenance, grounds, building service work charges, speaking fees, and other arrangements with outside contractors to perform services for the University.
4. **Commodities:** Includes purchased items of a low cost that typically are consumed in a single year. Examples include paper for printing, lab supplies, napkins, and cleaning supplies.
5. **Travel:** Includes airfare, hotel rooms, mileage, meals (all up to limits set by the state and the University), and ancillary expenses for employees to travel to-and-from campus on official University business.
6. **Automotive:** Includes the cost to rent cars, vans, and busses from the University transportation department.
7. **Scholarships:** Includes scholarships awarded, including Pell Grant funds disbursed (which, when netted against Pell Grant funds received, results in zero effect on the University's cash position).
8. **Telecommunications:** Includes the cost of providing phone, internet, and other digital services to the University.
9. **Equipment & Library Books:** Includes the cost of all items over \$100 with an estimated useful life of two years or more, as well as library books, journal subscriptions, manuscripts, films, music, and video materials
10. **Capital Repairs:** Includes the cost of centralized capital repair activities.

- 11. Debt Service:** Includes debt service payment on bonds, certificates of participation, and performance contracts.
- 12. Miscellaneous Expense:** Includes refunds issued for on-campus external programming, deposit refunds, and other expenses not classified elsewhere.

Following is a financial summary of the University's operations as of the end of the 2021-22 fiscal year and a comparison the previous fiscal year.

Northern Illinois University
as of June 30, 2022
(\$ in thousands)

	FY22			Prior Year FY21	
	Full Year			Full Year	
	YTD Actuals	YTD Budget	Variance	YTD Actuals	Variance
Revenue					
Tuition & Student Fees	\$ 164,425	\$ 168,228	\$ (3,803)	\$ 168,548	\$ (4,123)
Gifts, Grants, & Contracts	106,582	74,538	32,044	82,975	23,607
Other Fees and Fines	4,968	3,999	969	3,310	1,658
Sales	26,229	29,863	(3,634)	17,432	8,797
Rental & Room Income	31,850	33,018	(1,169)	18,354	13,496
Gate Receipts & Commissions	2,189	3,535	(1,346)	205	1,984
Miscellaneous & Investment Income	10,649	7,463	3,186	11,893	(1,244)
State of Illinois	92,217	87,804	4,412	87,824	4,393
Total Revenue	\$ 439,108	\$ 408,449	\$ 30,659	\$ 390,540	\$ 48,568
Expenses					
Cost of Sales	\$ 3,818	\$ 4,028	\$ (210)	\$ 2,476	\$ 1,342
Personnel Services	230,845	232,479	(1,634)	214,245	16,600
Contractual Services	79,571	82,513	(2,942)	70,033	9,538
Commodities	5,781	5,836	(55)	3,976	1,805
Travel	3,383	3,225	158	967	2,416
Automotive	953	1,037	(84)	660	293
Scholarships	80,234	62,395	17,839	65,455	14,779
Telecommunications	528	543	(15)	513	15
Equipment & Library Materials	10,506	7,948	2,558	7,961	2,545
Capital Repairs	2,732	1,238	1,494	712	2,021
Debt Service	15,914	16,829	(914)	24,458	(8,544)
Miscellaneous Expense	1,028	378	650	10	1,018
Total Expenses	\$ 435,293	\$ 418,449	\$ 16,844	\$ 391,466	\$ 43,828
Net Revenue	\$ 3,815	\$ (10,000)	\$ 13,815	\$ (926)	\$ 4,740

QUARTERLY FINANCIAL SUMMARY FISCAL YEAR 2023 **FIRST QUARTER AS OF SEPTEMBER 30, 2022**

Background: With the September 30 conclusion of the first quarter of the 2022-23 fiscal year (FY23), the University is now able to update the Board of Trustees on NIU's financial performance relative to the current year budget and prior year actuals.

The following update provides a disaggregated view of NIU's budget and its financial performance, consistent with discussion at the June 16 Board of Trustees meeting. Specifically, this revised format displays the following tables:

- An "All Funds, All Types Financial Summary" similar to the traditional table presented in past quarterly financial summary reports.
- A "Structural Financial Summary" that focuses on recurring revenues and expenses.
- A "Non-Structural Financial Summary" that focuses on short-term or temporary revenues and expenses.
- A Grants Financial Summary that includes sponsored programs and federal financial aid programs, including the Pell Grant.

Each table is discussed in more detail below.

All Funds, All Types Financial Summary

This table is a "roll-up" of the other three tables presented below and includes the structural budget, non-structural budget, and grants budget. The table includes a summary of FY23 activity through Sept. 30 compared to a year-to-date budget, a summary of first quarter activity from the prior fiscal year (FY22), and a comparison to the FY23 budget, including a full-year projection of performance based on the pace of revenues and spending throughout the first quarter of FY23. It is comparable to tables provided in financial summary documents for recent fiscal years.

The intent of the All Funds, All Types Financial Summary is to maintain a familiar, complete view of NIU's budget and financial performance comparable to information from past fiscal years.

Structural Financial Summary

This table identifies recurring revenues and expenses of the University. This structural view of the budget is based on the expertise of more than one dozen NIU senior business managers who provided detailed knowledge of unit-level revenues and FY23 financial commitments. This data was gathered for each budgeted fund of the University and for each revenue and expense category presented in the following tables. In total, 97.6% of non-grants budgeted revenues in FY23 and 98.2% of non-grants budgeted expenses were identified as structural. Examples of structural revenues include Tuition & Fees, Rental & Room Income, and the State of Illinois appropriation to support NIU operations. Examples of structural expenses include 98.8% of Personnel Services spend, Scholarships expense, and Debt Service.

The intent of the Structural Financial Summary is to create a budget framework capable of anchoring a transition to multi-year planning and budgeting. Through this focus on recurring revenues and expenses, a forward-looking understanding of resources and commitments can be leveraged for multi-year planning purposes. This presentation is a first attempt to separate

recurring and non-recurring expenses to enhance transparency and facilitate multiyear planning,

and further refinement will be needed to align definitions with recommendations received from the FY22 Budget Planning Work Group and additional leadership feedback.

Non-Structural Financial Summary

The Non-Structural Financial Summary identifies non-recurring or temporary revenues and expenses of the University. This non-structural view of the budget was compiled using a similar approach and data to the structural budget information. In total, 2.4% of non-grants budgeted revenues in FY23 and 1.8% of non-grants budgeted expenses were identified as non-structural. Examples of non-structural revenues include 33% of Gifts, Grants, & Contracts revenue and 23.5% of Sales income. Examples of non-structural expenses include 25.1% of Equipment & Library Materials and 5.8% of Travel. Of special note, Capital Repairs are preliminarily classified as non-structural pending additional analysis of budget and spending reported in this category.

The intent of the Non-Structural Financial Summary is to identify temporary resources that may be available for strategic investment and to identify short-term expenses that may create strain for structural or non-structural resources.

Grants Financial Summary

The final table presented below reports activity and budget of three types:

- Pell Grant scholarship expense: Revenues and expenses attributable to the Pell Grant program are specifically identified in the table. While Pell Grant expense is fully offset by associated revenues, there are often timing differences in the application of aid and receipt of supporting revenue. For this reason, the Pell Grant may at times appear to operate in deficit or surplus for any single fiscal year or quarterly period. For FY23, Pell Grant activity is budgeted at \$24.4M.
- Non-Pell Grant scholarship expense: Some student aid not associated with the Pell Grant appears as grant activity. This is a minority of grants scholarship expense and associated revenues and is subject to similar timing differences as Pell Grant activity, as described above.
- Sponsored Programs: Grants Financial Summary activity not associated with scholarships represents revenues and expenses of grant-based programs, including sponsored research, instruction, and other activities. Similar to the Pell Grant, sponsored programs revenues and expenses may not align in a given fiscal year or quarter because these grant agreements often span multiple fiscal years. As a default assumption, all budgeted FY23 sponsored programs revenue, \$35M in total, is projected to be spent during the fiscal year.

Please note that revenue and expenses in the Grants financial summary are not classified as either structural or non-structural at this time. Additional analysis and consideration may result in the classification of some grants activities as structural.

In addition to presenting multiple views of the FY23 budget, this financial summary also provides an update on the FY23 budget itself. As noted in June, ongoing FY23 budget development activities in the first month of the fiscal year drove sizeable adjustments to the preliminary budget previously presented to the Board of Trustees. This revised budget includes \$425.6M in expected revenues and \$436.9M in planned spending resulting in an \$11.3M deficit. Specific revenue and expense categories are consistent with the following descriptions, which precede the presentation of the FY23 financial summary tables that appear in the order outlined above.

Revenues

1. **Tuition and Student Fees:** All tuition, including differential tuition, course and materials fees, athletics fees, bus fees, and health service fees.

2. **Gifts, Grants, and Contracts:** Includes on-campus scholarships, research grants and associated indirect cost pools, Pell Grants, and sub-contract fees for research.
3. **Other Fees and Fines:** Includes parking fees, residential living-learning community fees, parking fines, and transcript and commencement fees.
4. **Sales:** Includes board plan and retail food sales, concessions sales, advertising/sponsorship, sales of services to off-campus entities (including, but not limited to catering, childcare, and conference services).
5. **Rental and Room Income:** Includes room fees for residential students, rental of on-campus and off-campus meeting and conference space, hotel revenues, and Northern View apartment revenues.
6. **Gate Receipts and Commissions:** Includes athletic ticket sales, performing arts ticket sales, commissions, and concert/event revenues from the Convocation Center.
7. **Miscellaneous and Investment Income:** Includes athletics' game guarantees, NIU share of conference tournament revenues, rental of facilities, and interest income from investments, gains and losses on disposals of fixed assets, and year-end transfers to mandated reserves in the auxiliary facilities system.
8. **State of Illinois:** Represents the annual state appropriation to public universities.

Expenses

1. **Cost of Sales:** Includes the cost of all items purchased for resale on campus such as food for dining units, parts and supplies to be charged out through the campus work order system, as well as paper for pay-to-print copiers and printers.
2. **Personnel Services:** Includes all salaries paid to faculty, supportive professional staff, civil service, graduate assistants, extra help, and student employees. Also includes required payments for Medicare and employee health insurance.
3. **Contractual Services:** Includes annual software support, subscriptions, conference registrations, non-employee travel reimbursements, service contracts, repairs and maintenance, grounds, building service work charges, speaking fees, and other arrangements with outside contractors to perform services for the University.
4. **Commodities:** Includes purchased items of a low cost that typically are consumed in a single year. Examples include paper for printing, lab supplies, napkins, and cleaning supplies.
5. **Travel:** Includes airfare, hotel rooms, mileage, meals (all up to limits set by the state and the University), and ancillary expenses for employees to travel to-and-from campus on official University business.
6. **Automotive:** Includes the cost to rent cars, vans, and busses from the University transportation department.
7. **Scholarships:** Includes scholarships awarded, including Pell Grant funds disbursed (which, when netted against Pell Grant funds received, results in zero effect on the University's cash position).
8. **Telecommunications:** Includes the cost of providing phone, internet, and other digital services to the University.
9. **Equipment and Library Books:** Includes the cost of all items over \$100 with an estimated useful life of two years or more, as well as library books, journal subscriptions, manuscripts, films, music, and video materials.
10. **Capital Repairs:** Includes the cost of centralized capital repair activities.
11. **Debt Service:** Includes debt service payment on bonds, certificates of participation, and performance contracts.
12. **Miscellaneous Expense:** Includes refunds issued for on-campus external programming, deposit refunds, and other expenses not classified elsewhere.

Northern Illinois University
as of September 30, 2023
All Funds, All Types Financial Summary
(\$ in thousands)

	Current Year FY23			Prior Year FY22		Current Year FY23		
	First Quarter			First Quarter		Annual		
	YTD Actuals	YTD Budget	Variance	YTD Actuals	Variance	YTD Forecast	Budget	Variance
Revenue								
Tuition & Student Fees	\$ 87,932	\$ 87,749	\$ 182	\$ 89,886	\$ (1,954)	\$ 162,633	\$ 160,517	\$ 2,116
Gifts, Grants, & Contracts	23,847	24,051	(204)	34,641	(10,794)	67,152	66,283	869
Other Fees and Fines	1,987	1,796	191	1,809	178	5,029	4,931	98
Sales	12,663	14,151	(1,487)	9,844	2,819	33,548	37,704	(4,155)
Rental & Room Income	18,141	17,386	754	16,181	1,960	35,685	34,222	1,463
Gate Receipts & Commissions	562	602	(40)	307	255	4,288	4,288	-
Miscellaneous & Investment Income	3,343	3,877	(534)	1,624	1,719	12,034	25,422	(13,388)
State of Illinois	33,735	32,927	807	32,935	800	92,217	92,195	22
Total Revenue	\$ 182,210	\$ 182,540	\$ (329)	\$ 187,228	\$ (5,018)	\$ 412,585	\$ 425,560	\$ (12,975)
Expenses								
Cost of Sales	\$ 938	\$ 899	\$ 39	\$ 594	\$ 345	\$ 4,967	\$ 5,787	\$ (820)
Personnel Services	50,765	52,602	(1,836)	48,215	2,550	231,697	243,302	(11,605)
Contractual Services	17,043	17,393	(350)	16,992	51	84,031	84,276	(244)
Commodities	1,310	1,532	(222)	1,179	131	6,626	7,514	(889)
Travel	815	698	118	560	255	4,124	4,217	(92)
Automotive	165	297	(132)	245	(80)	726	1,154	(428)
Scholarships	34,153	33,052	1,101	45,088	(10,935)	60,117	58,815	1,302
Telecommunications	47	72	(25)	79	(32)	346	481	(136)
Equipment & Library Materials	1,286	1,581	(295)	1,808	(522)	9,922	9,185	738
Capital Repairs	232	142	89	100	132	3,982	3,907	74
Debt Service	3,047	4,708	(1,660)	4,162	(1,115)	17,812	18,001	(189)
Miscellaneous Expense	437	6	431	27	410	1,011	220	791
Total Expenses	\$ 110,238	\$ 112,981	\$ (2,743)	\$ 119,048	\$ (8,810)	\$ 425,361	\$ 436,859	\$ (11,498)
Net Revenue	\$ 71,973	\$ 69,559	\$ 2,414	\$ 68,181	\$ 3,792	\$ (12,776)	\$ (11,299)	\$ (1,477)

Northern Illinois University
as of September 30, 2023
Structural Financial Summary (Non-Grants)
(\$ in thousands)

	Current Year FY23			Current Year FY23		
	First Quarter			Annual		
	YTD Actuals	YTD Budget	Variance	YTD Forecast	Budget	Variance
Revenue						
Tuition & Student Fees	\$ 87,932	\$ 87,749	\$ 182	\$ 162,633	\$ 160,517	\$ 2,116
Gifts, Grants, & Contracts	1,390	6,378	(4,987)	6,377	5,508	869
Other Fees and Fines	1,971	1,772	198	4,988	4,866	122
Sales	9,685	12,037	(2,352)	27,588	32,070	(4,483)
Rental & Room Income	18,141	17,386	754	35,685	34,222	1,463
Gate Receipts & Commissions	484	563	(79)	4,010	4,010	-
Miscellaneous & Investment Income	3,297	3,288	9	11,913	21,557	(9,644)
State of Illinois	33,735	32,927	807	92,217	92,195	22
Total Revenue	\$ 156,634	\$ 162,100	\$ (5,466)	\$ 345,410	\$ 354,944	\$ (9,534)
Expenses						
Cost of Sales	938	\$ 899	\$ 39	\$ 4,967	\$ 5,787	\$ (820)
Personnel Services	44,123	46,135	(2,012)	205,148	216,640	(11,492)
Contractual Services	16,241	16,469	(228)	76,561	76,712	(151)
Commodities	1,224	1,426	(202)	5,945	6,821	(876)
Travel	695	639	55	3,612	3,713	(101)
Automotive	155	272	(116)	643	1,071	(428)
Scholarships	17,715	17,149	566	35,717	34,415	1,302
Telecommunications	42	57	(14)	204	304	(100)
Equipment & Library Materials	929	1,229	(299)	6,794	6,102	692
Capital Repairs	-	-	-	-	-	-
Debt Service	3,047	4,708	(1,660)	17,812	18,001	(189)
Miscellaneous Expense	239	(17)	256	461	(331)	791
Total Expenses	\$ 85,350	\$ 88,966	\$ (3,616)	\$ 357,863	\$ 369,235	\$ (11,372)
Net Revenue	\$ 71,284	\$ 73,134	\$ (1,850)	\$ (12,453)	\$ (14,290)	\$ 1,838

* Deposits and Withdrawals include interaccount transfers.

