



# Board of Trustees

Finance, Audit, Compliance,  
Facilities and Operations  
Committee

*February 16, 2023*

**BOARD OF TRUSTEES OF NORTHERN ILLINOIS UNIVERSITY**  
**Finance, Audit, Compliance, Facilities and Operations Committee**  
**10:20 a.m. – Thursday – February 16, 2023**

**This meeting is being conducted in person and through videoconferencing communications pursuant to Public Act 101-0640, enacted June 12, 2020, and section 7(e) of the Illinois Open Meetings Act, allowing for virtual board meetings during a disaster declaration relating to public health concerns. As Chair of the committee, I have determined that an in-person meeting is not practical or prudent because of the disaster. As such, trustees may attend today’s meeting by audio and visual conferencing and not by physical presence.**

**AGENDA**

1. Call to Order and Roll Call
2. Verification of Quorum and Appropriate Notification of Public Meeting
3. Meeting Agenda Approval..... *Action*..... i
4. Review and Approval of Minutes of November 10, 2022..... *Action*..... 1
5. Chair's Comments/Announcements
6. Public Comment\*
7. Financial Update
  - a. Quarterly Financial Summary Fiscal Year 2023 Second Quarter as of December 31, 2022 ..... *Information*.....6
  - b. Periodic Report on Investments for Period Ending December 31, 2022..... *Information*..... 14
8. University Recommendations
  - a. Fiscal Year 2024 Room and Board Pricing Recommendation ..... *Action*.....17
  - b. Fiscal Year 2024 Undergraduate Tuition Pricing Recommendation ..... *Action*.....19
  - c. Fiscal Year 2024 Graduate and Law Tuition Pricing Recommendation ..... *Action*.....21
  - d. Fiscal Year 2024 Undergraduate, Graduate, and Law Student Fee Pricing Recommendation ..... *Action*.....25
  - e. Graduation Fee Proposal..... *Action*.....29
  - f. Fiscal Year 2024 Student Health Insurance..... *Action*.....30
  - g. EAB Master Service Agreement (MSA) ..... *Action*.....31
  - h. DeKalb Campus Recreation Drive Roadway Repairs Capital Project Approval ..... *Action*.....34
  - i. Holmes Student Center Envelope Repairs Phase I Capital Project Approval ..... *Action*.....35
  - j. Stevenson & Grant Residential Complexes Envelope Repairs Phase 2

Capital Project Approval .....	Action.....	36
k. Fiscal Year 2023 Elevator Services Increase G.D. Barri & Associates, Inc. .	Action.....	37
l. Fiscal Year 2024 Through Fiscal Year 2028 Solid Waste Removal and Recycling Services .....	Action.....	38
m. Fiscal Year 2024 Campus Services Consumable Commodities .....	Action.....	39
n. Fiscal Year 2024 Master Agreement Facility Contract Renewals .....	Action.....	40
o. Fiscal Year 2024 Microsoft Enrollment Contract Renewal.....	Action.....	42
p. Campus Printer Lease Program .....	Action.....	43

9. University Reports

a. Presentation on Facilities and Infrastructure Capital Investment .....	Information.....	44
b. Fiscal Year 2022 Report on Facilities and Infrastructure Capital Investment Activities .....	Information.....	45
c. Quarterly Summary Report of Transactions in Excess of \$100,000 for the Period October 1, 2022 to December 31, 2022 .....	Information.....	68

10. Other Matters

11. Next Meeting Date

12. Adjournment

\*Individuals wishing to make an appearance before the Board should consult the [Bylaws of the Board of Trustees of Northern Illinois University](#), Article II, Section 4 – *Appearances before the Board*. Appearance request forms can be completed [online](#) in advance of the meeting or will be available in the Board Room the day of the meeting. For more information contact Crystal Doyle, ccoppel@niu.edu, Recording Secretary to the Board of Trustees, Altgeld Hall 300, DeKalb, IL 60115, 815-753-1273.

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

Minutes of the  
**Board of Trustees of Northern Illinois University**  
**Finance, Audit, Compliance, Facilities and Operations**  
**Committee Meeting**  
November 10, 2022

**CALL TO ORDER AND ROLL CALL**

The meeting was called to order at 11:07 a.m. by Committee Chair Dennis Barsema in the Board of Trustees Room, 315 Altgeld Hall.

Recording Secretary Christina Doe conducted a roll call of the Trustees.

Trustee Rita Athas: Absent

Trustee John Butler: Present

Trustee Montel Gayles: Present

Trustee Veronica Herrero: Present

Committee Vice Chair Bob Pritchard: Present

Trustee Tim Moore: Absent

Committee Chair Dennis Barsema: Present

Board Chair Eric Wasowicz: Present

Also present: President Lisa Freeman; Committee Liaison and Interim Vice President for Administration and Finance and Chief Financial Officer James Cofer; Vice President and General Counsel and Board Parliamentarian Bryan Perry; Executive Vice President and Provost Beth Ingram; Vice President for Research and Innovation Partnerships Gerald Blazey; Vice President for Diversity, Equity and Inclusion and Chief Diversity Officer Vernese Edghill-Walden; Vice President for Student Affairs Clint-Michael Reneau; Senior Associate Vice President for Outreach, Engagement and Regional Development and Chief Engagement Officer Rena Cotsones; University Advisory Council (UAC) Representatives Ismael Montana and Brad Cripe.

**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**

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

The motion was approved.

**REVIEW AND APPROVAL OF MINUTES OF AUGUST 18, 2022**

Committee Chair Barsema asked for a motion to approve the minutes of August 18, 2022. Board Chair Wasowicz so moved, and Trustee Gayles seconded.

The motion was approved.

**CHAIR'S COMMENTS/ANNOUNCEMENTS**

Committee Chair Barsema welcomed everyone and recognized the University Advisory Committee. He asked if anyone had any comments. Brad Cripe thanked the board for considering the capital improvements and other proposals and reminded that in alignment to the core values the commitment of resources to supporting students, faculty and staff in research and artistry and that is appreciated.

Committee Chair Barsema shared a few comments. The Board has a full agenda for today's meeting. The Board is focused on a set of important financial updates and a number of

recommendations that include resource requests for FY24 and financial commitments in support of university activities and needs.

The University is moving forward ten recommendations for approval; including five that will go to the Special Meeting. Committee Chair Barsema, and the Board, appreciate the efforts of university leadership to continue to fully vet these items and think through responsible spending based on fiscal resources and university priorities. Items brought to the Board continue to support university goals and priorities, and that is again what is before the Board today.

#### **PUBLIC COMMENT**

Committee Chair Barsema introduced the public comment portion of the meeting. General Counsel Perry stated there were no requests for public comment.

#### **FINANCIAL UPDATE**

Committee Chair Barsema asked Interim Vice President and Chief Financial Officer Dr. James Cofer to present the University Financial Update.

#### **Dr. Cofer presented Agenda Item 7.a. Annual Financial Summary as of June 30, 2022**

Dr. Cofer provided background on the item and invited Andrew Rogers, Assistant Vice President for Budget and Financial Planning, to give the overview of item 7.a.

Committee Chair Barsema thanked Assistant Vice President Rogers for the update. Committee Chair Barsema noted the Board is glad university leadership and financial teams have brought attention to one-time COVID relief funding slowing down or soon coming to a halt, and the campus community's attention is being redirected back to addressing structural deficits.

#### **Dr. Cofer presented Agenda Item 7.b. Quarterly Financial Summary Fiscal Year 2023 First Quarter as of September 30, 2022**

Dr. Cofer provided background on the item and invited Andrew Rogers, Assistant Vice President for Budget and Financial Planning, to give the overview of item 7.b.

Committee Chair Barsema thanked Assistant Vice President Rogers for the update and commented that the Board was very glad to see the differentiation between structural and non-structural revenue and expenses.

Discussion took place around the Board asking for clarification on some pieces of the report.

Committee Chair Barsema thanked Assistant Vice President Rogers and the entire budget team for the work that has been done to create the format as the Board recognizes this is a great step forward to creating the revised budgeting structure.

#### **Dr. Cofer presented Agenda Item 7.c. Periodic Report on Investments for Period Ending September 30, 2022**

Dr. Cofer provided background on the item and invited Shyree Sanan, Associate Vice President for Finance and Treasury Operations, to give the overview of item 7.c.

#### **UNIVERSITY RECOMMENDATIONS**

Committee Chair Barsema asked Dr. James Cofer to present the University Recommendations.

#### **Dr. Cofer presented Agenda Item 8.a. Fiscal Year 2024 Appropriations Request**

Dr. Cofer provided background on the item and invited Andrew Rogers, Assistant Vice President for Budget and Financial Planning, to give the overview of item 8.a.

Conversation ensued around benchmarking IBHE requests and the overall approach, including the university's response if additional funding is not granted.

Committee Chair Barsema asked for a motion to approve item 8.a. Board Chair Wasowicz so moved, and Trustee Herrero seconded.

The motion was approved.

**Dr. Cofer presented Agenda Item 8.b. Fiscal Year 2024 IBHE Capital Budget Request**

Dr. Cofer provided background on the item and invited John Heckmann, Associate Vice President for Facilities Management and Campus Services, to give the overview of item 8.b.

Committee Chair Barsema asked for a motion to approve item 8.b. Committee Vice Chair Pritchard so moved, and Trustee Butler seconded.

Committee Chair Barsema confirmed that Trustee Herrero does not need to abstain and Trustee Herrero confirmed as she is a representative of the university.

The motion was approved.

**Dr. Cofer presented Agenda Item 8.c. U.S. Geological Survey Research Partnership Renovation Project**

Dr. Cofer provided background on the item and invited John Heckmann, Associate Vice President for Facilities Management and Campus Services, to give the overview of item 8.c.

Committee Chair Barsema asked for a motion to approve item 8.c. Trustee Gayles so moved, and Board Chair Wasowicz seconded.

The motion was approved.

**Dr. Cofer presented Agenda Item 8.d. Relocation of School of Nursing**

Dr. Cofer provided background on the item and invited John Heckmann, Associate Vice President for Facilities Management and Campus Services, to give the overview of item 8.d.

Committee Chair Barsema asked for a motion to approve item 8.d. Committee Vice Chair Pritchard so moved, and Trustee Butler seconded.

During the discussion it was noted that this is a temporary location as the Nursing program will eventually be located in the Health Informatics Technology Center once it is completed.

The motion was approved.

**Dr. Cofer presented Agenda Item 8.e. Lorado Taft Campus Wastewater Treatment Plant Replacement**

Dr. Cofer provided background on the item and invited John Heckmann, Associate Vice President for Facilities Management and Campus Services, to give the overview of item 8.e.

Committee Chair Barsema asked for a motion to approve item 8.e. Trustee Gayles so moved, and Trustee Herrero seconded.

The motion was approved.

**Dr. Cofer presented Agenda Item 8.f. Recreation Center Locker/Changing Rooms Remodel Capital Project Construction Approval**

Dr. Cofer provided background on the item and invited John Heckmann, Associate Vice President for Facilities Management and Campus Services, to give the overview of item 8.f.

Committee Chair Barsema asked for a motion to approve item 8.f. Trustee Butler so moved, and Board Chair Wasowicz seconded.

The motion was approved.

**Dr. Cofer presented Agenda Item 8.g. Yordon Center Room 125 Northwestern Medicine Performance Center Flooring Replacement**

Dr. Cofer provided background on the item and invited John Heckmann, Associate Vice President for Facilities Management and Campus Services, to give the overview of item 8.g.

Committee Chair Barsema asked for a motion to approve item 8.g. Board Chair Wasowicz so moved, and Trustee Herrero seconded.

The motion was approved.

**Dr. Cofer presented Agenda Item 8.h. DeKalb Campus Summer 2023 Roof Repairs Capital Project Approval**

Dr. Cofer provided background on the item and invited John Heckmann, Associate Vice President for Facilities Management and Campus Services, to give the overview of item 8.h.

Committee Chair Barsema asked for a motion to approve item 8.h. Board Chair Wasowicz so moved, and Committee Vice Chair Pritchard seconded.

The motion was approved.