** The balances and activity reflected on this report are taken from bank statements and may not necessarily reflect those amounts recorded in the university financial records due to reconciling items, and exclude fixed income securities.

*** First Midwest Bank to become Old National Bank effective July 11, 2022 due to all-stock merger of equals.

Northern Illinois University
as of September 30, 2023
Non-Structural Financial Summary (Non-Grants)
(\$ in thousands)

	Current Year FY23			Current Year FY23		
	First Quarter			Annual		
	YTD Actuals	YTD Budget	Variance	YTD Forecast	Budget	Variance
Revenue						
Tuition & Student Fees	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Gifts, Grants, & Contracts	677	1,592	(915)	1,375	1,375	-
Other Fees and Fines	16	24	(7)	41	65	(24)
Sales	2,978	2,114	864	5,961	5,633	327
Rental & Room Income	-	-	-	-	-	-
Gate Receipts & Commissions	78	39	39	278	278	-
Miscellaneous & Investment Income	46	589	(543)	121	3,865	(3,744)
State of Illinois	-	-	-	-	-	-
Total Revenue	\$ 3,797	\$ 4,359	\$ (562)	\$ 7,775	\$ 11,216	\$ (3,441)
Expenses						
Cost of Sales	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Personnel Services	556	565	(9)	2,541	2,654	(113)
Contractual Services	325	358	(33)	1,576	1,669	(93)
Commodities	36	40	(4)	176	189	(13)
Travel	43	33	10	199	190	9
Automotive	-	-	-	-	-	-
Scholarships	-	0	(0)	-	0	(0)
Telecommunications	-	7	(7)	-	36	(36)
Equipment & Library Materials	312	185	126	967	921	46
Capital Repairs	259	171	88	2,640	2,566	74
Debt Service	-	-	-	-	-	-
Miscellaneous Expense	-	-	-	-	-	-
Total Expenses	\$ 1,530	\$ 1,359	\$ 172	\$ 8,098	\$ 8,224	\$ (126)
Net Revenue	\$ 2,267	\$ 3,000	\$ (733)	\$ (323)	\$ 2,992	\$ (3,314)

Northern Illinois University
as of September 30, 2023
Grants Financial Summary
(\$ in thousands)

	Current Year FY23			Prior Year FY22		Current Year FY23		
	First Quarter			First Quarter		Annual		
	YTD Actuals	YTD Budget	Variance	YTD Actuals	Variance	YTD Forecast	Budget	Variance
Revenue								
Tuition & Student Fees	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Gifts, Grants, & Contracts - Pell Grant	\$ 11,629	\$ 7,672	3,957	\$ 11,293	\$ 336	\$ 24,400	\$ 24,400	\$ -
Gifts, Grants, & Contracts - Non Pell Grant	10,150	11,005	(855)	17,003	(6,852)	35,000	35,000	-
Other Fees and Fines	-	-	-	-	-	-	-	-
Sales	-	-	-	-	-	-	-	-
Rental & Room Income	-	-	-	-	-	-	-	-
Gate Receipts & Commissions	-	-	-	-	-	-	-	-
Miscellaneous & Investment Income	-	-	-	-	-	-	-	-
State of Illinois	-	-	-	-	-	-	-	-
Total Revenue	\$ 21,780	\$ 18,678	\$ 3,102	\$ 28,296	\$ (6,516)	\$ 59,400	\$ 59,400	\$ -
Expenses								
Cost of Sales	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Personnel Services	6,086	5,897	189	5,433	653	24,008	24,008	-
Contractual Services	476	548	(72)	505	(29)	5,895	5,895	-
Commodities	50	73	(23)	67	(18)	505	505	-
Travel	78	29	49	27	51	313	313	-
Automotive	9	25	(16)	23	(14)	84	84	-
Scholarships - Pell Grant	13,408	14,757	(1,349)	13,168	239	24,400	24,400	-
Scholarships - Non Pell Grant	3,031	-	3,031	15,845	(12,814)	-	-	-
Telecommunications	5	5	(1)	5	(0)	141	141	-
Equipment & Library Materials	45	102	(57)	94	(49)	2,162	2,162	-
Capital Repairs	(27)	-	(27)	-	(27)	1,342	1,342	-
Debt Service	-	-	-	-	-	-	-	-
Miscellaneous Expense	198	-	198	-	198	550	550	-
Total Expenses	\$ 23,358	\$ 21,436	\$ 1,922	\$ 35,166	\$ (11,809)	\$ 59,400	\$ 59,400	\$ -
Net Revenue	\$ (1,578)	\$ (2,758)	\$ 1,180	\$ (6,871)	\$ 5,293	\$ -	\$ -	\$ -

All Funds, All Types Financial Summary

For the first quarter, the All Funds, All Types Financial Summary shows revenues consistent with budget while expenses were lower than expected, resulting in a net \$2.4M improvement over the quarterly budget. Current trends suggest that a full year of activity will produce a deficit of \$12.8M resulting from factors evident in the Structural, Non-Structural, and Grants Financial Summaries.

Structural Financial Summary

Through the first quarter of the fiscal year, structural performance is projected to trail budget in both total revenues and expenses but improve upon the budgeted deficit by \$1.8M. Several factors may alter this projection as the fiscal year progresses, including:

- Tuition & Fee Revenue was better than budget through the start of the year, benefitting from strong freshman enrollment. Similarly, Rental & Room Income is projected to exceed budget for the full year. Spring enrollment will be critical to maintaining this positive revenue momentum.
- Personnel Services spending projections will be revised throughout the fiscal year as collective bargaining agreements are ratified and implemented. The current projection is based on current rates and commitments.
- Contractual Services spending rebounded to pre-pandemic levels in FY22, a trend that continued in early FY23. Brisk spending in this category may be the result of supply-chain bottlenecks in FY21 and FY22 and may slow as the fiscal year progresses. Currently, Contractual Services spending is trending right at budget.

Non-Structural Financial Summary

The Non-Structural Financial Summary shows revenues trailing expectations in the first quarter and expenses exceeding budget. Overall, this segment of the FY23 budget is expected to produce a surplus of \$2.9M but is on pace to record a small deficit (\$323K). This variance may be explained by revenues that trail expenses necessary to generate associated income.

Grants Financial Summary

The Grants Financial Summary reports that revenues and expenses were greater than expected in the first quarter. As noted earlier, the full-year projection assumes that all expenses in this segment of the budget will be offset by current year revenues. The exhaustion of pandemic relief grants in FY23 may create some imbalance as the year progresses.

Consistent with prior fiscal years, quarterly financial summaries will continue throughout FY23. The format and information in this report will evolve throughout the year, consistent with an iterative approach to producing and reporting a structural budget framework.

PERIODIC REPORT ON INVESTMENTS FOR PERIOD ENDING SEPTEMBER 30, 2022

In accordance with the University's Investment and Cash Management policy, this report on cash and investments is submitted at the end of each calendar quarter to the Board of Trustees. This report is required by *Board of Trustees Regulations* (Section V, Subsection D). The following schedules are included:

- Cash and Investment Holdings Summary as of September 30, 2022
- Investment Earnings for the quarter ended September 30, 2022

The Investment Advisory Group is responsible for monitoring compliance with the University's Investment and Cash Management Policy. The investment goals, as stated in the policy, are to insure the preservation of principal and maintain compliance with applicable state laws, rules, regulations, debt covenants and *Board of Trustees Regulations* while meeting cash flow needs and earning a yield acceptable to conservative investment managers.

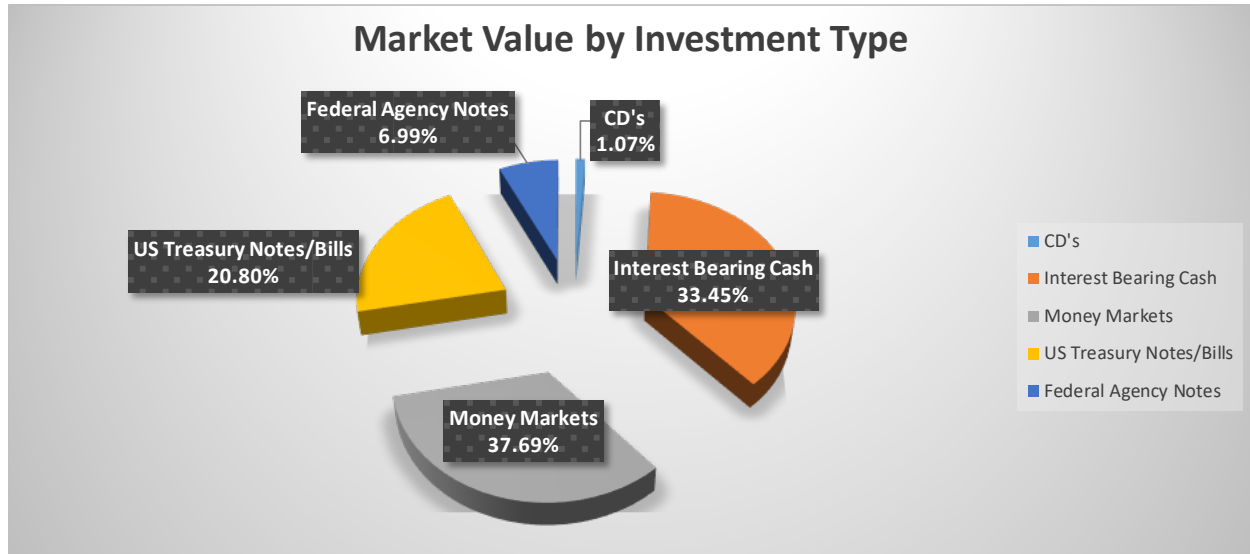
The *Cash and Investment Holdings Summary* at September 30, 2022 shows NIU's total holdings at just over \$142M. Of the total holdings balance, approximately \$91M is available for daily operations providing for approximately 90 days cash on hand. The remaining balance is restricted per collateralization requirements and contractual obligations. The total holdings balance is up \$6M from the balance at September 30, 2021. This increase is primarily a result of continued receipt of additional pandemic-related Federal relief funding as well as timing differences in federal aid cash receipts.

The *Investment Earnings* report shows income of \$661K and an overall annualized rate of return of 2.07% for the first quarter. This represents an increase in interest earned of approximately \$639K when compared to the same quarter of FY22. The increase in interest earned is primarily due to increasing market investment yields. Operating funds are primarily invested in money markets, fixed income investments, and interest-bearing savings accounts to balance liquidity needs with investment earnings.

Indicators of economic activity point to modest growth, while job gains have been strong, and the unemployment rate remains low. Inflation continues to remain elevated, however, reflecting supply and demand imbalances related to the pandemic, higher food and energy prices, and broader price pressures. To combat the high inflation, the Federal Open Market Committee decided to raise the target range for the federal funds interest rate again, from 3% to 3.25%, and anticipates ongoing increases in the target range will be appropriate. Management is continuously monitoring market changes that will affect the university's cash management and investment goals. Management is committed to the fiscal sustainability of the university and is reviewing all available options for strengthening the university's cash position.

NORTHERN ILLINOIS UNIVERSITY
CASH and INVESTMENT HOLDINGS SUMMARY
September 30, 2022
For Fiscal Year 2023

Investment Type	Purchase Price/ Ending Bal *	Book Value **	Market Value ***
CD's:			
Local Funds	\$ 1,517,844	\$ 1,517,844	\$ 1,517,844
Federal Agency Notes:			
Local Funds	\$ 9,921,460	\$ 9,973,818	\$ 9,942,220
Interest Bearing Cash Accounts:			
Local Funds	\$ 47,570,374	\$ 47,570,374	\$ 47,570,374
Money Markets:			
Contributory Trust	\$ 9,839,000	\$ 9,839,000	\$ 9,839,000
Local Funds	43,773,835	43,773,835	43,773,835
	\$ 53,612,835	\$ 53,612,835	\$ 53,612,835
US Treasury Notes/Bills:			
Local Funds	\$ 29,550,586	\$ 29,707,951	\$ 29,586,815
TOTAL INVESTMENT HOLDINGS	\$ 142,173,099	\$ 142,382,822	\$ 142,230,088
Non-interest Bearing Cash	\$ 326,080	\$ 326,080	\$ 326,080
TOTAL CASH & INVESTMENT HOLDINGS	\$ 142,499,179	\$ 142,708,902	\$ 142,556,168
TOTAL REPORTED FOR 9/30/2021	\$ 136,477,708	\$ 136,698,916	\$ 136,401,282



* Amounts per Bank and Investment Statements

** Purchase price, net of accumulated amortization of premiums and discounts

*** Estimated price for which an investment would sell in the marketplace

Assets reported in the CASH and INVESTMENT HOLDINGS SUMMARY comply with the Illinois Public Funds Investment Act (30 ILCS 235)
and the NIU Investment and Cash Management Policy

NORTHERN ILLINOIS UNIVERSITY
INVESTMENT EARNINGS
For Fiscal Year 2023
July 1, 2022 - September 30, 2022

	September 30 Ending Balance	Qtr 1 Average Daily Balance	Percent of Portfolio	Qtr 1 Income Earned	Annualized Rates of Return				
					FY2023	FY 2022			
					1st Qtr	4th Qtr	3rd Qtr	2nd Qtr	
Short-Term Investment Accounts									
Illinois Funds	\$ 43,773,835	\$ 38,440,123	30.29%	\$ 204,874	2.114%	0.764%	0.151%	0.038%	
Investment Accounts - Financial Institutions	\$ 47,570,374	\$ 37,656,361	29.67%	\$ 192,031	2.023%	0.778%	0.228%	0.132%	
Contributory Trust	\$ 9,839,000	\$ 9,838,742	7.75%	\$ 50,095	2.020%	0.651%	0.063%	0.026%	
Investment Accounts - Project Funds	\$ -	\$ 7,889	0.01%	\$ 28	1.408%	0.235%	0.006%	0.006%	
CD's	\$ 1,517,844	\$ 1,516,106	1.19%	\$ 4,609	1.206%	0.206%	0.010%	0.010%	
ST Investment Accounts Total	\$ 102,701,053	\$ 87,459,221	68.91%	\$ 451,637	2.049%	0.753%	0.177%	0.072%	
Fixed Income Securities									
Local Funds	\$ 39,472,046	\$ 39,450,941	31.09%	\$ 209,022	2.102%	0.567%	0.365%	0.040%	
Fixed Income Securities Total	\$ 39,472,046	\$ 39,450,941	31.09%	\$ 209,022	2.102%	0.567%	0.365%	0.048%	
Non-interest Bearing Cash	\$ 326,080	-	-	-					-
COMBINED TOTAL	\$ 142,499,179	\$ 126,910,162	100.00%	\$ 660,659	2.07%	0.71%	0.20%	0.07%	

Assets reported in INVESTMENT EARNINGS comply with the Illinois Public Funds Investment Act (30 ILCS 235)
and the NIU Investment and Cash Management Policy

FISCAL YEAR 2022 ANNUAL REPORT OF TRANSACTIONS INVOLVING REAL PROPERTY

This report is structured around four categories of real property transactions: surplus real property sales, in-leases, out-leases, and facility purchasing arrangements.

Surplus real property sales include properties previously approved by the Board under the authority granted by the Illinois Property Control Act (30 ILCS 605). Other disposition efforts for properties determined as surplus at previous Board meetings have been slowed by the pandemic and will resume as priorities allow.

In-leases, where NIU acts as the lessee, serve to provide support when either there is insufficient or inadequate space for the requirement within university-owned property. Annual reviews are conducted to verify the continuing need for in-lease arrangements before renewals are executed.

Out-leases, where NIU acts as the lessor, serve to effectively leverage under-utilized property either financially and/or through compatible support to the University mission. Annual reviews are conducted to evaluate the out-lease value to the University prior to renewal.

Facility purchasing arrangements are long-term payment agreements with interim leases where the final objective is University ownership of the property.

Transaction Type	<u>Number of Transactions</u>	<u>Transaction Percentage</u>	<u>Dollar Volume</u>	<u>Dollar Percentage</u>
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Surplus Real Property: Two surplus real property sales were transacted in FY22 with the net proceed reflected below. This included eleven acres sold to the City of Sycamore and the former Art Annex warehouse sold to a private party. Efforts are underway in FY23 with the Hoffman Estates campus.

Sycamore land	1	50%	\$149,053	39%
Art Annex	1	50%	\$233,562	61%
Total	2	100%	\$382,615	100%

In-leases (NIU as lessee): Includes support for academic activities (e.g. steel drum workshop, art studios, law clinics), outreach activities (e.g. NPR towers, downtown Chicago offices), and research (e.g. robotic submarine).

Under \$100K	17	94%	\$322,725	71%
\$100K to \$250K	1	6%	\$128,934	29%
Over \$250K	0	0%	\$0	0%
Total	18	100%	\$451,659	100%

Out-leases (NIU as lessor): Includes support for government organizations (e.g. IL Board of Examiners, IL Dept. of Agriculture, State University Retirement System), commercial operations (e.g. HSC bookstore, farmland, Northwestern Medicine clinic), and research.

Under \$100K	19	90%	\$319,863	32%
\$100K to \$250K	1	5%	\$126,700	12%
Over \$250K	1	5%	\$563,071	56%
Total	21	100%	\$1,009,634	100%

Facility purchasing arrangements: Includes the annual payments for the Illinois Association of School Business Officials Building.

IASBO Building

- Payments made in FY22	\$69,926.52
- Payments to date	\$1,614,138
- Remaining debt	\$134,025
- Ending date of term	May 2024

FISCAL YEAR 2022 CLERY REPORT UPDATE

The Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act (commonly known as the Clery Act; formerly the Campus Security Act) is a federal law that requires institutions of higher education participating in federal financial aid programs, in part, to disseminate an annual security report (ASR) to current and prospective employees and students by October 1. The ASR must include crime statistics for the preceding three calendar years for crimes that occurred on-campus, in certain off-campus buildings or properties owned or controlled by the university, and on the public property within, or immediately adjacent to and accessible from, university property. The ASR must also include the university's policy statements related to safety and security. Responsibilities related to Clery Act compliance have transitioned to the Ethics and Compliance Office (ECO) as of FY22. ECO collaborates with the Department of Police and Public Safety, local law enforcement agencies, Housing and Residential Services, Student Conduct, Human Resource Services, and other campus security authorities to develop and publish the ASR, in addition to satisfying other Clery Act requirements, such as the issuance of timely warnings, emergency notifications, and training.

Clery reportable statistics from calendar years 2019-2021 are publicly available in the Annual Security Report at www.niu.edu/clery.

**QUARTERLY SUMMARY REPORT OF TRANSACTIONS IN EXCESS OF
\$100,000 FOR THE PERIOD JULY 1, 2022 TO SEPTEMBER 30, 2022**

In accordance with *Board of Trustees Regulations* (Section V, Subsection B.5), this report of all obligations of financial resources greater than \$100,000 but less than \$250,000 is submitted at the end of each calendar quarter to the Board of Trustees. This quarterly report does not include commercial card obligations. Following is a summary of the number of transactions, fund source, total dollar amount, and transaction details for obligations incurred during the quarter ended September 30, 2022.

Purchase Amount	No. of Transactions	Appropriated*	Non-Appropriated	Total
Over \$100,000	21	\$1,026,499	\$2,420,969	\$3,447,468

TRANSACTIONS DETAIL:

Purchases:

1. The Division of Information Technology requested permission to issue an FY23 open order for Illinois Century Network 10 Gig NIU Internet connectivity for the period July 1, 2022 through June 30, 2023. (Dept. of Innovation & Technology, Sterling, IL) 180,000
2. A renewal was required of the 10 Gig ISP link for ISP services to DeKalb Wellness and Literacy Center for the period July 1, 2022 through June 30, 2023. This is the seventh of nine 1-year renewal options based on a bid opened September 29, 2015 (#CAB156820). (Syndeo Networks, St. Charles, IL) 129,600
3. The Bursar Office requested permission to issue an FY23 open order for collection agency commissions for commercial accounts receivable for the period July 1, 2022 through June 30, 2023. (National Credit Management, St. Louis, MO) 148,000
4. The Bursar Office requested permission to issue an FY23 open order for collection agency commissions for commercial accounts receivable for the period July 1, 2022 through June 30, 2023. (Conserve Commissions, Fairport, NY) 132,000
5. The Law Library requested permission to issue an FY23 open order for library books and materials for the period July 1, 2022 through June 30, 2023. (West Group, St. Paul, MN) 125,000
6. Finance and Treasury requested permission to pay FY21 Financial Reporting Audit costs for the period ending June 30, 2021. (Office of the Auditor General, Springfield, IL) 241,659

7. Housing and Residential Services requested permission to renew cable service for the period July 1, 2022 through June 30, 2023. This is the eighth year of nine renewal options allowed in the Invitation to Bid opened on December 31, 2016 (Bid #BML110112). Renewal award was dated July 1, 2020. (Apogee, Austin, TX)	133,856
8. Athletics requested permission to purchase courtside tables and equipment to be used during home games. (Daktronics Inc., Brookings, SD)	139,130
9. Continuing and Professional Education requested permission to issue an FY23 open order for consulting services for injury prevention for the period July 1, 2022 through June 30, 2023. (Construction Safety Council, Hillside, IL)	200,000
10. The Division of Outreach, Engagement, and Regional Development requested permission to renew the software for on-campus and off-campus camps for conference registration, memberships, inventory tracking, facility booking, abstract paper submission, and reporting for the period July 1, 2022 through June 30, 2023. This is the third year of eight renewal options under KMC053118. (UngerBoeck Systems Intl., Chesterfield, MO)	200,000
11. The Division of Information Technology requested permission to renew the Dell storage software (formerly EMC) for the period July 1, 2022 through June 30, 2023. This includes storage for the entire university's virtual infrastructure, backup infrastructure, and much of their departmental data. This also included hardware replacement should anything go wrong, software updates, and support for the storage. (CDWG, Vernon Hills, IL)	233,652*
12. Athletics requested permission to issue an FY23 open order for the Student Athlete Book Loan Program for the period through June 30, 2023. This item was processed under the authority of RFP #JMT05012018 (Follett Bookstore Management award) and was previously advertised in the <i>Illinois Procurement Bulletin</i> . (Follett Higher Education Group, Westchester, IL)	112,420
13. The department of IL Interactive Report Cards requested permission to issue a purchase order for data analyst services for the Data Warehouse project for the period through June 30, 2023. (WAFTS Solutions Inc., Farmington Hills, MI)	112,420
14. The Provost Office requested permission to renew the software license subscription for Explorance Blue for the period July 1, 2022 through June 30, 2023. This is the course/instructor evaluation software used by academic units throughout campus. (Explorance Inc., Chicago, IL)	109,209*
15. Founders Library requested permission to purchase the SciFinder Academic Unlimited Access Plan, which provides unlimited anytime, anywhere access to substances, reactions, literature references and more all in one place. (Chemical Abstracts Services, Columbus, OH)	141,605*
16. Holmes Student Center requested permission to issue an FY23 open order for food and non-food items needed to operate Einstein Bagels for the period July 1, 2022 through June 30, 2023. (Kuna Foodservice, Dupo, IL)	122,500
17. Athletics requested permission to issue an FY23 open order for athletic officials for the period through June 30, 2023. (Refpay LLC, Sandy, UT)	146,000

- | | |
|--|---------|
| 18. Division of International Affairs requested permission to issue an FY23 open order program costs for students participating in the IBS study abroad programs for the period July 1, 2022 through June 30, 2023. (Intl. Business Seminars, Phoenix, AZ) | 140,000 |
| 19. Athletics requested permission to issue a purchase order for the annual MAC bowl assessment for FY23. The assessment is charged to each MAC school toward partial funding of bowl participation. (Mid-American Conference, Cleveland, OH) | 130,000 |

Capital Improvement Projects:

- | | |
|--|---------------------|
| 1. Swen Parson suite renovation: Project remodels two suites and allows for the expansion of the NIU Business Law Innovation Clinic which has seen increased demand for legal services from the community. Scope also includes the relocation of the NIU Law Student Organization space. | 200,000* |
| 2. Recreation Drive repair: Project includes repair and repaving for degraded section of Recreation Drive along the north side of the Convocation Center which experiences heavy traffic from transit buses. Project will be split-funded between Appropriated and Bond Revenue Funds. | 122,500*
122,500 |

*Appropriated Funds

2023 UNIVERISTY GOALS

NORTHERN ILLINOIS UNIVERSITY

2023 UNIVERSITY GOALS

Background/Introduction

These 2023 goals are organized according to the six themes presented in our Strategic Action Planning Framework and establish the university's priorities. They respond to looming external challenges, including unpredictable state and federal funding, declining numbers of traditional-age students, greater accountability pressures, new technologies and increasing competition. In addition, the goals are future-focused with both annual and multiyear objectives.

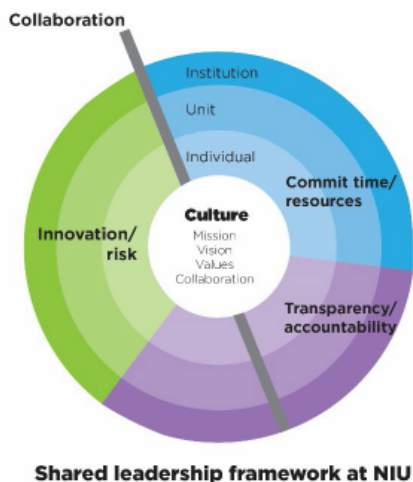
The Huskie community understands that positioning NIU for long-term success will require multifaceted, complex changes in our organizational practices and systems, and that change is a process that occurs over time. Accordingly, many of this year's goals build on progress achieved last year.

As we move forward together, we will continue to strive to increase alignment; promote equity-minded, data-informed decision-making; expand leadership and professional development opportunities; enhance strategic resource planning; and leverage relationships as resources. We will hold ourselves accountable for achieving outcomes that are consistent with NIU's mission, vision and core values as well as our unwavering commitments to inclusive excellence and student success.

Theme 1: Empowerment and Shared Responsibility

Shared leadership offers an encompassing framework to foster co-ownership of goals and adoption of processes that emphasize adaptability, interdependence and collaboration. NIU is building organizational capacity for shared leadership at the organization, team and individual levels because experience tells us that NIU gets great results when cross-functional teams are empowered to think creatively, express their opinions and develop solutions.

This past year, such a group was charged with recommending strategies that senior leadership could implement to enhance NIU's organizational capacity for shared leadership by enhancing employee skills and competencies for creating shared vision and goals; building consensus; generating feedback; navigating difficult conversations; and being self-aware. They were asked specifically to identify expertise and professional development opportunities that align with skill-building in these areas both inside and outside of NIU, recognizing that while it is important to build skills at all levels of our organization, the approach and opportunities will vary depending on position and/or division. The recommendations from this team are well-aligned 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. They inform these annual and multiyear goals.



Goal 1A- Build Capacity for Shared Leadership

- Continue to promote shared leadership to strengthen institutional culture; build Huskie identity and pride; and create pathways for meaningful faculty and staff engagement. Use the accompanying graphic designed by the Shared Leadership Task Force to foster a common understanding of how shared leadership can be implemented at NIU at the institutional, unit and individual levels.

Specifically, the Task Force co-leaders will present at the monthly leadership meeting in January 2023. The university will develop and implement a series of professional development opportunities designed to heighten individual and team performance, foster shared leadership and improve accountability with Phase One of a professional development series implemented by July 1, 2023.

- Continue to empower cross-functional teams to address complex institutional problems and pursue opportunities that align with NIU strategic priorities. Specifically, support new and ongoing shared leadership initiatives designed to improve services, systems and processes with high impact on NIU students, staff and faculty, including but not limited to projects identified by the [2020 Administrative Efficiency Project](#) and [the 2021-22 Budget and Planning Work Group](#) (see Goal 6A). For example, work initiated in 2022 by an ad-hoc team focused redesign of HRS employment processes is expected to continue with expert assistance.
- Encourage collaboration and build capacity for intersectional problem-solving and enhanced accountability across individuals and groups with shared responsibility for NIU's current strategic enrollment management plan (SEM 2.0). SEM 2.0 has a strong focus on retention as everyone's responsibility, and its success will be enhanced using a framework similar to NIU's shared equity leadership (SEL) framework.
- Develop methodology for approving and prioritizing new administrative efficiency projects; develop communication templates to update key stakeholders on progress and key milestones; seek recommendations for new projects; work with campus partners to develop and encourage appropriate change management practices in support of new technology and processes.

Goal 1B- Assess Impacts of Changes Inspired by Shared Leadership Recommendations

- Assess engagement with, and effectiveness of, shared leadership efforts by tracking improvement over time in these categories of NIU's annual Great Colleges survey data:
 - Job satisfaction and support.
 - Professional development.
 - Faculty and staff well-being.
 - Collaboration.
 - Mission and pride.
- Focus on impacts, intended and unintended consequences of the remote working policy through:
 - Assessing the impact of remote work on campus spaces (parking, flexible office space, environmental impact, etc.) and responding accordingly.
 - Assessing the impact of remote work on service to students and responding accordingly.
 - Assessing the impact of remote working on service to employees and responding accordingly.
 - Highlighting effective remote work practices to supervisor community.
 - Continuing to develop toolkits and training to support supervisors and employees.

Theme 2: Student Recruitment, Student Success and Student Experience

NIU continues to develop new programs and strategies designed to make an NIU degree even more accessible, equitable and affordable, and to improve student success outcomes for all students, including those from historically and currently under-resourced and underserved communities. Prior to the pandemic, implementation of the university's original SEM plan (2019-22) was associated with growth in the number of new, academically accomplished students choosing to attend NIU, as well as positively trending total enrollment and first-year retention rates. Some of this progress was stalled with positive retention trends reversed by the prolonged pandemic and the related stresses on students' academics, financial status, mental health and social engagement.