**Dr. Cofer presented Agenda Item 8.i. Chilled Water Plant Chiller #2 Drive Replacement and Overhaul**

Dr. Cofer provided background on the item and invited John Heckmann, Associate Vice President for Facilities Management and Campus Services, to give the overview of item 8.i.

Committee Chair Barsema asked for a motion to approve item 8.i. Trustee Gayles so moved, and Committee Vice Chair Pritchard seconded.

The motion was approved.

**Dr. Cofer presented Agenda Item 8.j. DeKalb Campus Soccer and Baseball Fields Artificial Turf Installation Budget Increase**

Dr. Cofer provided background on the item and invited John Heckmann, Associate Vice President for Facilities Management and Campus Services, to give the overview of item 8.j.

Committee Chair Barsema asked for a motion to approve item 8.j. Board Chair Wasowicz so moved, and Trustee Herrero seconded.

A brief conversation ensued around drainage concerns.

The motion was approved.

**UNIVERSITY REPORTS**

Committee Chair Barsema asked Dr. James Cofer to present the University Reports.

Dr. Cofer presented the items and stated NIU Board regulations stipulate that the university presents regular summaries of designated activities including financial and property transaction, as well as confirmation that state and federal requirements are met. The three reports provided include comprehensive written updates and are submitted in accordance with board regulations. Dr. Cofer stated there are no formal presentations but there are individuals present for any questions.

**Information Item 9.a. – Fiscal Year 2022 Annual Report of Transactions Involving Real Property**

**Information Item 9.b. – Fiscal Year 2022 Clery Report Update**

Conversation followed regarding pop-up parties and cooperative efforts between NIU and the City of DeKalb (City) to enhance safety.

Additional conversation ensued around clarification of 2020 and 2021 Clery figures, specific to dating and domestic violence counts.

President Freeman recognized that the communication and relationship between the Department of Police and Public Safety and City of DeKalb Police Department is at an all-time high, but other efforts also enhance student safety while offering activities and events in cooperation with the City. Offerings such as preventative education through grants have attributed to the decrease in violence against women and in general.

**Information Item 9.c. – Quarterly Summary Report of Transactions in Excess of \$100,000 for the Period of July 1, 2022 to September 30, 2022**

**OTHER MATTERS**

There were no other matters.

**NEXT MEETING DATE**

The next meeting of the Finance, Audit, Compliance, Facilities and Operations Committee will be February 16, 2023.

**ADJOURNMENT**

Committee Chair Dennis Barsema extended thanks to Dr. James Cofer for his work and guidance as the Interim Vice President and Chief Financial Officer for the Division of Administration and Finance.

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

Committee Chair Barsema asked Ms. Doe to conduct a roll call vote.

Trustee Rita Athas: Absent

Trustee John Butler: Yes

Trustee Montel Gayles: Yes

Trustee Veronica Herrero: Yes

Committee Vice Chair Bob Pritchard: Yes

Trustee Tim Moore: Absent

Committee Chair Dennis Barsema: Yes

Board Chair Eric Wasowicz: Yes

The motion was approved.

The meeting adjourned at 12:53 p.m.

Respectfully submitted,

Christina Doe  
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.*



## QUARTERLY FINANCIAL SUMMARY FISCAL YEAR 2023 SECOND QUARTER AS OF DECEMBER 31, 2022

**Background:** With the December 31, 2022 conclusion of the second quarter of the 2022-2023 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, 2022 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 December 31, 2022 compared to a year-to-date budget, a summary of second 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 second 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 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 attempts to separate recurring and non-recurring expenses to enhance transparency and facilitate multiyear planning. Further refinement of this approach will be needed to align definitions with recommendations in the forthcoming Budget Planning Work Group report.

### **Non-Structural Financial Summary**

The Non-Structural Financial Summary identifies non-recurring or temporary revenues and expenses of the University. 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. The budget presented in the attached tables reflects known adjustments to revenue and spending plans through December 31, 2022. This revised budget includes \$426.3M in expected revenues and \$438M in planned spending resulting in an \$11.8M 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 December 31, 2022**  
**All Funds Revenue and Expenses**  
(\$ in thousands)

	Current Year FY23			Prior Year FY22		Current Year FY23		
	Second Quarter			Second Quarter		Annual		
	YTD Actuals	YTD Budget	Variance	YTD Actuals	Variance	YTD Forecast	Budget	Variance
<b>Revenue</b>								
Tuition & Student Fees	\$ 156,959	\$ 153,834	\$ 3,125	\$ 157,397	\$ (439)	\$ 164,551	\$ 160,703	\$ 3,848
Gifts, Grants, & Contracts	31,973	29,927	2,046	50,785	(18,812)	67,088	66,283	806
Other Fees and Fines	3,010	2,747	263	2,767	242	5,464	4,931	533
Sales	22,675	26,084	(3,409)	18,145	4,530	33,429	37,704	(4,275)
Rental & Room Income	34,859	33,757	1,102	31,416	3,442	35,356	34,222	1,134
Gate Receipts & Commissions	2,699	1,124	1,575	574	2,125	4,492	4,288	204
Miscellaneous & Investment Income	8,361	11,235	(2,874)	4,614	3,747	14,170	25,932	(11,762)
State of Illinois	80,143	78,062	2,081	78,081	2,063	92,195	92,195	-
<b>Total Revenue</b>	<b>\$ 340,678</b>	<b>\$ 336,769</b>	<b>\$ 3,910</b>	<b>\$ 343,779</b>	<b>\$ (3,101)</b>	<b>\$ 416,745</b>	<b>\$ 426,256</b>	<b>\$ (9,512)</b>
<b>Expenses</b>								
Cost of Sales	\$ 2,657	2,623	\$ 34	\$ 1,731	\$ 927	\$ 5,791	\$ 5,788	\$ 3
Personnel Services	114,796	118,510	(3,714)	108,605	6,191	231,399	243,352	(11,953)
Contractual Services	37,747	35,643	2,104	33,399	4,348	88,450	84,916	3,534
Commodities	2,785	3,333	(548)	2,569	216	6,278	7,501	(1,223)
Travel	1,885	1,680	205	1,330	556	3,874	4,274	(400)
Automotive	420	687	(267)	567	(147)	821	1,155	(334)
Scholarships	35,470	36,836	(1,366)	50,230	(14,760)	60,122	58,839	1,284
Telecommunications	185	196	(11)	194	(9)	346	534	(188)
Equipment & Library Materials	3,896	3,538	358	3,911	(15)	10,589	9,504	1,085
Capital Repairs	918	500	418	350	568	3,908	3,908	-
Debt Service	6,283	5,586	697	4,938	1,344	17,812	18,001	(189)
Miscellaneous Expense	491	12	479	56	435	1,022	220	802
<b>Total Expenses</b>	<b>\$ 207,533</b>	<b>\$ 209,144</b>	<b>\$ (1,611)</b>	<b>\$ 207,878</b>	<b>\$ (345)</b>	<b>\$ 430,411</b>	<b>\$ 437,991</b>	<b>\$ (7,579)</b>
<b>Net Revenue</b>	<b>\$ 133,145</b>	<b>\$ 127,625</b>	<b>\$ 5,520</b>	<b>\$ 135,901</b>	<b>\$ (2,755)</b>	<b>\$ (13,667)</b>	<b>\$ (11,735)</b>	<b>\$ (1,932)</b>

**Northern Illinois University**  
**as of December 31, 2022**  
**Structural Financial Summary (Non-Grants)**  
*(\$ in thousands)*

	Current Year FY23			Current Year FY23		
	Second Quarter			Annual		
	YTD Actuals	YTD Budget	Variance	YTD Forecast	Budget	Variance
<b>Revenue</b>						
Tuition & Student Fees	\$ 156,959	\$ 153,834	\$ 3,125	\$ 164,551	\$ 160,703	\$ 3,848
Gifts, Grants, & Contracts	2,302	\$ 1,601	701	6,313	5,508	806
Other Fees and Fines	2,975	2,711	264	5,414	4,866	548
Sales	17,028	22,187	(5,159)	27,270	32,070	(4,801)
Rental & Room Income	34,859	33,757	1,102	35,356	34,222	1,134
Gate Receipts & Commissions	2,593	1,051	1,542	4,214	4,010	204
Miscellaneous & Investment Income	6,140	9,560	(3,420)	11,900	22,066	(10,165)
State of Illinois	80,143	78,062	2,081	92,195	92,195	-
<b>Total Revenue</b>	<b>\$ 302,999</b>	<b>\$ 302,762</b>	<b>\$ 236</b>	<b>\$ 347,212</b>	<b>\$ 355,639</b>	<b>\$ (8,427)</b>
<b>Expenses</b>						
Cost of Sales	2,657	\$ 2,623	\$ 34	\$ 5,791	\$ 5,788	\$ 3
Personnel Services	101,323	105,772	(4,448)	204,734	216,692	(11,959)
Contractual Services	35,324	33,655	1,669	80,821	77,335	3,487
Commodities	2,498	3,094	(596)	5,604	6,808	(1,204)
Travel	1,633	1,563	70	3,372	3,770	(398)
Automotive	401	658	(257)	737	1,071	(334)
Scholarships	18,343	18,119	224	35,722	34,438	1,284
Telecommunications	91	164	(73)	205	357	(153)
Equipment & Library Materials	2,852	2,369	483	7,235	6,343	892
Capital Repairs	-	-	-	-	-	-
Debt Service	6,283	5,586	697	17,812	18,001	(189)
Miscellaneous Expense	227	(36)	263	471	(331)	802
<b>Total Expenses</b>	<b>\$ 171,634</b>	<b>\$ 173,568</b>	<b>\$ (1,934)</b>	<b>\$ 362,505</b>	<b>\$ 370,273</b>	<b>\$ (7,769)</b>
<b>Net Revenue</b>	<b>\$ 131,365</b>	<b>\$ 129,194</b>	<b>\$ 2,170</b>	<b>\$ (15,292)</b>	<b>\$ (14,634)</b>	<b>\$ (658)</b>

**Northern Illinois University**  
**as of December 31, 2022**  
**Non-Structural Financial Summary (Non-Grants)**  
*(\$ in thousands)*

	Current Year FY23			Current Year FY23		
	Second Quarter			Annual		
	YTD Actuals	YTD Budget	Variance	YTD Forecast	Budget	Variance
<b>Revenue</b>						
Tuition & Student Fees	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Gifts, Grants, & Contracts	689	\$ 400	289	1,375	1,375	-
Other Fees and Fines	35	36	(1)	51	65	(15)
Sales	5,647	3,897	1,750	6,159	5,633	526
Rental & Room Income	-	-	-	-	-	-
Gate Receipts & Commissions	106	73	33	278	278	(0)
Miscellaneous & Investment Income	2,221	1,675	546	2,270	3,866	(1,596)
State of Illinois	-	-	-	-	-	-
<b>Total Revenue</b>	<b>\$ 8,698</b>	<b>\$ 6,081</b>	<b>\$ 2,617</b>	<b>\$ 10,132</b>	<b>\$ 11,217</b>	<b>\$ (1,085)</b>
<b>Expenses</b>						
Cost of Sales	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Personnel Services	1,293	1,294	(1)	2,657	2,652	6
Contractual Services	748	734	14	1,734	1,687	47
Commodities	74	86	(11)	170	189	(19)
Travel	95	79	16	188	190	(2)
Automotive	-	-	-	-	-	-
Scholarships	-	0	(0)	-	0	(0)
Telecommunications	-	16	(16)	-	36	(36)
Equipment & Library Materials	670	373	297	1,192	998	193
Capital Repairs	725	558	166	2,566	2,566	-
Debt Service	-	-	-	-	-	-
Miscellaneous Expense	-	-	-	-	-	-
<b>Total Expenses</b>	<b>\$ 3,606</b>	<b>\$ 3,141</b>	<b>\$ 465</b>	<b>\$ 8,507</b>	<b>\$ 8,318</b>	<b>\$ 189</b>
<b>Net Revenue</b>	<b>\$ 5,092</b>	<b>\$ 2,940</b>	<b>\$ 2,152</b>	<b>\$ 1,625</b>	<b>\$ 2,900</b>	<b>\$ (1,274)</b>