To respond to the disruptions introduced by COVID-19, NIU introduced [Strategic Enrollment Management \(SEM\) Plan \(2022-25\)](#). The overarching purpose remains to attract, retain and graduate students who represent the diversity of our region, nation and world. However, the specific goals and strategies have been updated in response to our changed operating environment and the profound impacts of the COVID-19 pandemic. Specifically, the strategies prioritized in NIU's

updated SEM Plan 2.0, place greater 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.

The new SEM plan is accompanied by [an Accountability Plan](#) that details milestones and completion timelines for each strategy. Prioritized goals and metrics related to student recruitment, student success and student experience are reflected in these university goals.

Goal 2A- Increase Enrollment and Enhance Student Success

NIU will continue to grow and stabilize enrollment by attracting new students and improving retention rates for continuing students, guided by strategies and targets presented in the updated SEM plan as well as related equity plans. NIU will maintain a university-wide focus on closing equity gaps in retention rates, graduation rates and post-graduation outcomes. We will center students in this work and share responsibility for their success, as detailed in [last year's summary of progress](#). We will continue to reach out to reenroll students who left NIU during the pandemic, while acknowledging the inevitable impact of their departure on our total enrollment.

- Achieve total enrollment in target range for AY2023-24:
 - Fails to meet expectations/fails to show progress < 15,360
 - 15,360 < Meets expectations/shows progress < 15,570
 - Exceeds expectations > 15,570
- Pursue multiyear equity goals articulated in our [Higher Learning Commission Quality Initiative Proposal \(HLCQIP\)](#) and [Illinois Equity in Attainment \(ILEA\) Equity Plan](#).
 - Achieve retention rate for first-time, full-time Pell eligible students of 65-68%, or higher.
 - Assess impact of strategic interventions developed to address low success rates and equity gaps in introductory, prerequisite courses and implemented as part of HLCQIP. Adjust strategies as needed (part of ongoing formative assessment).
- Hire and train advisors to work in the Academic Advising Center and focus on serving freshmen students (this milestone is for implementation of centralized advising).
- Strengthen [Braven partnership](#) and work to provide more NIU students with opportunities to build skills, confidence, experiences and networks, thereby enhancing their potential to transition to strong first jobs.
 - Implement first-year program for Braven Scholars to build enthusiasm for the program and connect career-focused students to each other and NIU.
 - Enroll 700-850 students in Braven Accelerator in AY2023-24.
 - Increase Braven Accelerator participation to 951-1,000 starting in AY2024-25.

Goal 2B- Continue to Make our Student Experience More Equitable and Engaging

- Ensure students transition successfully into the Huskie experience (SEM 2.0, Strategy 3.1).
 - Implement a comprehensive transition model for all incoming students spanning from pre-college to the end of the first year.
 - Fully integrate the Huskie First Survey to identify student needs and make connections to campus support resources.

- Prioritize task force recommendations on how to revitalize Greek life. Create and share implementation and accountability plans with clear annual and multiyear goals.
- Collaborate with [JED Campus](#) four-year program to strengthen NIU's systems, programs and policies to protect student mental health, build life skills and support student who might be struggling. Year 1: Assessment and Strategic Planning; Year 2-3: Implementation and Support; Year 4: Evaluation and Sustainability.

Theme 3: Academic Excellence and Curriculum Innovation

NIU remains committed to achieving excellence and impact through student success, innovative research and artistry and partnership with our communities. The university achieves these outcomes by supporting and enhancing the academic and career aspirations of Huskie undergraduates, graduate students and faculty, including their desire to discover and develop innovative solutions to complex societal problems. Increasingly, contemporary issues demand that artists, scientists and humanists work at the intersections and beyond disciplinary boundaries. In this context, the university needs to prepare students and scholars to build on their disciplinary foundations by broadening their thinking; by being open to integrating additional concepts, theories and methods; and by accepting the legitimacy of work that is transdisciplinary and/or collaborative. This will require change, specifically the dismantling of structural barriers that inhibit transdisciplinary scholarship and discourage curricular innovation and experimentation. This past year, two task forces appointed by the provost shared actionable recommendations about how to remove such obstacles and enhance support for transdisciplinary scholarship and curricular innovation, and their suggestions have informed these university goals.

Goal 3A- Transdisciplinary Scholarship and Curricular Innovation

Transdisciplinary curricular development requires collaboration between disciplines to create cohesive academic experiences where students have opportunities to connect the same idea across various subjects and propose solutions to complex multi-faceted problems. Expert faculty from different disciplines who are committed to collaboration and joint knowledge production are important to this process, and NIU must be intentional about recognizing their value, rewarding their accomplishments and removing impediments to their success.

The following actions have been identified by NIU faculty as important first steps university leaders should take to make NIU more hospitable to transdisciplinary collaboration in teaching, research and sponsored project development. A subset appears again under Goals 4C and 5B, because the actions are also critical to advancing equity and strengthening infrastructure for research, artistry and engagement.

- Standardize Current and Future Joint Appointments at NIU.
 - Create standard process/templates/expectations for memoranda of understanding (MOU) that establish joint appointments with national laboratories and across academic departments and centers within the same or different colleges. Promote adoption of consistent, effective practices through dialogue and sharing of exemplar MOU with deans, department heads and faculty members.
 - Work in alignment with related university efforts from the Faculty Senate Social Justice Committee, the Centering Engagement, Driving Impact TaskForce and other relevant groups to explore options other than MOU for managing joint appointments.
- Ensure that NIU's multiyear budget plans include dedicated resources to support targeted hiring of faculty with special expertise as well as faculty from underrepresented groups. Standardize process for seeking these funds.
- The Association of Public and Land-grant Universities describes [cluster hiring](#) as an emerging practice in higher education that involves hiring faculty into multiple departments or colleges to support interdisciplinary research foci, increase faculty diversity or address other aspects of institutional excellence. NIU will explore cluster hiring as a mechanism to build capacity for transdisciplinary scholarship and emerging research themes, promote collaboration and increase faculty diversity.

Specially, NIU will develop a model cluster hiring plan to incorporate into multiyear planning with implementation in FY24-26, outlining the resources required and proposing the means for achieving the vision through a combination of new investment and resource reallocation. The model will be informed by strategies employed successfully at NIU and other universities, as well as by the ongoing planning exercises related to transdisciplinary research clusters focused on STEM-Ed, artificial intelligence/machine learning (AI/ML) and social justice. Ultimately, any cluster hiring proposal will need to align with Academic Affairs' annual and multiyear hiring plans, multiyear budget strategy and NIU affirmative action planning.

- Establish an enterprise level office reporting to the VP of RIPS to consolidate and expand NIU resources available to facilitate and support transdisciplinary research, scholarship, artistry and engagement, and facilitate cross-university and multi-institutional proposals and awards.

Additional steps NIU will take to encourage curricular innovation and experimentation, and provide opportunities for interdisciplinary courses and programs to emerge from teams of faculty or research groups:

- NIU aspires to be academically excellent as well as respected for impactful and inclusive research, scholarship, artistry and engagement. Inarguably, our ability to achieve these outcomes can be either enabled or obstructed by the systems, policies and practices that determine how faculty accomplishments are evaluated and rewarded. In this context, the following actions will be pursued in AY 2022-23.
 - Respecting and leveraging principles of shared governance, NIU will elevate the framework under development by the Faculty Senate and advance specific initiatives focused on updating NIU's tenure, promotion and faculty evaluation processes so that they are more reflective of the university's mission, vision and values, and more inclusive of diverse and evolving forms of faculty work. Specifically:
 - University leadership will contribute to the development of, draw upon and supplement the emerging framework and curated supporting materials created by the Academic Affairs working group of the Faculty Senate Social Justice Committee to support development of a stepwise action plan.
 - The Faculty Senate president, provost and president will present to faculty shared governance and shared leadership groups about specific approaches to tenure and promotion processes.
 - University leadership will provide support in the drafting of responsive language for university academic personnel process (Faculty Senate Bylaws Article 8), which will be discussed by the Faculty Senate and/or Faculty Senate Personnel Committee before the end of the academic year.
- NIU will task a working group with development of a model competitive, internal grants program to inspire and incentivize curricular innovation and experimentation. (This annual goal is the first step in a multiyear effort to implement such a program).
 - The proposed program (announcement, application and award processes) will provide a suggested timeline for submission, review and award; a template for budget request; and suggestions for sharing credit and accountability for course preparation and delivery across participating faculty, centers, departments and colleges; and criteria for review. (Model to be delivered no later than July 2023)
 - The proposed program will be co-administered by CITL and RIPS, and as part of that responsibility, CITL will gather resources and create a toolkit(s) to support and encourage faculty, departments, centers and colleges to pursue curricular innovation and experimentation. (Resources to be assembled and organized during AY2022-23 to support competition to be launched in AY2023-24)

- NIU will encourage the EVPP, deans and college curricular committees to relieve administrative barriers to curricular experimentation and development of transdisciplinary courses and programs. Guided by the tactical recommendations from the 2021-22 Curricular Innovation Task Group, they will collaborate to:
 - Review university and college policies to ensure that centers can participate in curriculum development process and provide representation on college curricular committees.
 - Engage college curricular committees in development of courses outside of departments.
 - Create a “curricular innovation sandbox” to provide space for developing and testing courses without requiring full course approval process.
 - Develop general course numbers for interdisciplinary courses.

Goal 3B- Strengthen Graduate Programs, Enhance the Graduate Student Experience

The past year also saw continued progress in our multiyear effort to strengthen graduate programs and enhance the graduate student experience. Actionable recommendations developed through a collaborative process 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. Implementation timelines have been identified, and these will inform university goals going forward to 2025. In this context, Academic Affairs, the colleges and the Graduate School are committed to these actions.

To create a graduate student community that supports its success, we will:

- Continue efforts focused on understanding the experience of international and underrepresented graduate students by analyzing graduate student data from the climate survey, hosting listening sessions with assistance from academic units and student organizations and engaging with student advisory board and cultural resource centers to elevate voices of underrepresented students. Complete by May 2023.
- Assess and improve professional development and training available to support graduate student teaching proficiency, research skills and career success, considering programs offered by the Graduate School, the Division of Research and Innovation Partnerships and the Center for Innovative Teaching and Learning. Complete by May 2023.
- Restructure Rhoten Smith Assistantship program to more effectively support recruitment, retention and mentorship of graduate students underrepresented in their respective fields. Updated program implemented for Fall 2023 awardees.
- Promote an environment and culture in which international students are welcomed to NIU’s campus by strengthening connections between colleges, International Affairs and Student Affairs, and by creating a student ambassador program for international students. Program design complete by June 2023.
- Work with departments to review completion statistics and set goals for completion rates relative to enrollment. Multiyear goal to be completed in 2025.

To align tuition waivers to support graduate student success, we will:

- Prorate waivers relative to the percentage of appointment, maintaining the requirement of a minimum 0.25 FTE appointment. To accomplish this, feedback will be sought from Graduate Council and other impacted units prior to implementation of a new waiver policy in Spring 2023 for waivers awarded in 2024.
- Develop criteria for equitable allocation of tuition waivers not associated with assistantships and phase out or reallocate waivers as appropriate to support graduate student retention and completion. Criteria developed in Spring 2023 for implementation in 2024.

- Create a three-year budget model for waivers and graduate assistantships at the college and university level. Data-informed recommendations will be proposed in 2024 with first implementation in 2025.

To set competitive expectations for graduate student stipends and mandatory fees, we will:

- Complete analysis of appropriate minimum stipends for specialist, master's, professional doctoral and Ph.D. programs. Implement as part of multiyear budget planning.
- Create competitive graduate student recruitment packages that offer support for the expected completion timeline for the academic program. To accomplish this, expectations will be established by programs and benchmarked against peer institutions. Implementation plans will consider recommended stipends, mandatory fee structure and budget implications.

To ensure adequate resources for strong and strategic programs, we will:

- Expect colleges to define metrics related to graduate program enrollments, completion rates and placement results, and allocate resources to programs that are successful in enrolling talented and diverse graduate students and achieving their goals. Metrics to be defined by May 2024 and used to support recommendations for program investment as well as program phase-out.
- Work to lower degree costs by analyzing curricula in cognate programs to assess common requirements and opportunities for sharing courses.

3C- Improve Support for Community College Transfer and Working Adult Students

Students transitioning to public universities from community colleges face challenges related to academic credit transfer, clear pathways to degree completion and convenient access to courses and services. Working adults face similar barriers when they attempt to enroll and navigate our higher education system. Serving these populations of students requires streamlined admissions strategies and dedicated, specialized support. In this context, NIU is committed to:

- Creating specialized advising resources targeted to the of needs prospective transfer students to enhance their transition to NIU. Transfer advisors would focus on helping students determine how previous coursework would apply to different degree programs; what requirements would remain in majors that align with their interests; whether prior learning credit is possible; and the estimated time and cost associated with earning NIU degrees.
- Implementing a technology solution to provide prospective transfer students with credit estimates, recommendations for best fit majors and customized application support.

Theme 4: Diversity, Equity and Inclusion

NIU's commitment to equity, diversity, inclusion and belonging underpins our efforts to realize our mission and vision, live our values and co-create a welcoming university community where all voices are heard, valued and respected. Accordingly, we have enacted specific strategies to improve access, academic equity and inclusive excellence, and have been inspired to go beyond to identify, address and eradicate inequitable systems and practices that limit the potential of NIU students, faculty and staff.

Although we have made laudable progress, there is still much more to be done. To sustain our momentum, we need to make clear that equity is everyone's work and hold each other accountable. A coherent, overarching leadership framework will facilitate these efforts.

Goal 4A- Shared Equity Leadership (SEL)

Shared equity leadership is an approach that seeks to scale diversity, equity and inclusion work and create change by encouraging and connecting individual and organizational transformation. Broadening and sharing responsibility for this work requires change in the ways that expectations are communicated, outcomes measured, and accountability defined.

Accordingly, NIU is reconceptualizing the way members of our community come together to shape the climate, systems and processes encountered by our students and employees. Specifically, we are taking these steps to implement the SEL model presented to the Board of Trustees in August 2022:

- Share draft Shared Equity Leadership (SEL) model with stakeholders for feedback during Fall 2022. Use feedback to further develop the proposed NIU bridge model and encourage shared accountability for DEI goals and outcomes. Begin to implement SEL model based on stakeholder feedback and recommendations no later than Spring 2023.
- Launch a strategic communication plan to articulate the purpose of the SEL model and set expectations for campus accountability. Link model to SEM 2.0.

Goal 4B- Social Justice Education, Inclusion and Belonging

- Continue to strengthen and develop the Truth, Racial Healing & Transformation Center through collaboration with campus partners:
 - Host student-centered racial healing circles in Spring 2023 as well as a racial healing conference in collaboration with Student Affairs no later than Fall 2023.
 - Continue to create transformative experiences that encourage students to think critically, develop compassion and acquire the skills needed to integrate complex and conflicting realities. Leverage the success of Greenwood Rising tour and Rebuilding Democracy Lecture to design domestic and international student experiences that incorporate restorative history.

Goal 4C- Advancing Equity/Actionable Data

- The university will continue to administer climate surveys to gain insight into the experiences and perceptions of individuals in our diverse university community. Survey results will help NIU foster an environment where all Huskies feel welcome, valued and respected.
 - A working group with relevant social science expertise and broad campus representation will review raw data and summary reports from Viewfinder Campus Climate Survey (aka NIU IDEA survey) administered in Spring 2022. They will extract high-level themes; compare our data to those of three peer institutions selected for benchmarking; determine the need to perform additional analysis or generate additional reports; and draft an action plan. They will also work to integrate the results from the IDEA survey with those obtained from Great Colleges to Work For. The themes and action plan draft will be presented to campus groups for feedback.
 - The SHARE (Sexual Harassment Assault and Relationship Experiences) survey will be conducted in 2023 to examine perceptions and personal experiences at, and within, NIU. This survey was most recently conducted in 2018/19.
- NIU aspires to be academically excellent as well as respected for impactful and inclusive research, scholarship, artistry and engagement. Inarguably, our ability to achieve these outcomes can be either enabled or obstructed by the systems, policies and practices that determine how faculty accomplishments are evaluated and rewarded. In this context, the following actions will be pursued in AY 2022-23.
 - Respecting and leveraging principles of shared governance, NIU will elevate the framework under development by the Faculty Senate and advance specific initiatives focused on updating NIU's tenure, promotion and faculty evaluation processes so that they are more reflective of the university's mission, vision and values, and more inclusive of diverse and evolving forms of faculty work. Specifically:
 - University leadership will contribute to the development of, draw upon and supplement the emerging framework and curated supporting materials created by the Academic Affairs working group of the Faculty Senate Social Justice Committee to support development of a stepwise action plan.

- The Faculty Senate president, provost and president will present to faculty shared governance and shared leadership groups about specific approaches to tenure and promotion processes.
 - University leadership will provide support in the drafting of responsive language for university academic personnel process (Faculty Senate Bylaws Article 8), which will be discussed by the Faculty Senate and/or Faculty Senate Personnel Committee before the end of the academic year.
- NIU will explore cluster hiring as a mechanism to increase faculty diversity. There is no doubt that cluster hiring has worked as a successful strategy to diversify the faculty at other universities. NIU will move forward with a plan to advance cluster hires with the intention in partnership with key academic programs such as Black Studies; Latino and Latin American Studies; the Center for Southeast Asian Studies; the Center for Women, Gender, and Sexuality; and the Asian American Resource Center.

As noted above, specially, NIU will develop a model cluster hiring plan to incorporate into multiyear planning with implementation in FY24-26, outlining the resources required and proposing the means for achieving the vision through a combination of new investment and resource reallocation. The model will be informed by strategies employed successfully at NIU and other universities, as well as by the ongoing planning exercises related to transdisciplinary research clusters focused on STEM-Ed, artificial intelligence/machine learning (AI/ML) and social justice. Ultimately, any cluster hiring proposal will need to be aligned with Academic Affairs' annual and multiyear hiring plans, multiyear budget strategy and NIU affirmative action planning.

- NIU will ensure that multiyear budget plans include dedicated resources to support targeting hiring of faculty spouses/partners and faculty from underrepresented groups. Standardize process for seeking these funds.
- NIU will articulate a Business Enterprise Program (BEP) strategy informed by an analysis of current and potential opportunities and consistent with our desire to increase participation of businesses owned by minorities, women and persons with disabilities. We will leverage the College of Law Business Innovation Clinic to expand training and assistance to eligible vendors and service providers. We will research and learn from the University of Illinois' experience implementing a sheltered market. We will continue to advocate for legislative changes to enhance BEP opportunity.

Theme 5: Research, Scholarship, Artistry and Engagement

Northern Illinois University is an engaged public research university recognized as a Carnegie High Research Activity (R2) university and designated as a Carnegie Community Engagement institution. The university has been recognized by the Association of Public and Land-grant Universities (APLU) as an Innovation & Economic Prosperity University, and by INSIGHT Into Diversity as a 2021 and 2022 Higher Education Excellence in Diversity Award winner. These acknowledgements reflect the excellence of our faculty and staff, as well as our dedication to knowledge creation and effective community partnership.

NIU strives to prepare our students and the communities we serve for a century of change by bringing our resources to bear on complex societal challenges. We empower teams made up of faculty, staff and students with diverse and relevant experiences to think and act creatively in support of established and emerging opportunities for transdisciplinary research, especially those related to the most pressing challenges of our time. Our efforts are centered around innovative solutions for responding to environmental change, advancing technology, preparing for shifting demographics and interpreting the world around us. These priorities inform the university goals.

Goal 5A- Advance NICCS and Sustainability Initiatives

The Northern Illinois Center for Community Sustainability (NICCS) is envisioned as a destination for subject matter experts external and internal to NIU, as well as government and business leaders, graduate and undergraduate students and

citizens working to enhance sustainability in their communities. Accordingly, NICCS will expand opportunities to create knowledge related to food systems, water resources and environmental change, and educate the next generation of environmental scientists and stewards. To these ends, the following objectives have been established for 2023-24:

- Proceed with the NICCS design build process as allowed by the Illinois Capital Development Board (CDB).
- Hire a director to provide leadership for NICCS and support collaborative work focused on understanding and address challenges associated with environmental change, shifting demographics and sociopolitical inequity impacting our region and world.
- Support the task force developing a sustainability and climate action planning framework specific to NIU's institutional context and commitment. Outcomes will include specific goals, targets and timelines for creating a more sustainable campus; climate action planning ties to a net zero goal and date; alignment of the sustainability plan with NIU's master planning framework and multiyear budget; and integration of sustainability planning into NIU's operations.

Goal 5B- Strengthen Infrastructure for Research/Artistry/Engagement

The task forces charged previously with reducing barriers to transdisciplinary scholarship and curricular innovation recommended investing in, and implementing, several strategies that would strengthen support for faculty research and artistry, facilitate collaboration and provide research development programming in support of institutional goals for research, scholarship, artist, engagement and external funding. These are listed below as well as elsewhere in the document.

- NIU aspires to be academically excellent as well as respected for impactful and inclusive research, scholarship, artistry and engagement. Inarguably, our ability to achieve these outcomes can be either enabled or obstructed by the systems, policies and practices that determine how faculty accomplishments are evaluated and rewarded. In this context, the following actions will be pursued in AY 2022-23.
 - Respecting and leveraging principles of shared governance, NIU will elevate the framework under development by the Faculty Senate and advance specific initiatives focused on updating NIU's tenure, promotion and faculty evaluation processes so that they are more reflective of the university's mission, vision and values, and more inclusive of diverse and evolving forms of faculty work. Specifically:
 - University leadership will contribute to the development of, draw upon and supplement the emerging framework and curated supporting materials created by the Academic Affairs working group of the Faculty Senate Social Justice Committee to support development of a stepwise action plan.
 - The Faculty Senate president, provost and president will present to faculty shared governance and shared leadership groups about specific approaches to tenure and promotion processes.
 - University leadership will provide support in the drafting of responsive language for university academic personnel process (Faculty Senate Bylaws Article 8), which will be discussed by the Faculty Senate and/or Faculty Senate Personnel Committee before the end of the academic year.
 - NIU will explore cluster hiring as a mechanism to build capacity for transdisciplinary scholarship and emerging research themes, promote collaboration and increase faculty diversity. Specifically, NIU will develop a model cluster hiring plan to incorporate into multiyear planning with implementation in FY24-26, outlining the resources required and proposing the means for achieving the vision through a combination of new investment and resource reallocation. The model will be informed by strategies employed successfully at NIU and other universities, as well as by the ongoing planning exercises related to transdisciplinary research clusters focused on STEM-Ed, AI/ML and social justice.

NIU has not provided the mechanisms for exploring new research themes in recent years, in part due to fiscal constraints. Improved conditions and broad university support for emerging research themes provide opportunities for departments and colleges to work together to advance research goals—particularly within the intent of diversifying the faculty. Ultimately, any cluster hiring proposal will need to be aligned with Academic Affairs’ annual and multiyear hiring plans, multiyear budget strategy and NIU affirmative action planning.

- Establish an enterprise level office reporting to the VP of RIPS to consolidate and expand NIU resources available to facilitate and support transdisciplinary research, scholarship, artistry and engagement, and to facilitate cross-university and multi-institutional proposals and awards.
- Elevate community collaboration and engagement as key elements of NIU’s mission, and strengthen community-engaged scholarship infrastructure to support the goal of sustaining Carnegie Elective Classification for Community Engagement.
 - The Centering Engagement, Driving Impact Task Force was charged with developing an NIU definition of engagement and recommending an action agenda to address six key areas of engagement strategy and operations. Deliverables will include:
 - A definition of engagement that can be shared by faculty, staff and students across the research, engagement and public service missions of the institution.
 - A set of guiding principles for engagement and recommendations about how units across the university might operationalize the definition and principles and make engagement central to their work.
 - An action agenda with specific recommendations to university leadership about how to address six key areas of engagement strategy and operations: engagement infrastructure; assessing outcomes of engagement; partnership guidance; scholarly engagement; faculty recognition, rewards and incentives; and engagement equity.

Theme 6: Resource Development and Fiscal Responsibility

After a decade of declining resources, fiscal deficits and operational challenges, including the COVID pandemic, NIU must turn the page on past challenges and move forward within Illinois’ new, higher-education environment. “Thriving Illinois,” the IBHE’s Higher Education Strategic Plan, is focused on three overarching goals: 1) Equity—close the equity gaps for students who have historically been left behind; 2) Sustainability—build a stronger financial future for individuals and institutions; and 3) Growth—increase talent and innovation to drive economic growth. Accordingly, NIU is committed to sustaining budgets that are academically responsive and fiscally responsible; that reflect our dedication to being student-centric and equity-minded; that demonstrate an ongoing investment in our faculty and staff; and that align with our mission, vision and values.

In this context, [as recommended by last year’s Budget and Planning Workgroup](#), NIU is moving to adopt an equitable, iterative budget planning process that aligns resources with strategic priorities over annual and multiyear time frames, and that achieves long-term financial sustainability through a combination of revenue generation, expense reduction and reallocating resources. To achieve a structurally balanced budget by FY25, we are taking steps to manage recurring revenues and expenses and incentivize new and innovative revenue generation. Thoughtful, intentional and transparent allocation of resources will position NIU for continued success and long-term sustainability.

Goal 6A- Continue to Implement a Multiyear, Comprehensive Planning and Budget Process

- Continue to engage the Board of Trustees in a quarterly process to communicate the status and progress toward

identified budget milestones and targets.

- Hire a permanent vice president for finance/chief financial officer. Support that individual's transition to NIU and involve him, her or them in the development and implementation of budget planning process that is equitable, iterative, multiyear and aligned with the university's mission, vision, values and strategic priorities.
- Create action plan and timeline for enacting the following recommendations received from the budget planning work group:
 - Transition focus of NIU budget process from allocating and accounting for resources to strategic budgeting and planning. (multiyear goal; work started in FY23)
 - Distinguish statutory obligations from long-standing NIU practices as first step towards removing impediments to multiyear budgeting. (FY23)
 - Advance timeline for annual budget development, review and approval to permit a more equitable, iterative process. (multiyear goal)
 - Make available training and education that covers basic budgeting terminology and concepts and provide more actionable data and decision support. (multiyear goal)
 - Create and maintain an innovation fund managed outside of the university's operations and maintenance budget. (innovation pitch piloted in FY22; plan to repeat in FY23)
 - Incentivize innovative revenue generation through gainsharing (propose a strategy and pilot on a limited basis in FY23/24).

Goal 6B- Advance Facilities and Technology Planning Priorities

- Advance state capital projects including NICCS and the Health Informatics Technology Center. Continue efforts to align physical footprint with evolving academic priorities, changed economic conditions and resumed emphasis on master planning. Use master planning to envision NIU as a university of the future, and link our buildings, spaces and campus environments to our mission, strategic priorities and students' needs, understanding that this will be achieved over a multiyear timeframe.
- Complete phased move from legacy phone system to Microsoft Teams Voice.

Goal 6C- Fundraising and Campaign Execution

- Achieve \$28.5 million in total philanthropy.
- Roll out campaign plan to entire university community.
- Announce Campaign Cabinet by June 30, 2023, and form a campaign committee prior to public launch, no later than Oct. 1, 2024.

Recommendation: The University requests Board of Trustees approval of the 2023 University Goals, and a plan for the Board to evaluate the President's performance against these goals weighted as follows: Empowerment and Shared Responsibility (10%); Student Recruitment, Student Success and Student Experience (20%); Academic Excellence and Curriculum Innovation (15%); Diversity, Equity and Inclusion (15%); Research, Scholarship, Artistry and Engagement (20%); Resources Development and Fiscal Responsibility (20%).

HONORARY DOCTORATE RECOMMENDATION

Summary: The Honorary Degree Committee met to consider the candidacy of two nominees. One candidate is being forwarded for consideration by the Board. The recommended candidate is Her Royal Highness Princess Gusti Kanjeng Ratu Mangkubumi. The university recommends that Her Royal Highness Princess Mangkubumi be awarded an honorary doctorate in humane letters.

Her Royal Highness Princess Mangkubumi is the firstborn of Sultan Hamengkubuwono X of Yogyakarta and Crown Princess to the throne. Her family governs the Special Region of Yogyakarta, Indonesia and are Indonesia's leading and most prestigious royal family due to their deep national legacy and strong commitment to philanthropy and public service. Gusti ('Princess' as she is widely greeted), has distinguished herself as a leading proponent of inclusive education, of social mobility causes, and as the custodian of Javanese culture.

She has also emerged as a national feminist icon, who open and actively advocates for equity. Princess Mangkubumi was awarded the national honor "Wanita Tak Terpatahkan" (Unbreakable Woman) for her work empowering women in remote villages. Based on a personal conviction to ensure inclusion in schools, the princess established the Nusantara Children's Education Foundation (YEAN) in 2005. Her commitment to diversity led her to establishing this foundation, which is committed to building a network of schools that would help children develop their full potential while respecting religious, economic, and cultural diversity. YEAN has built and runs four schools so far—pre-K, elementary, middle and high school—and they actively recruit diverse students regardless of economic background.

Gusti's interest in education also extends to the university. Her family donated the land for the Universitas Widya Mataram (UWM), run by the Mataram Yogyakarta foundation where she sits as an executive board member. She has a leading role in the programs, global activities and buildings and facilities on campus. UWM also shares a distinct social mobility mission with Northern Illinois University. The princess also possesses a forward-looking vision about the balance of custom and tradition with progress and modernization. She spends time as a cultural ambassador for Indonesia and the palace, touring with performing groups as a living embodiment of cultural heritage. On her most recent trip to the United States, she performed at Yale and Wesleyan.

Viewing Small and Medium Enterprises as a pathway for upward social mobility, Gusti Mangkubumi is active in the development of cooperatives and SMEs both in and outside Yogyakarta. She served as Chairperson of the KADIN (Office of Trade and Industry) of the Special Region of Yogyakarta (DIY) and the Chairperson of the Association of Exporters and Craftsmen of DIY Indonesian handicrafts. Since 2005, Gusti has served as chairperson of the AKU Sejahtera Cooperative, focusing on family planning, welfare, and income.

Princess Mangkubumi is clearly deserving of this high distinction. Bringing her into the NIU family would be another wonderful linkage with our impressive alumni and network in Indonesia and Southeast Asia. Her university UWM is already a willing co-sponsor of our upcoming January 2023 G20 conference, and her brand and influence could help NIU continue to grow and recruit in the region. The Princess, her family and their substantial estate want to effect positive change in the world and NIU could expect to be a conduit for advancement and exchange, benefitting Indonesia, NIU and the world.

Recommendation: The University requests Board of Trustees approval of the recommendation to award an honorary doctorate in humane letters to Her Royal Highness Princess Gusti Kanjeng Ratu Mangkubumi.

APPOINTMENT OF INTERIM EXECUTIVE VICE PRESIDENT AND PROVOST

Summary: Dr. Laurie Elish-Piper is being recommended for appointment as the Interim Executive Vice President and Provost effective July 1, 2023. This appointment is required as NIU's current Executive Vice President and Provost will be serving NIU through June 30, 2023, and then stepping down from that role.