**Northern Illinois University**  
**as of December 31, 2022**  
**Grants Financial Summary**  
*(\$ in thousands)*

	Current Year FY23			Prior Year FY22		Current Year FY23		
	Second Quarter			Second Quarter		Annual		
	YTD Actuals	YTD Budget	Variance	YTD Actuals	Variance	YTD Forecast	Budget	Variance
<b>Revenue</b>								
Tuition & Student Fees	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Gifts, Grants, & Contracts - Pell Grant	13,729	11,276	2,453	13,645	84	24,400	24,400	-
Gifts, Grants, & Contracts - Non Pell Grant	15,252	16,175	(922)	29,861	(14,609)	35,000	35,000	-
Other Fees and Fines	-	-	-	-	-	-	-	-
Sales	-	-	-	-	-	-	-	-
Rental & Room Income	-	-	-	-	-	-	-	-
Gate Receipts & Commissions	-	-	-	-	-	-	-	-
Miscellaneous & Investment Income	-	-	-	-	-	-	-	-
State of Illinois	-	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>\$ 28,982</b>	<b>\$ 27,451</b>	<b>\$ 1,531</b>	<b>\$ 43,506</b>	<b>\$ (14,525)</b>	<b>\$ 59,400</b>	<b>\$ 59,400</b>	<b>\$ -</b>
<b>Expenses</b>								
Cost of Sales	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Personnel Services	12,179	11,446	733	10,545	1,634	24,008	24,008	-
Contractual Services	1,674	1,231	443	1,134	540	5,895	5,895	-
Commodities	213	166	47	153	60	505	505	-
Travel	157	50	107	46	111	313	313	-
Automotive	19	31	(13)	29	(10)	84	84	-
Scholarships - Pell Grant	15,830	16,915	(1,085)	15,911	(81)	24,400	24,400	-
Scholarships - Non Pell Grant	1,297	-	1,297	17,345	(16,048)	-	-	-
Telecommunications	94	13	81	12	82	141	141	-
Equipment & Library Materials	374	794	(420)	731	(358)	2,162	2,162	-
Capital Repairs	193	26	167	24	169	1,342	1,342	-
Debt Service	-	-	-	-	-	-	-	-
Miscellaneous Expense	264	-	264	-	264	550	550	-
<b>Total Expenses</b>	<b>\$ 32,293</b>	<b>\$ 30,672</b>	<b>\$ 1,622</b>	<b>\$ 45,930</b>	<b>\$ (13,637)</b>	<b>\$ 59,400</b>	<b>\$ 59,400</b>	<b>\$ -</b>
<b>Net Revenue</b>	<b>\$ (3,312)</b>	<b>\$ (3,220)</b>	<b>\$ (91)</b>	<b>\$ (2,424)</b>	<b>\$ (888)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

## **All Funds, All Types Financial Summary**

For the second quarter, the All Funds, All Types Financial Summary shows revenues exceeding budget while expenses were lower than expected, resulting in a net \$5.5M improvement over the half-year budget. Current trends suggest that a full year of activity will produce a deficit of \$13.7M resulting from factors evident in the Structural, Non-Structural, and Grants Financial Summaries.

## **Structural Financial Summary**

Through the second quarter of the fiscal year, structural performance is projected to trail budget in both total revenues and expenses resulting in a deficit that is \$0.7M greater than budget. Several factors may alter this projection as the fiscal year progresses, including:

- Tuition & Fee Revenue was better than budget through the first half of the year, benefiting from strong Fall term freshman enrollment. Similarly, Rental & Room Income is expected to exceed budget for the full year, reflecting greater density on campus. Spring enrollment may further bolster tuition and room rental income revenue in the third quarter financial update that is scheduled for presentation at the May 2023 FACFO meeting.
- 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 the first half of FY23. Brisk spending in this category may be the result of supply-chain bottlenecks in FY21 and FY22 and could fall back closer to budget in the second half of the fiscal year. Currently, Contractual Services spending is trending 4.5% above budget.

## **Non-Structural Financial Summary**

The Non-Structural Financial Summary shows revenues exceeding expectations in the first half of the year, including proceeds from the recent sale of the Hoffman Estates campus. Non-structural expenses also exceeded budget through December, however, net revenue is \$2.2M ahead of expectations at this point in the fiscal year. Overall, non-structural revenues and expenses project out to a full-year surplus of \$1.6M.

## **Grants Financial Summary**

The Grants Financial Summary reports that revenues and expenses were greater than expected through the second quarter of the year. 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 be provided 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 DECEMBER 31, 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 December 31, 2022
- Investment Earnings for the quarter ended December 31, 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 December 31, 2022 shows NIU's total holdings at just over \$141M. Of the total holdings balance, approximately \$79M is available for daily operations providing for approximately 80 days cash on hand. The remaining balance is restricted per collateralization requirements and contractual obligations. The total holdings balance is down \$24M from the balance at December 31, 2021. The decrease is a result of timing differences in the receipt of State appropriations, a reduced receipt of Federal relief funding, as well as overall increases in operating cash disbursements.

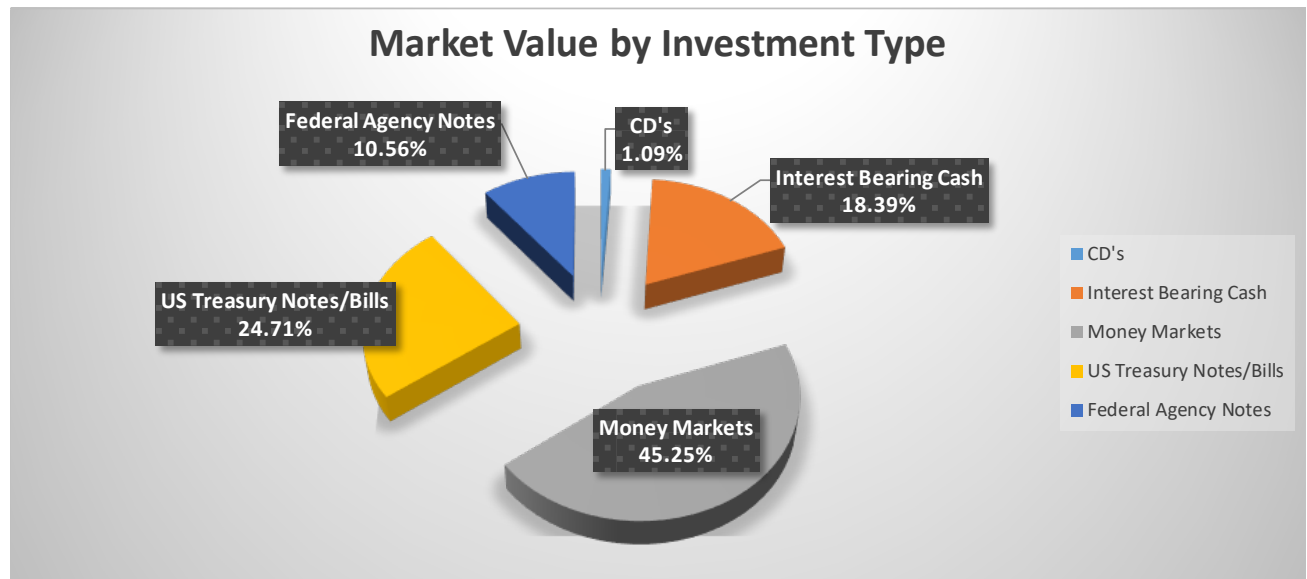
The *Investment Earnings* report shows income of \$1.21M and an overall annualized rate of return of 3.25% for the second quarter. This represents an increase in interest earned of approximately \$1.18M when compared to the same quarter of FY22. The increase in interest earned is primarily due to increasing 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 4.5% to 4.75%, 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**

December 31, 2022  
For Fiscal Year 2023

Investment Type	Purch Price/ Ending Bal *	Book Value **	Market Value ***
<b>CD's:</b>			
Local Funds	\$ 1,526,534	\$ 1,526,534	\$ 1,526,534
<b>Federal Agency Notes:</b>			
Local Funds	\$ 14,713,448	\$ 14,769,434	\$ 14,752,573
<b>Interest Bearing Cash Accounts:</b>			
Local Funds	\$ 25,690,709	\$ 25,690,709	\$ 25,690,709
<b>Money Markets:</b>			
Contributory Trust	\$ 9,839,000	\$ 9,839,000	\$ 9,839,000
Escrow Account	1,192,031	1,192,031	1,192,031
Local Funds	53,363,033	53,363,033	53,363,033
	\$ 64,394,064	\$ 64,394,064	\$ 64,394,064
<b>US Treasury Notes/Bills:</b>			
Local Funds	\$ 34,439,707	\$ 34,677,332	\$ 34,507,954
<b>TOTAL INVESTMENT HOLDINGS</b>	<b>\$ 140,764,462</b>	<b>\$ 141,058,073</b>	<b>\$ 140,871,834</b>
Non-interest Bearing Cash	\$ 281,889	\$ 281,889	\$ 281,889
<b>TOTAL CASH &amp; INVESTMENT HOLDINGS</b>	<b>\$ 141,046,351</b>	<b>\$ 141,339,962</b>	<b>\$ 141,153,723</b>
<b>TOTAL REPORTED FOR 12/31/2021</b>	<b>\$ 165,231,522</b>	<b>\$ 165,193,333</b>	<b>\$ 165,193,818</b>



\* 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**  
**October 1, 2022 - December 31, 2022**

	December 31 Ending Balance	Qtr 2 Average Daily Balance	Percent of Portfolio	Qtr 2 Income Earned	Annualized Rates of Return				
					FY2023		FY 2022		
					2nd Qtr	1st Qtr	4th Qtr	3rd Qtr	
<b>Short-Term Investment Accounts</b>									
Illinois Funds	\$ 53,363,033	\$ 47,053,173	31.80%	\$ 414,038	3.491%	2.114%	0.764%	0.151%	
Investment Accounts - Financial Institutions	\$ 25,690,709	\$ 46,658,979	31.53%	\$ 400,617	3.406%	2.023%	0.778%	0.228%	
Contributory Trust	\$ 9,839,000	\$ 9,838,799	6.65%	\$ 87,451	3.526%	2.020%	0.651%	0.063%	
Escrow Account	\$ 1,192,031	\$ 1,188,975	0.80%	\$ 9,640	3.217%	0.000%	0.000%	0.000%	
Investment Accounts - Project Funds	\$ -	\$ 4	0.00%	\$ -	0.000%	1.408%	0.235%	0.006%	
CD's	\$ 1,526,534	\$ 1,520,206	1.03%	\$ 10,587	2.763%	1.206%	0.206%	0.010%	
<b>ST Investment Accounts Total</b>	<b>\$ 91,611,307</b>	<b>\$ 106,260,136</b>	<b>71.81%</b>	<b>\$ 922,333</b>	<b>3.444%</b>	<b>2.049%</b>	<b>0.753%</b>	<b>0.177%</b>	
<b>Fixed Income Securities</b>									
Local Funds	\$ 49,153,155	\$ 41,722,789	28.19%	\$ 291,320	2.770%	2.102%	0.567%	0.365%	
<b>Fixed Income Securities Total</b>	<b>\$ 49,153,155</b>	<b>\$ 41,722,789</b>	<b>28.19%</b>	<b>\$ 291,320</b>	<b>2.770%</b>	<b>2.102%</b>	<b>0.567%</b>	<b>0.365%</b>	
<b>Non-interest Bearing Cash</b>	<b>\$ 281,889</b>	<b>-</b>	<b>-</b>	<b>-</b>				<b>-</b>	
<b>COMBINED TOTAL</b>	<b>\$ 141,046,351</b>	<b>\$ 147,982,925</b>	<b>100.00%</b>	<b>\$ 1,213,653</b>	<b>3.25%</b>	<b>2.07%</b>	<b>0.71%</b>	<b>0.20%</b>	

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 2024 ROOM AND BOARD PRICING RECOMMENDATION

**Summary:** The university is presenting a pricing recommendation to establish room and board fees for FY24. The collection of room and board fees from students living in university residence halls and Northern View Community apartments supports Housing and Residential Services, Campus Dining Services, and related Revenue Bond obligations. These recommendations were developed to address the goal of student affordability and keeping costs for students as low as possible, while also acknowledging increasing costs of operations.

The university is recommending that room and board rates increase no more than \$200 per semester for each room accommodation in the residence halls for FY24. This represents an average increase of 3.3% for all rate types. The increase for Northern View Apartments (room only) is recommended to be approximately \$100 per semester, which represents an average increase of 2.5% for all unit types. No change to residential dining plan structures or pricing is being proposed for FY24.

**Background:** Room rate recommendations typically address service contract costs, software support, indirect costs, contractual services, general operating expenses, and debt service payments related to renovations to the residence halls and dining locations. This year, the fee increase will address increases in food costs, minimum wage, and utility costs. This item provides a comparison of FY23 room rates with proposed FY24 rates and discloses relative dining plan options and costs to accompany on campus residency.

LOCATION	RATE	LOCATION	RATE	VARIANCE
<b>NEPTUNE HALL</b>		<b>NEPTUNE HALL</b>		
Double-Occupancy	\$ 5,204	Double-Occupancy	\$ 5,404	\$ 200
<b>GILBERT HALL</b>		<b>GILBERT HALL</b>		
Single-Occupancy	\$ 6,640	Single-Occupancy	\$ 6,840	\$ 200
Double-Occupancy	\$ 5,710	Double-Occupancy	\$ 5,910	\$ 200
<b>GRANT TOWERS</b>		<b>GRANT TOWERS</b>		
Single-Occupancy	\$ 6,640	Single-Occupancy	\$ 6,840	\$ 200
Double-Occupancy	\$ 5,710	Double-Occupancy	\$ 5,910	\$ 200
<b>STEVENSON TOWERS</b>		<b>STEVENSON TOWERS</b>		
Single-Occupancy	\$ 6,586	Single-Occupancy	\$ 6,786	\$ 200
Double-Occupancy	\$ 5,674	Double-Occupancy	\$ 5,874	\$ 200
Suite, with bathroom	\$ 5,710	Suite, with bathroom	\$ 5,910	\$ 200
<b>PATTERSON HALL</b>		<b>PATTERSON HALL</b>		
Single-Occupancy	\$ 7,108	Single-Occupancy	\$ 7,308	\$ 200
<b>NORTHERN VIEW</b>		<b>NORTHERN VIEW</b>		
2 Bedroom unit	\$ 3,937	2 Bedroom unit	\$ 4,040	\$ 103
3 Bedroom unit	\$ 3,798	3 Bedroom unit	\$ 3,900	\$ 102
Single unit	\$ 4,590	Single unit	\$ 4,690	\$ 100

**Other Mandatory Residential Fees**

ResNet Access/Support Charge	\$92/semester
Residence Hall Surcharge	\$50/Semester
Living-Learning Communities	\$50/semester
Double Room Buyout Charge	\$1,100/Semester

**All prices are in addition to the students applicable base Room and Board Fee**

Proposed Residential Meal Plan Upgrades (Dining Dollars)	Rate
Block 12 per week with \$100 dining dollars per term	Included with room and board
Block 15 per week with \$100 dining dollars per term	\$100
Block 19 per week with \$100 dining dollars per term	\$200

**Recommendation:** The University recommends that the Finance, Audit, Compliance, Facilities and Operations Committee endorse this request and asks that the President forward it by means of the President’s Report to the Board of Trustees for approval at its special meeting on February 16, 2023.

## FISCAL YEAR 2024 UNDERGRADUATE TUITION PRICING RECOMMENDATION

**Summary:** For FY24, the university recommends a 0% increase in base tuition, and no change in undergraduate differential tuition rates. These recommendations were developed with the goals of addressing affordability concerns and maintaining fiscal responsibility by keeping the total cost of attendance for full-time students as low as possible. Prior to this recommendation for FY24, NIU has held the base tuition flat from FY16 through FY21, increased tuition by 1.5% in FY22 and by 1.9% in FY23.

**Background:** NIU has developed a refined set of tuition rates to reflect the multiple student populations. To bring clarity to this array of rates, first described is the rate structure and then the rates for FY23 and the rates proposed for FY24.

NIU sets tuition on a per-credit-hour basis. However, undergraduate students who enroll in 12 or more semester credit hours are charged at a flat tuition rate. Rates are set subject to the following considerations:

- Illinois “Truth-in-Tuition” law for undergraduates
- Differential tuition for select programs
- Residency considerations (e.g., out-of-state and international students)

### Truth-in-Tuition

Tuition rates for Illinois residents seeking an undergraduate degree are subject to Illinois’ Truth-in-Tuition law. Under the law, entering degree-seeking undergraduate students are guaranteed the same base tuition rate for four continuous years. NIU policy adds one additional semester to this four-year guarantee. After nine continuous semesters of enrollment, the guaranteed undergraduate tuition rate adjusts to the tuition rate paid by students who entered the university one fiscal year after the date of original entry for an additional three semesters.

In the event of a decrease in undergraduate tuition, it is anticipated that all continuing students will be charged the new rate if that rate is more favorable to them than the rate guaranteed to them by Truth-in-Tuition.

Hence, when NIU sets undergraduate tuition rates for FY24, those rates apply only to:

- Incoming or re-entering students;
- Non-degree-seeking students, including visiting students and post-baccalaureate students; and
- Students whose continuous enrollment has exceeded the period outlined above.

### Out-of-State and International Rates

NIU currently sets tuition for domestic, out-of-state students at the same rate as Illinois residents. The rate for international students is set at twice the in-state rate. The university may enter into agreements with international partners for cohort or pipeline programs. For such programs, the university may agree to lower tuition to no less than 1.5 times the FY24 in-state rate.

### Tuition Recommendation

The recommendation is to keep base tuition flat for FY24. This recommendation is in line with NIU’s goal to support access and student success by maintaining affordable tuition rates.

### Fiscal Year 2023 Tuition

Base Domestic Tuition	Per Credit Hour Rate	Capped Tuition at
	1 – 11	12 or more Credit Hours
Undergraduate Tuition	\$360.80	\$4,895.06

### Fiscal Year 2024 Tuition Recommendations

Base Domestic Tuition	Per Credit Hour Rate	Capped Tuition at
	1 – 11	12 or more Credit Hours
Undergraduate Tuition	\$360.80	\$4,895.06

### Differential Tuition

For select programs, NIU charges a differential tuition. These differentials reflect the added value and added costs associated with those programs. The differential rate is added to the base and becomes the tuition rate charged for that program, subject to the policies previously listed. Differential rates are stated on a per-credit-hour basis. The maximum differential rate is capped at twelve times the per-credit-hour rate. Differential rates are re-validated annually.

#### Undergraduate Differential Tuition per Credit Hour Rates

Program	FY23 Differential	FY24 Differential
<b>College of Engineering &amp; Engineering Technology</b>		
All programs	\$50	\$50
<b>College of Health &amp; Human Sciences</b>		
Nursing (pre-licensure, not including pre-majors or RN to BSN)	\$15	\$15
<b>College of Liberal Arts &amp; Sciences</b>		
Computer Science (including pre-majors)	\$40	\$40

### The Rationale for Differential Tuition

Differential tuition rates are reviewed annually to ensure that the rates are competitive and are not adversely impacting enrollments. This year, College of Engineering & Engineering Technology, Nursing, and Computer Science are maintaining their existing rates.

**Recommendation:** The University recommends that the Finance, Audit, Compliance, Facilities and Operations Committee endorse this request and asks that the President forward it by means of the President’s Report to the Board of Trustees for approval at its special meeting on February 16, 2023.

## FISCAL YEAR 2024 GRADUATE AND LAW TUITION PRICING RECOMMENDATION

**Summary:** For FY24, the university recommends a 0% increase in base and differential tuition for graduate students and for law students. These recommendations were developed with the goals of addressing affordability concerns and maintaining fiscal responsibility by keeping the total cost of attendance for full-time students as low as possible. Prior to this recommendation for FY24, NIU held the base tuition flat from FY16 through FY21, increased tuition by 1.5% for graduate students and 0.79% for law students in FY22 and increased tuition by 1.9% for graduate students and 1% for law students in FY23.

**Background:** NIU has developed a refined set of tuition rates to reflect the multiple student populations. To bring clarity to this array of rates, first described is the rate structure and then the rates for FY23 and the rates proposed for FY24.

NIU sets tuition on a per-credit-hour basis. For the Juris Doctorate program and most graduate programs, students who enroll in 12 or more semester credit hours are billed at a maximum rate that is 12 times the per-credit-hour rate. The FY24 rates indicated below apply to both new and returning graduate students and law students. Rates are set separately for graduate students and law students, subject to the following considerations:

- Bundling tuition and fees for graduate and law students
- Differential tuition for select programs
- Residency considerations (e.g., out-of-state and international students)

### Out-of-State and International Rates

NIU currently sets tuition for domestic, out-of-state students at the same rate as Illinois residents. The rate for international students is set at twice the in-state rate, subject to the following considerations:

- Within the integrated charge for graduate students, the instructional charge is doubled for international students, but the institutional charge is not;
- International students appointed as graduate assistants or fellows are billed at the domestic law or graduate student rate; and
- The university may enter into agreements with international partners for cohort or pipeline programs. For such programs, the university may agree to lower the instructional charge to no less than 1.5 times the FY24 in-state rate.

### Differential Tuition

For select programs, NIU charges a differential tuition. These differentials reflect the added value and added costs associated with those programs. The differential rate is added to the base and becomes the tuition rate charged for that program, subject to the policies previously listed. Differential rates are stated on a per-credit-hour basis. The maximum differential rate is capped at 12 times the per-credit-hour rate. Differential rates are re-validated annually.

### Tuition Recommendation

The recommendation is to keep base tuition flat for graduate students and law students. This recommendation is in accordance with NIU's goal to maintain affordable tuition for graduate and law students.



**Fiscal Year 2024 Tuition Recommendations**

Graduate Domestic Tuition per Semester	FY23		FY24	
	Per Credit Hour 1-11	12 or more Credit Hours	Per Credit Hour 1-11	12 or more Credit Hours
Instructional Charge (Base)	\$369.24	\$4,430.88	\$369.24	\$4,430.88

College of Law Domestic Tuition per Semester	FY23		FY24	
	Per Credit Hour 1-11	12 or more Credit Hours	Per Credit Hour 1-11	12 or more Credit Hours
Instructional Charge (Base)	\$689.53	\$8,274.36	\$689.53	\$8,274.36

## Graduate Differential Tuition

The per credit hour rates for FY23 and the proposed rates for FY24 are detailed below:

Program	FY23 Differential	FY24 Differential	Increase (or Decrease)
<b>College of Business</b>			
Graduate Certificate in Accountancy	\$325	\$325	\$0
Master of Accountancy	\$325	\$325	\$0
Master of Accounting Science	\$325	\$325	\$0
Master of Science in Taxation	\$325	\$325	\$0
Graduate Study in Enterprise Management Using SAP Analytics	\$200	\$200	\$0
Graduate Certificate in Data Analytics	\$200	\$200	\$0
Master of Science in Finance	\$400	\$400	\$0
Evening MBA	\$400	\$400	\$0
Global MBA	\$400	\$400	\$0
Graduate Certificate in Management Information Systems	\$200	\$200	\$0
Master of Management Information Systems	\$200	\$200	\$0
Master of Science in Digital Marketing	\$400	\$400	\$0
Foundations of Accountancy Certificate	\$325	\$325	\$0
Certificate of Graduate Study – Advanced Study in Accounting Analytics	\$325	\$325	\$0
Certificate of Graduate Study – Advanced Study in Accountancy	\$325	\$325	\$0
Master of Science in Data Analytics	\$400	\$400	\$0
Graduate Study in Data Science for Business	\$400	\$400	\$0
<b>College of Education</b>			
EdD in Curriculum & Instruction	\$65	\$65	\$0
EdD in Education Administration	\$65	\$65	\$0
PhD/EdD in Instructional Technology (face-to-face)	\$40	\$40	\$0
PhD/EdD in Instructional Technology (online)	\$40	\$40	\$0
MSED in Instructional Technology (face-to-face)	\$20	\$20	\$0
MSED in Instructional Technology (online)	\$25	\$25	\$0
EdD in Community College Leadership	\$80	\$80	\$0
EdS in Educational Administration, Superintendent Preparation (online)	\$25	\$25	\$0
MSED in Kinesiology & Physical Education	\$35	\$35	\$0
Master of Science in Athletic Training	\$35	\$35	\$0
Master of Science in Sports Management	\$35	\$35	\$0
Executive EdD in Adult & Higher Ed Weekend Cohort (online)	\$80	\$80	\$0
<b>College of Engineering &amp; Engineering Technology</b>			
All programs	\$50	\$50	\$0
<b>College of Health &amp; Human Sciences</b>			
Master of Speech-Language Pathology	\$160	\$160	\$0
Doctor of Audiology	\$185	\$185	\$0
Doctor of Physical Therapy	\$225	\$225	\$0
Doctor of Health Sciences (online)	\$553	\$553	\$0
Graduate Certificate in Eating Disorders (online)	\$180	\$180	\$0
Doctor of Nursing Practice	\$240	\$240	\$0
Master of Public Health (online)	\$200	\$200	\$0
Master of Family Nurse Practitioner (online)	\$240	\$240	\$0
<b>College of Liberal Arts &amp; Sciences</b>			
Computer Science MS	\$60	\$60	\$0
Master of Public Administration (online)	\$90	\$90	\$0

Graduate Certificate in Public Management	\$90	\$90	\$0
---	------	------	-----

**Recommendation:** The University recommends that the Finance, Audit, Compliance, Facilities and Operations Committee endorse this request and asks that the President forward it by means of the President’s Report to the Board of Trustees for approval at its special meeting on February 16, 2023.

## FISCAL YEAR 2024 UNDERGRADUATE, GRADUATE, AND LAW STUDENT FEE PRICING RECOMMENDATION

**Summary:** The following item presents a pricing recommendation that addresses Northern Illinois University's undergraduate, graduate, and law fees for FY24. These recommendations were developed with the goals of addressing affordability concerns and maintaining fiscal responsibility by keeping the total cost of attendance for full-time students as low as possible.

**Background:** The university has numerous student activities, programs, services, and operations that are supported to various degrees by the assessment of dedicated-use student charges. These charges are aggregated into a more manageable number of fees. This item describes the purpose of each charge, then provides a summary of the fee rates for FY23 and recommendations for FY24.

### Undergraduate, Graduate, and Law Fee Categories

**Student Support Services Fee** is comprised of the following charges:

**Student Activities and Services Charge** supports the student government, student programming, campus-wide programming initiatives (Welcome Days, Homecoming, Open Houses, etc.) and the activities of student recognized organizations. These charges are also allocated to departments to maintain and improve student services.

*Undergraduate – Fee remains constant at FY23 level (\$5.10)*

*Graduate – Fee remains constant at FY23 level (\$2.60)*

*Law – Fee remains constant at FY23 level (\$3.65)*

**Holmes Student Center Charge** supports the operational costs of Holmes Student Center and student programs provided in the facility.

*Fee remains constant at FY23 level (\$11.80)*

**Health and Wellness Charge** allows students to use Health Services with little to no direct cost to students and helps fund programming that promotes wellness and healthy lifestyle choices and related state and federally mandated education and awareness campaigns. The fee increase is necessary to fund fully the cost of services.

*Fee increases from \$7.90 (FY23 level) to \$8.15 (FY24 level). Increase of \$0.25.*

**Grants-in-Aid Charge** supports an institutional merit-based scholarship program, as well as supporting a needs-based Financial Aid fund for students, by which state institutions are eligible for matching funds from the State of Illinois per statutory requirements.

*Fee remains constant at FY23 level (\$1.40)*

**Campus Recreation Charge** is used for financing, constructing, maintaining, and improving new and existing recreational sports facilities and programs, including the sport club operations.

*Fee remains constant at FY23 level (\$8.00)*

**Northern Star** is the student-run newspaper and provides free access to the campus community.

*Fee remains constant at FY23 level (\$0.27)*

**Arts and Culture Fee** enhances the University's arts culture and provides students with a means to enjoy the School of Music and School of Theater and Dance productions at little

to no direct cost to the student.

*Fee remains constant at FY23 level (\$0.80)*

**Cultural Diversity Programming Fee** is used to develop and support cultural programming resources for students by NIU's diversity resource centers. Programming addresses the intersecting identities of students, including race, ethnicity, gender identity, class, nationality, sexual orientation, social justice, and others and may include high-impact speakers, films, lecture series, exhibits, Heritage Month Celebrations, and more.

*Fee remains constant at FY23 level (\$0.80)*

**University Advancement Fee** is comprised of the following charges:

**Capital Improvement Charge** provides funding for educational and support facilities for students, faculty, and staff in a manner that maximizes the effectiveness of the capital investments, maximizes the use of all existing facilities, and promotes orderly, planned campus development. Support for projects related to existing facilities are included in this charge. The fee increase will support renovations and repairs in high-impact student spaces such as study areas, classrooms, student engagement areas and other such spaces.

*Fee increases from \$14.90 (FY23 level) to \$15.35 (FY24 level). Increase of \$0.45.*

**Transportation Access Charge** funds the Huskie Bus System, the Huskie Line, parking lot lights, security and maintenance, and the creation of additional parking and transportation services. This charge also supports the University's Huskie Line bus and Freedom Mobile paratransit services. All fee-paying students are eligible to utilize Huskie buses without being charged fares. An increase in costs necessitates an increase in the fee.

*Fee increases from \$7.00 (FY23 level) to \$7.70 (FY24 level). Increase of \$0.70.*

**Athletic Fee** is comprised of the following charges:

**Athletic Program Charge** supplements the University's diverse athletic programs and provides students with a means to enjoy the athletic events without direct cost to the student.

*Fee remains constant at FY23 level (\$22.29)*

**Convocation Center Charge** helps fund the operational costs of the Convocation Center and supports student events held in the athletic space utilized by students.

*Fee remains constant at FY23 level (\$8.20)*

**Huskie Stadium Charge** helps fund the operational costs of Huskie Stadium and provides support for student activities and programs that are held in the stadium.

*Fee remains constant at FY23 level (\$2.40)*

**Graduate Program Support** contains the following charges:

**Graduate Colloquium Charge** supports the Graduate Colloquium program, which brings scholars, artists, professionals, and public figures to lecture or perform at NIU.

*Fee remains constant at FY23 level (\$2.00)*

**Career/Professional Development Charge** supports career/professional development workshops, seminars, and coursework for graduate students.

*Fee remains constant at FY23 level (\$4.00)*

**Graduate Outreach Charge** supports infrastructure provided by the Division of Academic Affairs that is needed to deliver online and on-campus graduate courses.

*Fee remains constant at FY23 level (\$18.00)*

**Law Program Support** contains the following charges:

**Law Student Bar Charge** supports the Student Bar Association and student organization activities at the College of Law.

*Fee remains constant at FY23 level (\$2.35)*

**Law Excellence Charge** provides enhancements to College of Law course offerings and experiential learning opportunities such as clinics, mock trials, and moot court. The fee increase will fund activities that support law student professional development, including preparation courses and materials for the current Bar Examination and development of strategies to support the 2026 NextGen Bar Examination. The fee also supports internships, clerkships and clinical rotations.

*Fee increases from \$120.00 (FY23 level) to \$160.00 (FY24 level). Increase of \$40.00.*

**Academic Program Enhancement and Instructional Surcharge** is assessed in order to meet the ever-emerging demands for cutting edge academic programs and services for NIU students. Critical areas for funding include technology upgrades as well as support for identified academic strategic planning initiatives designed to strengthen, direct, and further improve academic programs, research, and the academic experience of students.

*Undergrad – Fee remains constant at FY23 level (\$125 per semester for students enrolled for six or fewer credit hours, or \$250 per semester for seven or more credit hours)*

*Grad and Law – Fee remains constant at FY23 level (\$22.00 per credit hour)*

**Regional Delivery Fee** is assessed to undergraduates to support the delivery of off-campus courses by the Division of Academic Affairs.

*Fee remains constant at FY23 level (\$50.00 non-School of Nursing courses)*

*Fee remains constant at FY23 level (\$100.00 School of Nursing courses)*

**Outreach Fee** is assessed to support infrastructure provided by the Division of Outreach, Engagement & Regional Development that is needed to deliver regional courses (e.g., operations of NIU regional centers, rental of non-NIU facilities).

*Fee remains constant at FY23 level (\$56.00)*

**Recommendation:** The University recommends that the Finance, Audit, Compliance, Facilities and Operations Committee endorse this request and asks that the President forward it by means of the President's Report to the Board of Trustees for approval at its special meeting on February 16, 2023.

**FY23 Rates and Recommendations for FY24 Rates – Summary**

Undergraduate, Graduate, and College of Law Fees	Per Credit Hour Rate (12 Hours Max. Rate)								
	Undergraduate			Graduate			Law		
	FY23	FY24	Difference	FY23	FY24	Difference	FY23	FY24	Difference
Athletic	\$ 32.89	\$ 32.89	-	\$ 32.89	\$ 32.89	-	\$ 32.89	\$ 32.89	-
Student Support Services	\$ 36.07	\$ 36.32	\$ 0.25	\$ 33.57	\$ 33.82	\$ 0.25	\$ 34.62	\$ 34.87	\$ 0.25
University Advancement	\$ 21.90	\$ 23.05	\$ 1.15	\$ 21.90	\$ 23.05	\$ 1.15	\$ 21.90	\$ 23.05	\$ 1.15
Graduate Program Support	-	-	-	\$ 24.00	\$ 24.00	-	-	-	-
Law Program Support	-	-	-	-	-	-	\$ 122.35	\$ 162.35	\$ 40.00
Grad/Law Technology Surcharge	-	-	-	\$ 22.00	\$ 22.00	-	\$ 22.00	\$ 22.00	-
<b>TOTAL</b>	<b>\$ 90.86</b>	<b>\$ 92.26</b>	<b>\$ 1.40</b>	<b>\$ 134.36</b>	<b>\$ 135.76</b>	<b>\$ 1.40</b>	<b>\$ 233.76</b>	<b>\$ 275.16</b>	<b>\$ 41.40</b>
Academic Program Enhancement Support*	\$ 250.00	\$ 250.00	-						
Regional Delivery**	\$ 50.00	\$ 50.00	-						
Outreach***	\$ 56.00	\$ 56.00	-						

\*Charged as a flat fee of \$125 per semester for students enrolled for six or fewer credit hours; and a flat fee of \$250 for students enrolled for seven or more credit hours.

\*\*Assessed to undergraduates for off campus courses. Regional delivery fee for courses in the School of Nursing is \$100.

\*\*\*Assessed to support infrastructure provided by the Division of Outreach, Engagement, & Regional Development.

## **GRADUATION FEE PROPOSAL**

**Summary:** The university is requesting an increase in the graduation fee paid by students in the semester during which they graduate. The new fee rate will be \$40 for baccalaureate students and \$55 for graduate students, effective August 16, 2023.

**Background:** The university, with approval of the Board of Trustees, implemented a graduation fee in 1999. The Board of Trustees initially approved a fee of \$29 for undergraduate students and \$35 for graduate and law students. The fee has not changed since 1999 while the costs for printing and distributing diplomas, supplying diploma covers, and celebrating commencement have risen. The intent of the fee is to produce sufficient revenue to cover these costs and to maintain a commencement ceremony that reflects and celebrates the significant achievements of NIU's students.

**Recommendation:** The University recommends that the Finance, Audit, Compliance, Facilities and Operations Committee endorse this request and ask that the President forward it by means of the President's Report to the Board of Trustees for approval at its special meeting on February 16, 2023.