Dr. Elish-Piper's commitment to NIU's mission, vision, and values is unquestionable. In addition, she has significant academic leadership experience including in-depth knowledge of NIU's institutional culture; policies and procedures and shared governance; leadership and management experience including oversight of budgets and personnel in an academic department, interdisciplinary center and college levels; established reputation for fairness and transparency; track record of using data to inform decision making; and ability to communicate effectively with multiple internal and external stakeholders including state and federal legislators.

In accordance with the University Bylaws Article 10.5, the university consulted with members of university leadership, deans, and the University Advisory Committee to the Board of Trustees regarding the interim EVPP appointment. There was enthusiastic support for Dr. Elish-Piper's appointment.

Dr. Elish-Piper has been at NIU more than 25 years, having served as the dean of the College of Education since 2016, serving previously as the acting dean and is a Distinguished Teaching Professor and Distinguished Engagement Professor in the Department of Literacy and Elementary Education. She received her Ph.D. in curricular and instruction studies with an emphasis in literacy education from the University of Akron.

Recommendation: The university requests Board of Trustees approval of its appointment of Dr. Laurie Elish-Piper as Interim Executive Vice President and Provost effective July 1, 2023.

APPOINTMENT OF VICE PRESIDENT FOR OUTREACH, ENGAGEMENT AND REGIONAL DEVELOPMENT

Summary: NIU is proud to be recognized by the Carnegie Foundation as a Carnegie Community Engaged University, and by the Association of Public and Land Grant Universities as an Innovation and Economic Prosperity University. Our continued success in these areas can be attributed to the university's intentional pursuit of collaborative partnerships focused on addressing state and regional challenges, promoting growth, managing change, and building stronger communities.

In 2020, Dr. Rena Cotsones was named senior associate vice president for the Division of Outreach, Engagement and Regional Development (OERD) and Chief Engagement Officer. As the leader of OERD, Dr. Cotsones has been intentional about centering OERD within the university and aligning the work of the division more tightly with NIU's mission, vision and values. As a result of this enhanced mission focus, and increased emphasis on impact and accountability, engagement is widely appreciated as the third pillar of NIU's public mission. More than ever, faculty, staff and students benefit significantly from the leadership, partnership and support of OERD. Current and prospective NIU students are engaged in the inclusive communities fostered by NIU Esports and STEM Outreach. Faculty and staff are more involved in OERD planning activities through task force participation and joint appointments with academic departments. The entire university is benefitting from success of the Strategic Development Team (SDT) promoting innovation, attracting new partnerships, and growing revenue. Notably, the vision for the SDT was developed and implemented through a collaboration among Dr. Cotsones, Vice President Squires, and Vice President Blazey. Moreover, Dr. Cotsones is currently leading a federally funded community project focused on food equity and related to of the Northern Illinois Center for Community Sustainability.

As the leader of OERD, Dr. Cotsones also has primary responsibility for engaging with the broader region. She oversees the Center for Governmental Studies, the P-20 Center for Engagement, Northern Public Radio, the university's three regional centers and field campus, NIU's centralized conferencing and event management function, and NIU's Public Engagement Networks. When she assumed leadership of OERD in a dynamic operating environment impacted significantly by COVID-19, Dr. Cotsones chose to approach the pandemic as opportunity to streamline, innovate, and sharpen the focus of OERD. She reallocated resources towards impact and created new ways to collaborate with the communities served by NIU. Her leadership was key to the post-pandemic response and recovery of OERD units and functions. OERD units are once again thriving as evidenced by the fact that in the first half of FY23, OERD was awarded \$8.3M in sponsored funding, accounting for nearly half of the NIU total for that period.

To her credit, NIU's commitment to lifelong engagement is respected across Illinois for driving impact through engagement, connecting, collaborating, and creating solutions.

Background: Dr. Cotsones' prior academic and professional experience prepared her well for success as the leader of OERD. She is the former Chair of the Executive Committee of the Association of Public and Land-grant Universities (APLU) and is a current member of the APLU Commission on Community and Economic Engagement. Further, she is an expert and speaker on

economic and community engagement, a faculty member for the Engagement Academy and a Fellow of the Strategic Doing Institute. Dr. Cotsones holds an undergraduate degree from Illinois State University in mass communication, as well as her master's degree in public administration and a Ph.D. in political science from Northern Illinois University.

Recommendation: In recognition of her leadership responsibilities and achievements as NIU's chief engagement officer, as well as her impact and success, the University recommends appointment of Dr. Rena Cotsones with a new title of vice president for Outreach, Engagement and Regional Development and chief engagement officer effective January 1, 2023.

WOMEN'S VOLLEYBALL HEAD COACH SEARCH UPDATE

At the December 5, 2019 Board meeting, the Board authorized the President to select executive search firms for head coaches in the Division of Athletics. It was further recommended that the President periodically report back to the Board regarding selection and status of such searches. Further, provisions of Public Act 97-0814 and the Northern Illinois University policy on the use of external search firms approved by the Board of Trustees on May 23, 2013, allow the use of an external search firm for senior level positions when needed.

Due to the recent separation of the Women's Volleyball Head Coach, the Division of Athletics will be utilizing an executive search firm per the approval of the Board of Trustees as noted. The executive search firm will offer the University the ability to assist in identifying and recruiting diverse candidates, as well as, conducting in-depth research and background checks on potential candidates for the Head Coach Women's Volleyball position. The search firm's network of candidates and ability to maintain confidentiality, will be essential for this senior coaching position search.

**NORTHERN ILLINOIS UNIVERSITY POLICY
ON THE USE OF EXTERNAL HIRING SEARCH FIRMS**

Pursuant to the Northern Illinois University Law, as amended by Illinois Public Act 97-814, it is the policy of Northern Illinois University that charges for the services of an external hiring search firm may not be paid from any source of university funds, except:

- (1) In the hiring of the President of the University, or
- (2) In the case of when the Board of Trustees and the President demonstrate a justifiable need for guidance from an individual or firm with specific expertise in the field of hiring.

In furtherance of this authority, the President may implement this policy through the development of further guidelines and procedures for determining when the use of an external hiring search firm is justified. The Board and/or the President may delegate their respective responsibilities under this policy to appropriate university officials as deemed necessary.

Any NIU hiring department or entity that wishes to utilize the services of an external hiring search firm must make a request to the Office of the President for appropriate review under this policy before engaging the services of such search firm. In determining whether a request qualifies for the justified use of an external hiring search firm, the President will consider the following applicable criteria:

- The nature and scope of the position being filled (e.g., senior level versus non-senior level);
- The nature and scope of the search (e.g., nationwide versus local or regional);
- The university's goals and priorities surrounding the search;
- The availability of personnel, monetary resources and other university resources to dedicate to the search;
- An external search firm's ability to help recruit and screen candidates;
- An external search firm's ability to enhance the quality of a candidate pool;
- An external search firm's ability to help conduct and coordinate the logistics of a search;
- The expertise/specialization of an external search firm in conducting searches
- An external search firm's ability to bring fresh and new perspectives from outside of the university.

Northern Illinois University understands that the determination of whether a search is justified in using the services of an external hiring search firm depends upon the unique circumstances of the search being conducted. The President is not prohibited from considering other factors that may be deemed relevant and important for a search.

Upon completing a review, the President will determine whether justifiable need exists for the selection of an external hiring search firm and shall make a recommendation to the Board of Trustees for final action on the matter at any regular or special meeting of the full Board of Trustees. In its consideration of the matter, the Board will consider the above-referenced applicable criteria, as well as any other factors that may be deemed relevant and important. The Board's decision will be final.

COLLEGE OF VISUAL AND PERFORMING ARTS OVERVIEW

Dean Paul Kassel will present an overview of the College of Visual and Performing Arts.

CLOSED SESSION MINUTES REVIEW AND RELEASE

Summary: The Illinois Open Meetings Act requires public bodies to review the minutes of their Closed Session Minutes on a semiannual basis and to determine what parts of the minutes they should make available to the public because they no longer require confidential treatment.

Recommendation: Upon review and advice of the Board's Parliamentarian, it is recommended that the Board approve no additional release from confidentiality of any of the previously unreleased sections of the Closed Session minutes at this time. Those sections which are still subject to confidentiality, together with sections from subsequent meetings, will be considered again in six months.

BOARD OF TRUSTEES BYLAW SECOND READING AND FINAL REVIEW

Article X of the Board of Trustees *Bylaws* provides, in part:

The Bylaws shall be reviewed periodically as determined by the Chair or a majority of the Board. Such review, however, shall take place at a minimum of once every three years, and may be assigned by the Chair to a standing committee, ad hoc committee or a Committee of the Whole.

In furtherance of these provisions, Chair Eric Wasowicz asked the Office of General Counsel to conduct an initial, comprehensive review of the Board *Bylaws*, in conjunction with the Board *Regulations* and other governing documents of the Board. After approval of the Board to conduct a periodic review, a *Bylaws* amendment proposal passed out of the RILLA Committee, including amendments that were made by the RILLA Committee on August 18, 2022.

Article X of the Board of Trustees *Bylaws* also provides, in part:

Bylaws of the Board of Trustees may be amended at any regular meeting of the Board by six (6) affirmative votes of the Members of the full Board, provided that notice of the intention to amend the Bylaws shall have been presented in writing at the regular or special meeting immediately preceding. Such notice shall provide so far as possible the exact wording of the amendment proposed.

At its September 15, 2022 Meeting, the Board of Trustees reviewed the proposal, discussed the presentation of the *Bylaws* amendment proposal under “First Reading.”

Attached is the updated version of the Board *Bylaws* proposal for the Board’s regular meeting on December 8, 2022 for “Second Reading” and final approval, as required by the Board of Trustees *Bylaws*.

RECOMMENDATION: Per the Board of Trustees *Bylaws*, it is recommended that the Board approve the final *Bylaws* amendment proposal by a vote of at least six (6) affirmative votes at the December 8, 2022 Regular Meeting of the Board of Trustees.

Board of Trustees Bylaws

Article I. Introduction

Section 1. General Statement

In accordance with the Northern Illinois University Law and related legislation, the State of Illinois charges the Board of Trustees of Northern Illinois University with the responsibility to operate, manage, control and maintain Northern Illinois University and assigns broad authority to the board for discharging this responsibility. The Board of Trustees and Northern Illinois University shall operate in accordance with the laws of the State of Illinois and the United States, these bylaws and the duly approved policies of the board. If inconsistencies arise, the most current applicable laws shall control the actions of the board and university. Northern Illinois University shall be referred to in this document and other governance and administrative documents as either "Northern Illinois University," "university," or "NIU."

Section 2. General Concepts of the Bylaws

The Board of Trustees herewith establishes bylaws intended to encourage efficiency and facilitate business. The board is the final institutional authority; therefore, board bylaws, legislation, policies and regulations have precedence over the constitution, legislation and policies of the university. The board's focus is of oversight and policy determination. The board delegates the conduct of administration and management to the president. It entrusts the conduct of teaching and research through the president to university faculty. It encourages significant student participation in decision-making processes within the limits of attainable effectiveness.

Article II. Board Operating Procedures

Section 1. General

The Board of Trustees is a public body with statewide jurisdiction that shall execute its responsibilities in conformity with the Northern Illinois University Law, the Open Meetings Act, and all other applicable law.

Section 2. Quorum Matters

Unless otherwise provided by law, the physical presence of five members of the board shall constitute a quorum. In cases of statewide emergency during which the physical presence of members is impractical, the board shall comply with the Illinois Open Meetings Act, as amended. For committee meetings of the board, a majority of the members of the committee shall constitute quorum. A quorum of the board or committee must be physically present at the location of the meeting or simultaneously held videoconferencing at a publicly owned or leased Illinois location given public notice and public access.

The requirement that a quorum be physically present shall not apply to committees without authority to make binding recommendations or determinations or to take any other substantive action.

Special Attendance Circumstances: If a quorum of the board or specially empowered committee is physically present, a majority vote from that body may allow a member to attend the meeting by video or audio conference if the member is prevented from physically attending because of: (i) personal illness or disability; (ii) employment purposes or the business of the public body; (iii) a family or other emergency; or (iv) other reasons permitted by applicable law. If a member wishes to attend a meeting by such means, they must notify the meeting's recording secretary or parliamentarian before the meeting, unless advance notice is impractical. A majority of the board or committee may allow a member to attend a meeting by other means only in accordance with this provision of the bylaws.

In a closed meeting without limitation, quorum may be established by physical presence, audio or video conferencing.

The voting eligibility status of the student member shall depend on applicable law. The student member shall not be considered a member for the purpose of determining quorum when they are not entitled to vote on a measure under the law. The student member shall have all privileges of membership, including the right

to make and second motions, to attend executive sessions, and to vote on all board matters except those involving faculty tenure or faculty promotion.

The board chair or committee chair may appoint any physically present board member as a temporary member of a committee for the purpose of measuring quorum. In the absence of a quorum, a smaller number of board members may meet and informally discuss business; however, any proposed actions cannot become final until formally approved or ratified at a meeting in which a quorum exists.

Section 3. Rules of Order

Insofar as it is consistent with these bylaws and applicable statutes, the current edition of Robert's Rules of Order shall guide the consideration of all business and debate in meetings of the board and its committees.

Section 4. Appearances Before the Board

A. Consistent with applicable law, the board shall provide an opportunity for members of the public to address the board at each regular or special meeting of the board or its committees. The opportunity for public comment shall be on the approved agenda of the meeting.

B. For presentations intending to last more than five minutes and use communication means beyond verbal communication, individuals must complete a board-provided request form and provide the completed form to the president or their designee at least 24 hours prior to the scheduled start of the board meeting. Such requests shall be forwarded to the board liaison and the board's recording secretary but do not guarantee any specifically allotted amount of time.

C. Members of the public who wish to address the board must register on a board-provided request form which must be completed and provided to the board's recording secretary before the scheduled start of the meeting. To be recognized, the appearance request must include the name of the individual wishing to speak.

D. The chair of the meeting will recognize duly registered individuals at the appropriate point during the meeting. The meeting chair has discretion to set reasonable time, place and manner constraints on any appearance before the board in order to maintain decorum at the public meeting, assure meetings are efficiently conducted, or when otherwise necessary to further a significant university interest. All appearances before the board must be relevant to the business and operations of the university or pertain to matters within the board's jurisdiction. Unduly repetitive comments may be restricted by the meeting chair. Appearances irrelevant or unduly repetitive will be ceased so as not to inappropriately disrupt the business of the board.

E. The time references mentioned in this section are for informational and planning purposes only. When feasible, the meeting chair will provide at least five minutes for each requester to address the board. However, the scheduling of appearances in relation to the meeting agenda, the number of requests and other relevant university interests is at the discretion of the meeting chair, who may defer presenters when appropriate.

F. All participants in board meetings should cooperate with the meeting chair and show due respect to other meeting participants. Meeting participants should adhere to Robert's Rules of Order and all applicable board protocols. A copy of these bylaws and any other board protocols, if applicable, will be reasonably available from the board's recording secretary upon request.

Section 5. Minutes and Proceedings

The recording secretary of the board or designee shall be responsible for recording and preparing the meeting minutes of the board and its committees. Such minutes shall provide a reasonably detailed record of the meeting but shall not be verbatim, except a verbatim record of closed meetings in the form of an audio or video recording which shall be made and maintained until destroyed, according to applicable law. Minutes shall include but need not be limited to: (1) the date, time and place of the meeting; (2) the members of the board recorded as either present or absent and whether the members were physically present or present by means of video or audio conference; and (3) a summary of any discussions on all matters proposed, deliberated or decided and a record of any votes taken.