**FISCAL YEAR 2024 STUDENT HEALTH INSURANCE**

**Summary:** The university offers group health insurance to students, funded solely by student health insurance fees. For participating students, their fees are collected and submitted to the broker or insurer as a “pass through” expense by the university. Students may waive their participation in this plan if they have proof of other, comparable health insurance. As a participating institution of the Illinois Public Higher Education Cooperative (IPHEC), the university used the selected insurance broker to source and secure a student health insurance plan and program for FY24. The quoted rate for FY24 will reflect a 2.5% decrease in premium for students who participate in the coverage, not to exceed \$1,296 per semester or \$2,592 per academic year. The carrier has also included in this year’s quote financial assistance of \$50K maximum for the university in order to offset administrative costs associated with the program, which are otherwise supported by student fees.

**Background:** Total premiums collected by NIU on behalf of students is on target to decrease from FY22 to FY23 due to fewer student participants, but the program recently experienced a favorable loss ratio (premiums collected/claims paid), which allowed for FY24’s decrease in cost per student. Participation in the plan continues to fluctuate in the wake of COVID-19 impacts like remote learning, loss of alternative coverage options, and higher education enrollment decline. Final plan and premium negotiations are ongoing, and any additional savings would be passed along to students in Fall 2023. The FY24 plan and program coverages, terms, and conditions will remain comparable with FY23.

	<b>Health Insurance Provider</b>	<b>Purchase Order Requested Amount</b>	<b>Amount Paid to Insurance Provider</b>	<b>Students Enrolled in Student Health Insurance Fall Semester*</b>	<b>Semester Premium</b>
FY24	Aetna	\$ 9,000,000			\$ 1,296
FY23	Aetna	\$ 8,500,000	\$5,109,634 (projected)	2,005	\$ 1,329.50
FY22	Aetna	\$ 8,800,000	\$ 7,479,895	3,363	\$ 1,224
FY21	Aetna	\$ 7,250,000	\$ 4,850,859	1,825	\$ 1,114
FY20	Aetna	\$ 7,750,000	\$ 4,954,180	2,511	\$ 1,179

\* Students are charged separately for Fall and Spring terms.

**Funding:** Agency Funds

*Marsh and McLennan Companies – New York, NY.....\$9,000,000*

**Recommendation:** The University recommends that the Finance, Audit, Compliance, Facilities and Operations Committee endorse this request and asks that the President forward it by means of the President’s Report to the Board of Trustees for approval at its special meeting on February 16, 2023.

## EAB MASTER SERVICE AGREEMENT (MSA)

**Summary:** The University is requesting approval for expenditure authority of up to \$12M over five years to enter into a new Master Service Agreement (MSA) with EAB, an existing recruitment and retention partner that provides best-in-class execution across a full range of required services and audiences, while delivering them in a cohesive and coordinated way to help NIU achieve its enrollment goals. A key component of this MSA is bringing these services and their associated strategies together under one agreement to provide greater administrative and cost efficiencies, as well as flexibility to refine or enhance services as market conditions require and/or new EAB products and services become available.

**Background:** Currently, multiple units at NIU have, or have had, individual agreements with EAB for unit-related services. Additionally, EAB has expanded their expertise and portfolio of services through recent acquisitions of organizations, several of which were already NIU partners with pre-existing agreements in place. With the development and launch of the SEM 2.0 Plan and the recent expansion of EAB's services, NIU is now in a position to bring all EAB service agreements under one MSA to create greater administrative and transactional cost efficiencies, cost savings for the bundled services, and a more cohesive overall strategy development, as well as the benefits outlined as follows:

- **Growth Services:**
  - Comprehensive strategy with full-service marketing to achieve institutional enrollment and revenue goals, delivering specific strategies and tactics that support key institutional growth areas across each stage of the student lifecycle.
  - Improving earlier communication with an increasing number of prospective students and families from targeted geomarkets.
  - Surveying admitted first-year students for enrollment decision factors and predictive modeling, providing greater efficiency in staff resources and communication efforts.
  - Providing a web-based tool that supports transfer student enrollment by integrating course equivalency and degree audit data and providing progress-to-degree estimation.
- **Data and Technology Services:**
  - Comprehensive technology solutions providing macro- and micro-level data and insights to drive strong decision-making across institutional strategies supported by dedicated expertise and best practice-based approaches.
  - Access to proprietary audience databases and technology.
  - Development of undergraduate student financial aid and scholarship strategies using a predictive model tool that forecasts the impacts on new student enrollment, student retention, and net tuition revenue.
  - Access to enhanced data analytics, dashboards and national/regional/peer benchmarking to drive informed decision-making.
- **Strategy Services:**

- Multi-year customized service approach for NIU, rooted in research, best-practices and consulting, and organized to equip NIU leadership with answers needed to address their top emerging and persistent priorities.
- A robust team of dedicated experts and associated technical specialists, working as an extension of NIU to manage each service.
- A designated point of contact to ensure oversight of our overall strategy, alignment and coordination of services across divisions, and effective project management.

NIU regularly monitors the balance between the services needed, their associated costs, and the outcomes of those services in achieving our university goals. After a thorough review of all existing agreements, the majority of services will be retained; there are several services that will be transferred to an NIU team and/or discontinued; and other services that will be explored to add to our overall portfolio.

#### Existing Services to Retain:

- Student search (including senior application marketing) campaigns.
- Web-based technology that helps prospective transfer students explore key information critical in their decision to enroll (Transfer Portal).
- Comprehensive communications campaign to admitted students based on surveys regarding their enrollment intention and predictive model scoring (Yield Optimization).
- Market perception and positioning study (only FY26).
- Evaluation of the most effective means of awarding institutional financial aid to potential students to increase the number of students who choose to enroll at NIU while maximizing revenue (Financial Aid Optimization).
- A student success management technology platform that links staff, faculty, advisors and students in a connected and coordinated network, ensuring targeted support and proactive care (Navigate).
- Benchmarking and analytics for critical institutional performance metrics such as capacity, demand, resource allocation, and student outcomes (Academic Performance Solutions).
- Customized service approach, rooted in research, best-practices, and consulting to address NIU's top priorities (Strategic Advisory Services).

#### Existing Services to Bring In-House to NIU:

- Custom admission application; senior application marketing for existing inquiry pool; sophomore/junior inquiry marketing campaigns.

#### Existing Services to be Discontinued:

- Integrated web content/analytics.

#### New Services to Explore and/or Add:

- Evaluation of NIU's market position and assessment of current academic programs and/or new market opportunities, and execution of marketing strategy and lead-generation campaigns for adult learners (Adult Learner Recruitment).
- A platform for connecting undergraduate students through virtual communities aligned to their interests to support yield and student affinity for NIU.

Given the important nature of this MSA, NIU leadership will update the Board of Trustees annually on the impact of the partnership and services being provided by EAB.

While NIU is seeking approval for the total not-to-exceed amount of \$12M, based on prior and existing service agreements, it is not expected that the new MSA will reach this maximum amount. However, within this dynamic enrollment environment, this allows NIU to accommodate new or expanded services, such as adult learner recruitment.

The combined five-year total of EAB services at NIU from FY19 through FY23 was just under \$6.65M. For the known services NIU is seeking at this time, a realistic range over the next five years is between \$7M and \$8M total.

**About Vendor:** EAB is a private entity who draws on their extensive experience and benchmarking within higher education to help institutions achieve their recruitment, retention and college completion goals. With a foundation in qualitative and quantitative research, EAB identifies emerging challenges and proven solutions that are grounded in evidence – including by leveraging the industry’s largest data set. Working with over 2,500 colleges and universities, they assist with uncovering transformative insights in data and analytics, undergraduate enrollment, student success, adult and graduate enrollment, and strategy and operations.

EAB is an officially recognized, sole source vendor of Illinois Public Higher Education Cooperative (IPHEC).

**Funding:** Appropriated Funds - \$12,000,000

**Recommendation:** The University recommends that the Finance, Audit, Compliance, Facilities and Operations Committee endorse this request and asks that the President forward it by means of the President’s Report to the Board of Trustees for approval at its special meeting on February 16, 2023.

## DEKALB CAMPUS RECREATION DRIVE ROADWAY REPAIRS CAPITAL PROJECT APPROVAL

**Summary:** The university is requesting approval to repair Recreation Drive, located on the north side of the Convocation Center, which experiences regular transit bus traffic, and has degraded to the point where major repairs are required. The scope of work for this project will improve performance and durability of the existing roadway to ensure better and continued ability to handle heavy vehicle traffic. Repairs are intended to be completed over the summer months of 2023 to least impact bus operations, and the project total is not-to-exceed \$400K.

**Background:** The east portion of Recreation Drive was repaired in 2021 for approximately \$85K. Given the more significant repairs required for the western portion of the drive and the recent inflation impact on labor and material costs, this project is estimated at \$400K. Work will include removal and replacement of the existing road surface and base courses to ensure stability for the asphaltic concrete to handle the intended traffic loads.

**Funding:** Institutional Funds - \$400,000

**Recommendation:** The University recommends that the Finance, Audit, Compliance, Facilities and Operations Committee endorse this request and ask that the President forward it by means of the President's Report to the Board of Trustees for approval at its meeting on March 23, 2023.

## HOLMES STUDENT CENTER ENVELOPE REPAIRS PHASE 1 CAPITAL PROJECT APPROVAL

**Summary:** Following a building exterior condition assessment completed in 2022, envelope repairs have been prioritized to address water infiltration concerns for the Holmes Student Center exterior facades. The scope of work is focused on addressing the highest priority repairs with lower priorities to be addressed in a subsequent second phase project. These phase 1 repairs are intended to be completed over the summer/fall of 2023 and are estimated at \$1.7M.

**Background:** The scope will include replacement of sealant joints on the tower limestone panels and exterior windows. The Holmes Student Center was originally constructed in three phases between 1962 and 1966 with no major exterior repair work performed since the 1980's.

**Funding:** Institutional Funds - \$1,700,000

**Recommendation:** The University recommends that the Finance, Audit, Compliance, Facilities and Operations Committee endorse this request and ask that the President forward it by means of the President's Report to the Board of Trustees for approval at its meeting on March 23, 2023.

## STEVENSON & GRANT RESIDENTIAL COMPLEXES ENVELOPE REPAIRS PHASE 2 CAPITAL PROJECT APPROVAL

**Summary:** Following an initial phase of exterior water infiltration repairs completed in 2022, this second phase project addresses subsequent repair priorities originally identified in a 2021 condition assessment. The work scope is focused on addressing all remaining water infiltration priorities for the exteriors of the Stevenson & Grant residential complexes. Repairs are intended to be completed over the summer months of 2023 when these facilities are at minimal occupancy, and project cost is estimated at \$3.2M.

**Background:** On March 24, 2022 the Board of Trustees approved a Phase 1 project budget of \$650K and critical priority repairs to the exterior envelope of the two residential complexes were completed in 2022. This Phase 2 project is planned to address all remaining exterior façade repairs for these two residential complexes.

The scope of work for this project will include precast panel patching and repairs on each of the eight towers at these residential complexes and original sealant replacement on six of the eight towers. Stevenson & Grant Residential Complexes were originally built in 1965 and 1967, respectively, with no major exterior repairs performed except for limited repairs for Grant C & D towers in 2014.

**Funding:** Institutional Funds - \$3,200,000

**Recommendation:** The University recommends that the Finance, Audit, Compliance, Facilities and Operations Committee endorse this request and ask that the President forward it by means of the President's Report to the Board of Trustees for approval at its meeting on March 23, 2023.

**FISCAL YEAR 2023 ELEVATOR SERVICES INCREASE  
G.D. BARRI & ASSOCIATES, INC.**

**Summary:** G.D. Barri & Associates, Inc. is a Central Management Services approved Business Enterprise Program (BEP) vendor that provides campus elevator repair services, including corrective repairs, maintenance, and emergency response. During FY23, there has been an unanticipated increase for elevator corrective repairs and preventative maintenance due to past deferred major repair requirements which have not been accomplished. The contract increase will be processed in accordance with applicable Illinois procurement regulations and advertised, as required, in the *Illinois Procurement Bulletin*.

**Background:** Original approval of \$325K was received in March 2022. The amount listed is the revised not-to-exceed (NTE) limit established for work through the remainder of FY23. This amount does not reflect an obligation but serves as an upper limit for the amount of work that may be requested under the agreement.

**Funding:** Institutional Funds

<i>G.D. Barri &amp; Associates, Inc. – Peoria, AZ</i> .....	\$ 325,000
<i>FY23 Increase</i> .....	\$ 150,000
<i>Revised Total</i> .....	\$ 475,000

**Recommendation:** The University recommends that the Finance, Audit, Compliance, Facilities and Operations Committee endorse this request and ask that the President forward it by means of the President’s Report to the Board of Trustees for approval at its meeting on March 23, 2023.



**FISCAL YEAR 2024 THROUGH FISCAL YEAR 2028  
SOLID WASTE REMOVAL AND RECYCLING SERVICES**

**Summary:** The existing contract for refuse and recycling expires June 30, 2023. A new contract solicitation to request proposals from interested vendors for services beginning July 1, 2023 for DeKalb campus locations, along with alternates for satellite campuses, will be processed in accordance with applicable Illinois procurement regulations and advertised, as required, on the *Illinois Procurement Bulletin*. Approval is sought for the potential award of the five-year contract, not-to-exceed (NTE) \$2M over the course of five years.

**Background:** The solicitation is structured for a five-year single term to compensate for the upfront investment interested companies may have to make with vehicles and other supporting equipment. There are currently approximately 150 refuse and recycling containers at various DeKalb and satellite campus collection points.

The contract is being structured with fixed services for known requirements and the option for ordering additional services at set rates for irregular support. The NTE magnitude requested for the entire contract, including the alternates for the regional campuses, is \$2M. This amount does not reflect an obligation but serves as an upper limit for the amount of work that may be requested over the term of the contract. This estimate includes some capacity for inflationary impact on future costs and undetermined support commonly associated with facility repair and renovation projects. Contract award is anticipated by spring 2023 to allow for appropriate transition to begin services by July 1, 2023.

**Funding:** Institutional Funds

*Vendor to be determined*.....\$ 2,000,000

**Recommendation:** The University recommends that the Finance, Audit, Compliance, Facilities and Operations Committee endorse this request and ask that the President forward it by means of the President’s Report to the Board of Trustees for approval at its meeting on March 23, 2023.

FY19 through FY23 actual/projected expenditures: \$1,025,000  
FY14 through FY18 actual expenditures: \$1,765,753

**FISCAL YEAR 2024 CAMPUS SERVICES  
CONSUMABLE COMMODITIES**

**Summary:** Commodity purchases for consumable items are required to support the operations of various university departments for FY24. These commonly include materials for cleaning supplies, postage, and fuel. The following open order renewals or new agreements will be processed in accordance with applicable Illinois procurement regulations and advertised, as required, on the *Illinois Procurement Bulletin*.

**Background:** The amounts listed are not-to-exceed (NTE) limits established for FY24. These amounts do not reflect obligations but serve as an upper limit for the cost of materials that may be procured under these agreements. Materials will be ordered on an as-needed basis to maintain in-house stocks or respond to individual requests throughout the FY24 period. Any individual orders under these agreements at or above \$250K will be preceded with a specific approval request to the Board.

**Funding:** Institutional Funds

<i>Home Depot Pro – Rockford, IL</i> .....	\$ 400,000
<i>Office Depot Max, Inc. – Itasca, IL</i> .....	\$ 300,000
<i>U.S. Postal Service/Postmaster – DeKalb, IL</i> .....	\$ 500,000
<i>Vendor(s) for fuel to be determined</i> .....	\$ 325,000
<i>Total</i> .....	\$ 1,525,000

**Recommendation:** The University recommends that the Finance, Audit, Compliance, Facilities and Operations Committee endorse this request and ask that the President forward it by means of the President’s Report to the Board of Trustees for approval at its meeting on March 23, 2023.

Actual approved for FY23: \$1,775,000

## FISCAL YEAR 2024 MASTER AGREEMENT FACILITY CONTRACT RENEWALS

**Summary:** Master agreements for labor and materials supporting facility repairs/improvements are required to be established or renewed for FY24. These agreements provide an important streamlined contractual mechanism to engage companies effectively and efficiently while still maintaining price competitiveness. The following renewals or new awards will be processed in accordance with applicable Illinois procurement regulations and advertised, as required, in the *Illinois Procurement Bulletin*.

**Background:** As the level of deferred maintenance and repair demands continue to increase, the ability and agility to respond quickly when failures occur becomes critical. Navigating the requirements of the state procurement process can be challenging. These master agreements allow interested companies to be pre-screened and validated for their willingness to operate under state procurement rules (e.g., Business Enterprise Program (BEP) qualifications/subcontract participation plans, adherence to standard state legal certifications, and financial/conflict of interest disclosures).

As facility requirements are identified and approved for execution (e.g., projects at or above \$250K to be separately approved by the Board), quotes will be solicited from various companies to ensure adequate price competition. The procurement process is streamlined when companies with the lowest quotes already have an established relationship with NIU under these master agreements.

The amounts listed on the next page are not-to-exceed (NTE) limits established for FY24. These amounts do not reflect a commitment or obligation but are an upper limit for the amount of work that may be requested under these agreements should companies successfully respond with the lowest quote for solicited work. The continual addition of new companies to this listing provides for increased ordering flexibility and price competitiveness.

**Funding:** Institutional Funds

**Recommendation:** The University recommends that the Finance, Audit, Compliance, Facilities and Operations Committee endorse this request and ask that the President forward it by means of the President's Report to the Board of Trustees for approval at its meeting on March 23, 2023.

New awards:

*New miscellaneous services agreements (each) .....\$ 1,000,000\*\**

Renewals:

*Advanced Boiler Control Services – Crown Point, IL.....\$ 450,000*  
*AGAE Contractors, Inc. – Chicago, IL.....\$ 600,000*  
*Anderson Lock Ltd. – Des Plaines, IL .....\$ 600,000 \**  
*Campos Construction, Inc. – Rockford, IL .....\$ 600,000 \**  
*Cooling Land Concepts, LLC – Cherry Valley, IL .....\$ 700,000*  
*Curran Contracting Co. – DeKalb, IL.....\$ 425,000*  
*EDE Corp. – Chicago, IL .....\$ 700,000*  
*Elliott & Wood, Inc. – DeKalb, IL.....\$ 750,000*  
*Freeport Industrial Roofing, Inc. – Freeport, IL.....\$ 400,000*  
*G.D. Barri & Assoc., Inc. – Peoria, AZ.....\$ 475,000 \**  
*Hygieneering, Inc. – Willowbrook, IL .....\$ 600,000 \**  
*Independent Mechanical Ind., Inc. – Chicago, IL .....\$ 400,000*  
*Kelso Burnett Co. – Rockford, IL.....\$ 800,000*  
*Lake & Pond Solutions Co. – Greenville, WI.....\$ 300,000*  
*Otto Baum Co., Inc. – Morton, IL.....\$ 600,000*  
*Ringland Johnson, Inc. – Cherry Valley, IL .....\$ 550,000*  
*Rush Power Systems, LLC – Kirkland, IL.....\$ 475,000*  
*Schoening Painting & Decorating, Inc. – Rockford, IL .....\$ 550,000 \**  
*Sprinkmann Sons Corp. – Milwaukee, WI.....\$ 700,000*  
*Sterling Commercial Roofing, Inc. – Sterling, IL.....\$ 500,000*  
*Stone Group, Inc. – Chicago, IL.....\$ 600,000*  
*Swedberg Electric, Inc. – Sycamore, IL.....\$ 800,000 \**  
*Tecnica Environmental Services, Inc. – Lemont, IL.....\$ 775,000 \**  
*True North Consultants, Inc. – Naperville, IL.....\$ 600,000*  
*Veya, Inc. – Champaign, IL .....\$ 600,000 \**  
*Weaver Construction, Inc. – Sycamore, IL.....\$ 600,000*

\* BEP vendors currently meeting CMS qualifications. Other vendors are required to demonstrate BEP participation with subcontracting plans.

\*\*Invitation for bid will include 30% BEP goals, base year plus seven renewal term, and may result in multiple awards.

**FISCAL YEAR 2024 MICROSOFT ENROLLMENT  
CONTRACT RENEWAL**

**Summary:** The university is requesting permission to issue an order for the renewal of Microsoft Enrollment for Education Solutions software during the license period July 1, 2023 – June 30, 2024. The Division of Information Technology (DoIT) is currently in the process of reviewing quotes from the Illinois Public Higher Education Cooperative (IPHEC) resale vendors and investigating options for BEP participation. Initial quotes indicate that pricing will not be substantially varied from the current contract, not-to-exceed \$625K.

**Background:** The licensing under this contract allows NIU to run Microsoft Windows Desktop OS and Microsoft Office (Office) products, including their updates, for all university owned computers and provides five copies of Office for all students, faculty, and staff to run on their personal devices while they are enrolled or employed by the university. This contract also covers Windows Server licensing costs in NIU’s virtual environment and license costs for several security features such as Multi-Factor Authentication and Self-Service Password Reset. For FY24, the request is increased to \$625K to support the university’s ongoing transition to Teams Voice and enhanced information security strategies via an uplift to a higher level of Microsoft 365 licensing.

This renewal replaces a nine-year renewal that occurred based on a prior RFP awarded on June 6, 2013.

**Funding:** Institutional Funds

*TBD..... \$ 625,000*

**Recommendation:** The University recommends that the Finance, Audit, Compliance, Facilities and Operations Committee endorse this request and asks that the President forward it by means of the President’s Report to the Board of Trustees for approval at its meeting on March 23, 2023.

## CAMPUS PRINTER LEASE PROGRAM

**Summary:** The Division of Information Technology (DoIT) Integrated Media Technologies requests permission to issue an order for a new 60-month lease for the campus printer program, not-to-exceed \$4.1M over five years.

**Background:** DoIT wishes to partner with Gordon Flesch Co. who will utilize pricing from the Illinois Public Higher Education Cooperative (IPHEC) contract to provide all hardware, software, service, and leasing for the campus printer program. This new program will consist of approximately 325 selected Ricoh multi-function devices (MFD), PaperCut Output Management Software, and Transact NFC Proximity Card Readers. Peripheral devices, such as fax boards and networking cards, are also included.

This new program will be provided as a 60-month lease. Commensurate with the current annual volume of 6,000,000 images, the base lease rate includes 400,000 monochrome and 100,000 color images per month, hardware, software, toner, and maintenance. Volumes beyond the base allowance will be charged monthly at a per copy rate.

Implementation of this new lease will require removal of the existing 410 Canon devices and strategic installation of 325 new Ricoh devices for use by students and administration. To help minimize the disruption, DoIT would like permission to commence this new lease agreement in May 2023, the end of the Spring 2023 semester, when the campus population is smaller.

**Funding:** Institutional Funds

*Gordon Flesch Co. – Geneva, IL .....\$4,100,000*

**Recommendation:** The University recommends that the Finance, Audit, Compliance, Facilities and Operations Committee endorse this request and ask that the President forward it by means of the President’s Report to the Board of Trustees for approval at its meeting on March 23, 2023.

Amounts Approved:

FY22 \$650,000  
FY21 \$700,000  
FY20 \$700,000  
FY19 \$880,000

**PRESENTATION ON FACILITIES AND INFRASTRUCTURE CAPITAL  
INVESTMENT**

John Heckmann, Associate Vice President for Facilities Management and Campus Services, Division of Administration & Finance, will give a presentation.

## **FISCAL YEAR 2022 REPORT ON FACILITIES AND INFRASTRUCTURE CAPITAL INVESTMENT ACTIVITIES**

### **Overview**

FY22 was a transition year as the university adjusted to operating during the pandemic with the benefits of vaccinations and an overall better understanding of transmission risks. While remote working and some online classes continued, most classes were taught in-person and campus operations became more normalized. This year started to evaluate balances between online/in-person classes and remote/in-person office operations to ensure benefits from both options could be realized.