Once approved, the minutes shall become the official corporate record of board meetings. Minutes of open meetings shall be available for public inspection and posted on the board's website within seven days of the approval of such minutes by the board or its committees. Minutes shall remain posted on the website for at least 60 days after their initial posting.

The president is authorized to make appropriate releases of information regarding board actions or proposed actions prior to the approval of board minutes.

Section 6. Accreditation

The board acknowledges and authorizes the university's affiliation with the Higher Learning Commission. The Higher Learning Commission shall serve as the exclusive accrediting entity of the university as a whole. Nothing in this provision shall affect individual components of the university from affiliating with and being accredited by other accrediting entities.

Section 7. Removal from the Board and Replacement of Student Trustee

Pursuant to the Illinois Governmental Ethics Act, once a trustee's appointed term has expired, the member shall not continue in office longer than 60 calendar days after the expiration of that term of office.

With a vote of six voting members, the board may recommend the removal of any of its members to the governor. Causes justifying recommendation for removal include but are not limited to neglect or abandonment of duty and failure to attend three or more consecutive regular board meetings without cause. A motion to recommend removal of a member can only be made at a regular or special meeting of the board and must be preceded by the conveyance of notice to each board member, including the member subject to the removal vote, prior to the meeting. Such notice shall clearly set forth the proposed action.

Failure to maintain residency constitutes resignation from the board and is grounds for removal by operation of law.

Should the student member of the board fail to maintain residency, minimum grade point average or enrollment requirements established by the Northern Illinois University Law, their membership on the board shall have terminated by operation of law. If a student trustee should fail to meet the requirements for service as a trustee (as outlined in the NIU Law or NIU Board Regulations), voluntarily resign or otherwise become incapacitated from serving, the president of the NIU Student Government Association, with the advice and consent of the Student Government Association Senate, shall appoint an eligible student to serve for the remainder of the term. Such student shall have all the rights, responsibilities, privileges and obligations as any other members of the board, subject to any statutory limitations.

Article III. Meetings

Section 1. Regular Session Meetings

A. The board shall convene in regular session at least once each quarter on the DeKalb, Illinois campus of NIU or any other university-owned property in Illinois. Additional regular session meetings may be scheduled by the board.

B. Written notice of all regular meetings and of the proposed agenda shall be given to each member of the board by the president, preferably at least 10 days prior to the meeting.

C. The President's Report and other meeting materials shall be distributed on a timely basis to board members, campus officers and other interested parties at the president's discretion.

Section 2. Special Meetings

Special meetings of the board may be called by the board chair, the vice chair if there is a vacancy in the office of board chair, or by any three voting members of the board.

Section 3. Closed Meetings

The board may hold closed meetings in accordance with the Illinois Open Meetings Act. Closed meetings will be held upon a majority vote, taken by roll call, of a quorum present at an open meeting for which notice has

been given, with a citation to the specific exemption provided. The roll call shall be publicly disclosed at the time of the vote and recorded in the meeting minutes.

Minutes of closed meetings will be kept by the recording secretary of the board or designee and will be available for inspection only after the board determines, by periodic assessment, that confidentiality of such minutes is no longer required.

Article IV. Officers and Other Leadership Positions of the Board of Trustees

Section 1. Elected Officers and Terms of Office

The officers of the board shall consist of a board chair, vice chair and secretary. The board chair, vice chair and secretary shall be elected annually; however, as long as they continue to serve as a member of the board, they shall retain their office until a successor is elected. In addition to the officers of the board, the board shall elect a board delegate to the State Universities Civil Service Merit Board, as well as electing a fifth board member to serve on the Executive Committee.

The chair is authorized to fill vacancies that may arise in any of the elected offices by appointment. Such appointment shall be for the remainder of the term of the particular office. When there is a vacancy in the position of board chair, the vice chair automatically becomes the chair for the remainder of the term and shall have all the chair powers, duties and responsibilities as prescribed by these bylaws. Such action is not subject to review or challenge. The positions of board chair, vice chair and secretary may be held by the same board member for no more than two consecutive terms.

Section 2. Appointed Officers, Fiduciary Roles and Terms of Office

The appointed officers of the board shall consist of a treasurer, assistant secretary/assistant treasurer, second assistant secretary and general counsel/parliamentarian. The appointed officers shall be university staff members appointed by the board on the recommendation of the president to serve as ex-officio corporate officers and not as members of the board. These officers shall have a fiduciary duty to faithfully discharge their responsibilities to the Board of Trustees. Where the board determines it is necessary or appropriate, the appointed officers may be directed to serve the Board of Trustees in special roles and may have occasional responsibilities or duties that relate exclusively to the Board of Trustees and are separate from their roles and reporting relationships as employees of the university.

Once appointed, these officers shall hold office until removal, resignation or termination of employment with the university.

Section 3. Removal from Office

Any elected or appointed officer may be removed from office by operation of law or a vote of six of the voting members of the board. A motion to remove an officer can only be made at a regular or special meeting of the board and must be preceded by the conveyance of notice to each board member, and to the officer, 10 days prior to the meeting.

Section 4. Other Board Leadership Positions

In addition to the above officers, other board leadership positions shall be: the elected delegate to the State Universities Civil Service Merit Board, appointed chairs of the board standing committees, and appointed representatives to various public and private entities, as needed. The chair is authorized to appoint, after consultation with members of the board, the committee chairs and members of each of the standing committees of the board, any Ad Hoc Committees of the board, or the chair of a Committee of the Whole of the board. Such appointments shall be for the remainder of the term of the particular committee or as prescribed by the chair. When there is a vacancy in the position of committee chair, or a committee member is absent or has vacated their committee position, the board chair may appoint a replacement to automatically assume the position with all the powers, duties and responsibilities as prescribed by these bylaws.

Section 5. Election of Officers

The board shall elect officers and other elected positions at the meeting preceding July 1 of each year. A super majority vote is needed to postpone the election for established good reason to either the next regularly scheduled meeting after July 1 or a special meeting prior to the next regularly scheduled meeting of the board.

The board shall conduct its election of chair and secretary by secret ballot. Ballots submitted for all other executive officer positions shall not be secret. The recording secretary, in conjunction with the General Counsel, shall tally the results of each election attempt, advise the chair and board of the results, and maintain the ballots as required by law or board rule.

A. Procedure

1. The chair shall provide an opportunity for members to make public expressions of interest, vision or acknowledgement of willingness to serve as an elected officer. The General Counsel shall, for each office, provide ballots listing all eligible members for that office.
2. The votes of a majority of the board shall be required to be elected, even if fewer than all eligible board members choose to vote. In an existing or impending emergency which prevents the votes of a majority of the fixed membership from being achieved due to vacancies, a board chair pro tem and secretary pro tem may be elected under a simple majority of the present and voting membership.
3. If a vote of a majority of the board is not achieved by one member for the office in the first balloting, a second balloting of all eligible members for that office shall occur. The same process shall occur if the necessary majority is not achieved by one member for the office in the second balloting. At no time during such successive ballots shall the General Counsel indicate the number of votes achieved by any member, except if a majority of votes cast is achieved by one member. If no member achieves the necessary majority during the third balloting, only the names of the two members who received the most votes shall be on the succeeding final ballot. A tie in the number of votes achieved may result in more than two members remaining eligible on the final ballot. If at the conclusion of the final round of voting no member achieves a majority vote of the full board, the board chair shall declare the election at an impasse. In the event of an impasse, expressions of interest, vision and willingness to serve are reopened and the next election will be conducted at the next regular or special meeting.
4. Board members shall be entitled to vote by written absentee ballot for good reason with written notification given to the board chair, vice chair or General Counsel prior to the elections. Absentee ballots must be filed in writing with the General Counsel prior to the meeting at which the elections are to occur. If a majority of votes cast is not achieved by one member for the office in the first balloting, the absentee ballot shall not be counted beyond the first balloting, unless the absentee voter, at the time of submitting their ballot, has indicated they wish for the ballot to be considered in all subsequent balloting of the present election.

Section 6. Duties of Officers

A. Board Chair

The board chair shall:

1. Preside at all board meetings with full power to discuss all matters before the board and to vote in roll calls, secret ballots and, when necessary, to break a tie if no vote has otherwise been cast by the chair.
2. Serve as member and presiding officer of the Board Executive Committee, and, at their own discretion, may serve as a voting member of all board standing committees and be included as part of a committee's quorum if attending and serving as a voting member.
3. After consultation with members of the board, the chair is authorized to appoint the committee chairs, vice chairs and members of board standing committees or ad hoc committees. Such appointment authority shall include the appointment of members to serve for purposes of quorum as a member of any standing or

ad hoc committee. Such quorum appointments shall be for the duration of that specific committee meeting. In the absence of a committee chair and vice chair, the board chair may appoint a member to serve as the temporary committee chair and/or vice chair.

4. Appoint board representatives to various public and private entities. The chair shall determine whether to appoint members of the board to serve as liaisons to various entities, including but not limited to, the NIU Foundation and the NIU Alumni Association.
5. Coordinate board business with the president and foster communication among board members.
6. Assist new board members in becoming familiar with the operations of the board and university and identify and develop potential board leadership.
7. Engage in external activities on behalf of the board and university and represent the board and university in a ceremonial capacity at public functions.
8. Sign, as attesting official, any contracts or other legal documents approved by the board.

B. Board Vice Chair

The board vice chair shall:

1. Serve as presiding officer of the board in the absence of the board chair with full power to vote on and discuss all matters before the board.
2. Serve as a member of the board Executive Committee.
3. Assist the board chair in facilitating communication among board members and in identifying and developing board leadership.
4. Assist the board chair in external relations and in representing the board and university in a ceremonial capacity at public functions.

C. Secretary

The secretary shall:

1. Serve as a member of the board Executive Committee.
2. Sign as attesting official, like the board chair, any contracts or other legal documents approved by the board, provided others delegated by the board may sign such documents in accordance with their respective delegations.
3. Determine that the minutes and records of the proceedings of the board are kept, published and distributed as required by law.
4. Maintain a record of the names of all members of the board, the dates of their appointments and the expiration of their terms of office. The secretary shall also maintain a record of board officers and terms of elective offices.

D. Treasurer

The treasurer shall:

1. Be the chief custodian of all funds held in the name of the Board of Trustees and Northern Illinois University and be responsible for overseeing the issuance and sales of revenue bonds and other financial instruments on behalf of the board.
2. Be responsible for complying with various financial requirements of bond resolutions, oversight of investment and banking relationships and coordination and development of information for bondholders. Make a financial report to the board reflecting securities held and all receipts and disbursements on an annual basis, or as required.

3. Provide for the orderly reimbursement or payment, consistent with state law, for board member travel and expenses and establish necessary procedures incident thereto.
4. Exercise direct or facsimile signature authority, as authorized and appropriate on necessary certificates or contracts and other documents approved by the board on behalf of the board chair or the secretary.

E. Assistant Secretary-Assistant Treasurer

When the board chair, secretary or treasurer are not practically available to perform one of their ministerial duties, the assistant secretary-assistant treasurer may provide an authorized signature on necessary certificates or contracts and other documents approved by the board on behalf of the unavailable party and shall provide other assistance to the secretary or treasurer as requested and carry out other functions as the board may assign.

F. Second Assistant Secretary

When the board secretary or assistant secretary-assistant treasurer are not practically available to perform one of their ministerial duties, the second assistant secretary may provide an authorized signature on necessary certificates or contracts and other documents approved by the board on behalf of the board chair or secretary and shall provide other assistance to the secretary requested and carry out other functions as the board may assign.

G. General Counsel and Parliamentarian

The General Counsel and parliamentarian shall be a member of the university staff who serves as chief legal officer and advises the board chair, committee chairs and university president on matters of law and parliamentary procedure.

H. Board of Trustees Liaison

The president, after consultation with the board chair, shall determine a liaison for the board. The board liaison shall be responsible for assuring the board is informed of matters related to its organization and operation, including but not limited to, administrative, scheduling, logistical and compliance matters. The board liaison is responsible for coordinating board committee functions, including but not limited to, operational matters and scheduling. At the direction of the president, the board liaison shall be responsible for informing the board of significant university matters. In addition, the board liaison shall be responsible for any other duties or initiatives assigned by the president, provided, however, that the board liaison and other staff provided shall be sufficient to service the needs of the board.

Section 7. Duties of Appointed Leadership Positions

A. Standing Committee Chairs

Standing committee chairs shall:

1. Preside over committee meetings with full power to discuss all matters before the committee, vote in roll calls and, when necessary, to break a tie if no vote has otherwise been cast by the chair.
2. Prepare reports of committee meetings to be presented to the board. Such reports shall include notation of the committee members present, a description of the agenda covered and a summary of decisions and recommendations of the committee.
3. Keep informed of the major issues, actions and needs of the university in the areas of responsibility covered by the committee.
4. Work with the president and staff in forming agendas and preparing for meetings.
5. Maintain communication with members of the committee and work to keep them informed of issues and needs.

B. Standing Committee Vice Chairs

Standing committee vice chairs shall:

1. In the absence of the committee chair, perform the duties of the committee chair.

Article V. Board Committees

Section 1. General

Each standing committee of the board, not including the Executive Committee and ad hoc committees, shall be comprised of the full membership of the board. The board chair shall designate one member of the committee to serve as its chair and may designate another member to serve as vice chair. The president shall designate a staff liaison to the committee and shall provide the committee such additional staff assistance as needed.

Committee meetings will be scheduled so as to facilitate the timely review of matters under consideration by the board.

The committees may, at any time, schedule or move into closed session to discuss matters allowed under the Illinois Open Meetings Act or other applicable law. All such meetings shall be confidential and closed to the public.

Section 2. Executive Committee

A. Purpose

The purpose of the Executive Committee shall be to act on behalf of the board, to discuss and offer counsel on university operations as needed, and to provide the full board with advice and counsel pertaining to board governance matters or any other matters determined by the full board.

B. Membership

The Executive Committee shall be comprised of the board chair, board vice chair, board secretary, the elected board delegate to the State Universities Civil Service Merit Board and a member of the board elected by the board. If there is a vacancy on the committee (for example, the board delegate to the State Universities Civil Service Merit Board also serves as the board chair, the board vice chair or the board secretary), the board chair shall appoint other members of the board to fill the vacancy in order to maintain a membership of five on the committee. The president shall be a non-voting member of the committee. The board chair shall preside over meetings of the committee.

C. Meetings

The Executive Committee shall meet upon the request of the board chair, the president or any three members of the committee. Quorum is established by the physical presence of three members. The affirmative vote of three members is necessary to adopt any motion, resolution or ordinance, unless a greater number is otherwise required by law, board legislation or applicable university policy.

D. Powers and Duties

The Executive Committee shall only act on matters expressly designated for final determination by the committee, routine matters requiring board action between regular board meetings, in an existing or impending emergency, or when specifically requested to by the full board. At any time, the full board has the authority to take up any matter expressly designated for consideration by the committee.

The committee's acts shall not conflict with actions of the board. Regardless of any public notice, the board chair shall provide the board with written notice no less than three business days prior to the meeting date of any proposed actions that, if adopted, will constitute a final determination. The notice shall provide a description of all items being considered for final determination. If circumstances dictate that notice cannot be provided within three business days, notice shall be provided as soon as practicable.

If, following the board chair's notice, two or more members of the board object to a matter being considered by the committee for final determination, any action on the matter shall be postponed until it can be added to the agenda of a meeting of the full board. Members of the board issuing such objections must do so in writing, addressed to the board chair and the board liaison, no later than 24 hours prior to the planned start of the meeting. An objection may be retracted in writing any time prior to the start of the meeting. If objections render the meeting of the committee unnecessary, the board chair shall notify the board that the meeting has been cancelled. The board chair shall notify the board of any decision of the committee within 24 hours of its making. Actions of the committee normally shall also be reported to the full board at its next meeting and entered in the minutes of that meeting.

Concerning governance matters, the committee shall assist the board in the exercise of its responsibilities under Article IX of these bylaws and its consideration of proposals from board members, the university and other stakeholders. The committee shall also give due consideration to participants in the shared governance process as appropriate and inform the full board of major issues, actions and needs of the university pertaining to such matters. Recommendations of new provisions or amendments to these bylaws and related board and university regulations and policies shall be forwarded to the full board for consideration and/or action.

The committee may, at any time, schedule or move into a closed session to discuss matters allowed under the Illinois Open Meetings Act and other applicable law.

Section 3. Academic Affairs, Student Affairs and Personnel Committee

A. Purpose

The Academic Affairs, Student Affairs and Personnel Committee shall have as its purpose to review board-level policy concerns and transactions and provide the full board its advice and counsel related to academic programs, student affairs, personnel administration, diversity, equity and inclusion and enrollment management, marketing and communications. Such matters shall include, but not be limited to, recommendations for program changes, recruitment and retention, faculty promotion and tenure, sabbaticals and appointments of vice presidents and deans.

B. Membership

The board chair, the president and the provost shall serve as ex officio members, the first being able to vote and the second and third without voting powers.

C. Meetings

The Academic Affairs, Student Affairs and Personnel Committee shall meet at the request of the president, provost, board chair, the staff liaison or the chair of the committee.

Section 4. Research and Innovation, Legal and Legislative Affairs Committee

A. Purpose

The Research and Innovation, Legal and Legislative Affairs Committee shall have as its purpose to review board-level policy concerns and transactions and to provide the full board its advice and counsel, related to research, artistry and innovation, technology transfer and economic engagement, legal affairs and pending state and federal legislation, administrative agency activity and changing statutory or policy regulations at the state and federal levels that impact university interests.

B. Membership

The board chair, the president and the vice president for Research and Innovation Partnerships shall serve as ex officio members, the first being able to vote and the second and third without voting powers.

C. Meetings

The Research and Innovation, Legal and Legislative Committee shall meet at the request of the president, the vice president for Research and Innovation Partnerships, the board chair, the staff liaison, or the chair of the committee. The committee may, at any time, schedule or move into closed session to discuss litigation or other matters protected by the attorney-client privilege or other legal protections.

Section 5. Finance, Audit, Compliance, Facilities and Operations Committee

A. Purpose

The Finance, Audit, Compliance, Facilities and Operations Committee shall have as its purpose to review board-level policy concerns and transactions and to provide the full board its advice and counsel related to financial affairs, physical facilities and operations, compliance, risk management and audit functions of the university. Such matters shall include the university's information technology and public safety functions.

Concerning compliance, risk management and audit specifically, the committee shall oversee university programs, mechanisms and entities responsible for adherence to laws, regulations and policies that pertain to university operations and approve compliance related goals, priorities and benchmarks; consider, report or recommend to the board on matters pertaining to compliance, risk management oversight and internal controls and procedures intended to deter and prevent wrongful conduct; facilitate communication with the Internal Audit Director to assist in the effective discharge of audit functions; and engage, as appropriate, the University Ethics Officer. The committee shall also serve as a repository for complaints registered directly with the board chair under the provisions of the Board of Trustees's Whistleblower Policy or through other direct communication with members of the board. The committee shall coordinate with other board committees as appropriate; monitor university activity related to goals, priorities and benchmarks; and inform the full board of major issues, actions and needs of the university pertaining to such matters.

B. Membership

The board chair, president and board treasurer shall serve as members, the first being able to vote and the second and third without voting powers.

C. Meetings

The Finance, Audit, Compliance, Facilities and Operations Committee shall meet at the request of the president, the board chair, the staff liaison or the chair of the committee.

Section 6. Ad Hoc Committees

Special purpose or ad hoc committees may be established by the board either at the discretion of the board chair or on motion properly put and approved by the board. Such committees shall remain in existence only so long as warranted by their assigned purpose or charge. Their operations shall be consistent with state laws on open meetings and applicable Board Bylaws, policies and Board Regulations.

Article VI. President of the University

Section 1. Duties and Responsibilities of the President

The president is the chief executive officer of the university. The president shall be appointed by the board and shall be directly responsible to the board. The board prescribes the duties of the president, contracts with the president and, for good cause, can remove the president. The president shall have the authority and responsibility, within the framework of policies established by the board for the organization, management, direction and general supervision of the university and shall be held accountable by the board for the effective administration and management of the institution.

The president's responsibilities and duties are derived from powers granted by statute to the Board of Trustees under Northern Illinois University Law. The board authorizes the president to develop institutional

policies, implement procedures and engage the university community in activities which fulfill the purpose and mission of the university.

It is the duty and responsibility of the president to exercise sound management of the operational, financial, academic and reputational aspects of the university in accordance with federal and state laws.

The president has the overall responsibility for the provision of staff services to members of the board of trustees and shall maintain a staff adequate for the performance of the board's governance responsibilities and the president's duties as chief executive officer. The president shall make all recommendations for appointments to university positions under the Board of Trustees and shall implement such information systems and reporting requirements as are necessary for the board to perform its responsibilities.

All communications related to official university business from any faculty member, officer or other employee of the university, addressed to the Board of Trustees of the University or to any committee thereof, shall be transmitted through the president of the university.

It is the duty and responsibility of the president to work in collaboration with university stakeholders and constituents, including but not limited to, the Board of Trustees, faculty, faculty organization representatives, staff and staff organization representatives.

The president, or their designee, is also responsible for the university's relationships with other state and federal agencies, including but not limited to, the United States Department of Education, other institutions of higher education, including but not limited to, the Illinois Board of Higher Education, the Office of the Attorney General, the Office of the Auditor General, the State Universities Retirement System, the Department of Labor, the Universities Civil Service Merit Board, the Illinois State Labor Relations Board and the Illinois Educational Labor Relations Board. Furthermore, the president shall serve as the university's primary representative to the United States Congress, the Executive Branch of the Federal Government, the Illinois General Assembly and the Governor of the State of Illinois.

Section 2. Presidential Selection

The Board of Trustees shall be solely responsible for the actual selection of the president of the university, the final determination of presidential goals and priorities and the final assessment of board and presidential performance and progress indicators.

The board shall establish and be responsible for directing the presidential search. Such searches shall be executed with due respect for the principles of fairness, equity, inclusiveness and diversity. In addition, a presidential search shall be conducted giving due consideration to university faculty and other participants in the shared governance process, including but not limited to, students, professional staff and civil servants. The board, with appropriate consultation, may make adjustments to the search process to assure meaningful and broad participation.

Section 3. Board and Presidential Assessment

The board and the president shall establish short and long-term goals for the benefit of the board and the university, and the board and president shall periodically review the board and presidential goals and their respective performance related thereto. These goals shall cover a period of between three and five years, and the board and the president shall conduct a review of the progress periodically but not less than every three years.

The review of the president shall include assessment of the president's compliance with board and university policies and procedures, as well as compliance with federal and state statutes and regulations.

The board and the president may, as part of their goals assessment, consult with representatives of the various constituents of the university, including but not limited to, University Council, the NIU Foundation, the NIU Alumni Association, representatives of student and community organizations and any other persons or entities which the board deems appropriate.

Section 4. Mandate of Presidential Housing

The board shall determine, on a case-by-case basis, whether to require the primary place of residency for the president be provided by the university. Such determination shall be reviewed periodically but not less than every three years. Failure of the board to review the president's primary place of residency on a timely basis shall not invalidate or change this policy.

Article VII. Disclosure of Interest

Officers and members of the Board of Trustees, the president, members of the Senior Cabinet and attorneys in the Office of General Counsel ("Affected Persons") of NIU must conduct their personal and professional affairs in such a manner as to maintain and enhance the credibility and reputation of the university. Affected Persons must discharge their duties in good faith, with the degree of care that an ordinarily prudent person in a like position would exercise under similar circumstances and take all reasonable steps to avoid the appearance of impropriety in the conduct of all affairs of the university.

A conflict of interest is present whenever a trustee or an Affected Person has a material personal or professional interest in a proposed contract, including but not limited to procurement contracts, or a decision or transaction to which the university is a party. This interest can occur either directly or indirectly; the trustee or Affected Person may be personally involved with the transaction or may have an employment or investment relationship with an entity with which the university is dealing; or it may arise from a family relationship, including but not limited to, a spouse, domestic partner, parent, sibling, child, mother-in-law, father-in-law or grandparent. In this regard, there is an obligation to disclose interest that might reasonably be interpreted as conflicting with the mission of the Northern Illinois University and fiduciary responsibility of the trustee or any other Affected Person. A conflict of interest may also exist when there is a material divergence or inconsistency between the interest of the university and outside commitment(s) of the trustee or Affected Person.

A trustee or Affected Person who has an actual or potential conflict of interest must take the following actions:

- Advise the chair, vice chair, president, General Counsel and/or Ethics Officer of the matter requiring action or decision and the nature of the potential conflict of interest. In the event the conflict involves the board chair, the vice chair should be advised.
- Seek appropriate legal and/or ethical advice and determine whether to voluntarily abstain from that portion of the meeting where there is any discussion, presentation or vote involving the matter.
- In the event a trustee or Affected Person does not voluntarily disclose or recuse themselves, the Executive Committee or any other committee established or authorized by the board to hear such matters is authorized to determine whether a material conflict exists which requires recusal. Such decisions shall be final and non-appealable.

Any board member who has reasonable cause to believe an Affected Person has failed to disclose a material interest shall inform the trustee or Affected Person of the basis for such belief and afford the trustee or Affected Person an opportunity to explain the alleged failure to disclose. If, after hearing the response of such individual and making further investigation as may be warranted by the circumstances, the Executive Committee of the Board (or other appropriately authorized committee) determines the trustee or Affected Person has, in fact, failed to disclose a conflict of interest, it shall take appropriate corrective action. When the board member believes such a discussion would not be productive, the board member shall advise the chair, and the chair shall instruct the General Counsel or the Ethics Officer to review and conduct a conflicts review and make a recommendation to the Executive Committee or any other committee established or authorized by the board. Pursuant to applicable statutes, including the Open Meetings Act, the committee shall provide an opportunity to the board member or Affected Person to provide their rationale for their belief that the circumstances do not require disclosure or recusal. This committee's determination shall be final.

Article VIII. Indemnification

Section 1.

Subject to applicable federal and state law, the availability of funds and the terms and conditions of the board's Self-Insurance Plan, the Board of Trustees shall indemnify each present or former trustee, officer, employee, student-employee and duly authorized volunteer, where such volunteer relationship is reduced to writing ("Covered Person") of the Board, except independent contractors, against all reasonable expenses which may be incurred or paid in connection with any claim, or actual or threatened action, suit, proceeding or investigation (civil, administrative, or other non-criminal proceedings) and appeals in which the Covered Person may be involved by reason of being or having been a trustee, officer, employee, student or duly authorized volunteer.

In those matters where a court of competent jurisdiction or state or federal law requires indemnification, the chair, after consultation with the vice president and General Counsel, may make the determination of whether to indemnify and the scope of such indemnification. The chair shall notify the board of the decision within 24 hours of its making.

In those matters where a former or current board member, or former or current president, is the subject of threatened or imminent litigation, the Executive Committee, after consultation with the vice president and General Counsel, shall determine whether the board member or president is eligible for indemnification and the scope of such indemnification. The chair shall notify the board of the decision of the Executive Committee within 24 hours of its making.

The board may, by either the action of the chair, vice chair or three members of the board, call for a special meeting to determine indemnification for former or current board members, presidents or employees, of the university. The board, as provided under the Open Meetings Act, may have substantive discussions in a closed session.

For all other employees of the university, other than the president, the question of whether an employee is eligible for indemnification and the scope of such indemnification shall be determined by the vice president and General Counsel in consultation with the president. The vice president and General Counsel shall notify the board of any such decision within 24 hours of its making.

In matters concerning criminal investigations or proceedings, the board shall not be responsible for the payment of expenses where there is a criminal conviction. In the event a conviction is later successfully appealed, the board shall be responsible for the payment of expenses up to the point of the resolution of the successful appeal. A conviction or the entry of any plea in a criminal case shall in and of itself be deemed an adjudication that the Covered Person engaged in misconduct in the performance of his or her duties to the board. In those matters wherein there is a criminal investigation which might result in a criminal charge and conviction, the vice president and General Counsel is authorized to offer indemnification where there is a good faith belief that a criminal conviction is not likely. Such indemnification shall be subject to reimbursement of expenses in the event there is a conviction. In such cases, the university shall seek reimbursement for any expenses related to the matter.

The vice president and General Counsel may establish guidelines for the implementation of these provisions which include, but are not limited to, determining the scope of indemnification, the budget for representation and the criteria for selection of counsel and other experts.

Section 2.

The Executive Committee of the board shall determine eligibility for, and the scope of coverage for, indemnification for any current or former members of the board or president of the university. In the event a member of the Executive Committee of the board is the subject of a request for indemnification, such member shall recuse themselves from any discussion or decision related to the indemnification. Upon recusal, the chair (or vice chair, if the chair recuses themselves) shall appoint another member of the board to fill the open spot on the Executive Committee. The vice president and General Counsel shall be responsible for determining whether and to what extent indemnification shall be provided to any employees.

Section 3.

In cases where an action, suit or proceeding advances to final adjudication and there is a finding that the Covered Person acted outside of the scope of their employment, indemnification shall not be provided.

Section 4.

For those settlement matters that are in the exclusive purview of the board, the determination whether a settlement is reasonable and in the interest of the board, or whether the Covered Person acted in good faith for a purpose which the Covered Person reasonably believed to be in the best interests of the board and was not aware that the conduct was unlawful, may be made by a majority of the disinterested trustees acting on the proposal.

Section 5.

As used in this article of the bylaws, the term "expenses" includes, without limitation, attorneys' fees, costs, judgments, fines, penalties and other liabilities, subject to the determination in Section 1 of this article.

Section 6.

The rights of indemnification provided for are severable, are not exclusive of other rights to which any trustee or officer may now or hereafter be entitled and continue in effect, notwithstanding the fact that the individual ceases to be a trustee, officer or employee at the time the action is instituted, while it is pending or after the judgment is rendered.

Section 7.

The indemnification referred to above covers the conduct of the trustee, officer or employee which occurred both before and after the adoption of this article of the bylaws and shall inure to the benefit of their estate.

Section 8.

If any part of these bylaws or any payment made pursuant to it is for any reason held invalid, the provisions of this article of the bylaws are not otherwise affected but remain in full force and effect and are deemed amended to the extent necessary to comply with law and consistent with the intent of this provision.

Article IX. Adoption, Review and Amendment of Bylaws

Bylaws may be adopted at any regular or special meeting by majority vote of the total voting membership of the board. The bylaws shall be reviewed periodically, as determined by the chair or a majority of the board. Such review, however, shall take place at a minimum of once every three years and may be assigned by the chair to a standing committee, ad hoc committee or a Committee of the Whole.

Any provision of the bylaws may be suspended in an existing or impending emergency, in the event of a natural catastrophe or if a situation arises which impairs or impedes the public mission of the university. The suspension of the bylaws requires an affirmative vote of six members of the full board.

Bylaws of the Board of Trustees may be amended at any regular or special meeting of the board by six affirmative votes of the members of the full board, provided notice of the intention to amend the bylaws shall have been presented in writing at the regular or special meeting immediately preceding. Such notice shall provide, so far as possible, the exact wording of the amendment proposed.