While there is clear benefit from face-to-face instruction and student interaction which illustrates the importance of the built campus environment, there was also a clear realization for how the ability to work remotely and conduct some classes online can reduce demand for campus space. This created an opportunity to rethink how space is used across the campus and consider if less space might be needed overall. The benefit of right sizing the campus footprint can have a significant financial benefit by avoiding maintenance, repair, utility consumption, and support service costs.

This report reviews and summarizes a holistic capital investment perspective based on the layered investment strategy of maintenance, major repairs, and mission enhancement capital improvement projects. A historical view is presented from information collected from FY00 through FY22. This view is also categorized by the two major classifications of campus buildings as noted below. This differentiation is critical to understanding the source of funds required to support each type of building and the supported university operation.

- General Revenue: Consists predominantly of academic and administrative operations, associated buildings and proportional supporting infrastructure. This conservatively represents about \$1.2B of Plant Replacement Value (PRV) which serves as a common denominator for comparing buildings.
- Auxiliary Revenue: Consists predominantly of athletics, housing/dining, recreation, and Holmes Student Center operations, associated buildings, and proportional supporting infrastructure. This also conservatively represents about \$1.2B of PRV.

The format of this report is consistent with previous capital investment reports with the intent to (1) provide a strategic view of all investments made in facility assets, (2) present an indication of the level of investment required, and (3) continue to illustrate the overall health of the campus physical plant. A more specific description of capital projects executed is provided in Appendix A showing highlights of significant actions approved between FY11 and FY22. Appendix B is the semi-annual accounting of all current active projects >\$100K. These appendices do not provide strategic perspective with the information provided but help illustrate examples for the types of work supported by the various investment categories.

Information presented represents a best effort at collecting and interpreting historical financial data into a meaningful format and developing an investment strategy/model to guide future focus. The facility sustainment investment model, initially described in the FY17 report, continues to be utilized as a method of comparison to industry standards and a required investment level. The basis of this model is built on the premise that about 2% of PRV is the required maintenance and repair investment to keep up with the expected rate of deterioration. Industry facility management experts



have concluded that investment levels of between 2% and 4% are generally required depending on the type of facility, level of use, and current state of deferred deficiencies. If investment levels are too low, the backlog of deferred requirements continues to build as deficiencies accumulate, and overall repairs become more costly to restore to acceptable conditions as deficiencies worsen. Like with any valuation criteria, this PRV calculation will vary by time. For the sake of simplicity when illustrating this budget model, an average of \$2B total PRV was used for this report and is considered a reasonable representation of average value for this 21-year time span.

Key updates in this report:

- **Rebuild Illinois Capital Plan:** In FY20, the State authorized a six-year investment plan for public infrastructure requirements. Funds from this authorization have begun to be released in FY21 allowing the Capital Development Board (CDB) to proceed with some projects NIU had prioritized for addressing critical deferred deficiencies. Collectively at the end of FY22, with authorizations prior to FY20, there are about \$37M worth of NIU capital renewal projects and \$7.7M released for the new Health Informatics Technology Center (Health IT Center) all in various planning/design stages with CDB.
- **Comparison of Preventive Maintenance (PM) and Corrective Repair (CR) efforts:** Efforts to formalize a PM program have been substantially completed and the focus on accomplishing the required PM actions continued. Although deliberate expense reductions have occurred across all capital investments, efforts were made to continue critical PM actions to help ensure building functionality and safety.
- **Building Inventory summary:** As the pandemic drives uncertainty with revenue flows supporting facility sustainment, buildings and infrastructure continue to age with 58% of building spaces being greater than 50 years.

## **Maintenance Investments**

Maintenance is a fundamental investment required to keep facilities operational and functional. The actions represented in this investment category include (1) preventive maintenance (PM) which helps ensure building systems function for the intended life, and (2) corrective repairs which allow for smaller critical (and sometimes interim) repair actions to keep the building functioning daily. To help maintain a focus on preventive maintenance, the university has been systematically developing a formal PM program. This effort began in FY17 and was substantially completed in FY21 with documented PM requirements for about 8,500 individual items across 126 different types of equipment.

Now that the PM program is predominantly established, the challenge remaining is to execute the desired PM tasks determined best for each building or infrastructure system. The results for FY22 are shown in Figure 1 below and reflect how PM completion is very dependent on available maintenance funding and on the number of corrective repairs which may be necessary to keep building systems functioning. The magnitude of corrective repairs required to be addressed is a direct reflection of the lack of major repair investments in the past. If major repairs continue to be deferred, corrective repairs will, undoubtedly, increase and become more significant. Consequently, PM efforts often must be deferred/not performed to accommodate unavoidable corrective repairs.

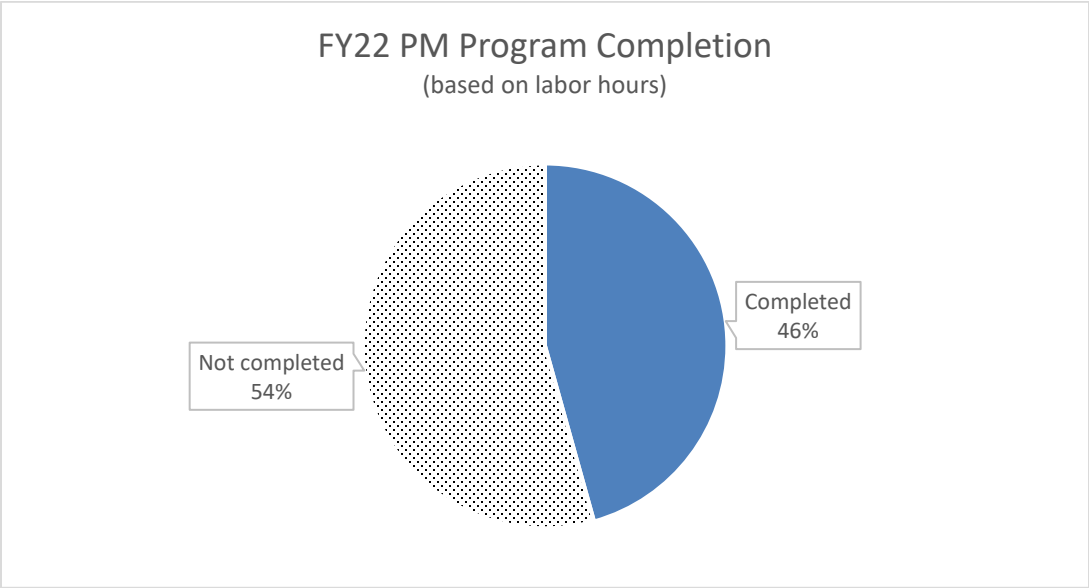


Figure 1

Figure 2 reflects the portions of preventive maintenance and corrective repairs performed over the past few years based by in-house maintenance staff. In well maintained systems, the ratio between PMs and corrective repairs should be about 80/20 where more preventive maintenance efforts are expended and suppressing the need for unplanned corrective repairs. Unfortunately, NIU’s balance is reversed due to decades of under investment in facility sustainment. It will take many years of steady major repair investing (i.e., execution of the current Rebuild Illinois capital investments authorization) to shift this balance to a point where more time might be expended on PM actions. Nonetheless, the attention for executing PMs continues to be a focus, as feasible.

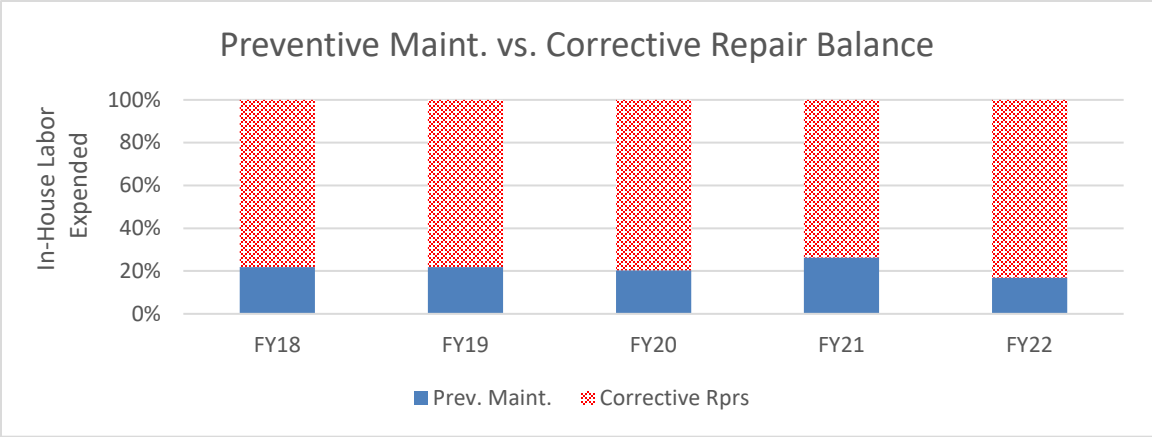


Figure 2

How much should be invested in maintenance depends on the necessary PM actions and historic levels required to address smaller corrective repairs. Presented in Figure 3 below is a historical view of maintenance investment made on general revenue facilities/infrastructure between FY00 through FY22. While 2% of PRV is the overall investment target for both maintenance and repair, 0.5% is a reasonable target for maintenance only. This investment level is particularly important as larger repair investments continue to be deferred.

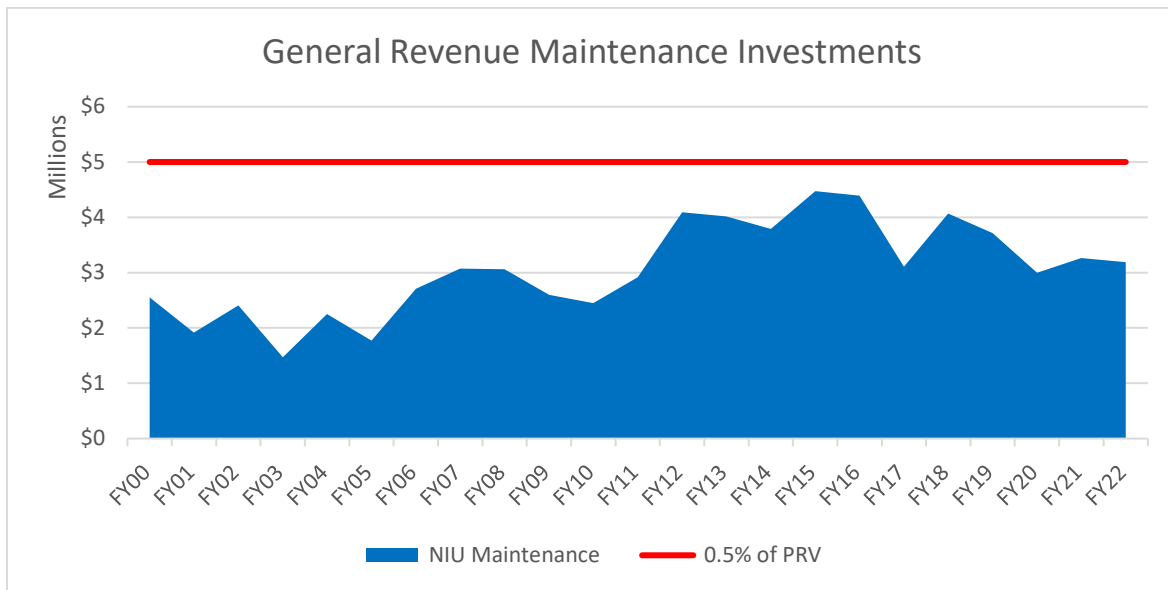


Figure 3

In general, the university has succeeded in increasing General Revenue maintenance investments over the past 22 years. From a low point in FY03 of under \$2M, this investment has more than doubled to create a better investment level for this fundamental layer of facility sustainment. In FY17, this funding level dipped to \$3M due to the need to weather the uncertainty of state funding between FY16 and continuing into FY17. Unfortunately, the maintenance investment declined again to \$3M in FY20 particularly due to the onset of the pandemic and the need to preserve cash for the uncertainties in this period. To date, maintenance investment has remained around the \$3M magnitude due in part to budget limitations and criticality for larger repair investments taking priority.

In a similar manner, the facility maintenance investment supporting Auxiliary Operations was plotted in Figure 4. This shows an overall improved level of investment between FY00 and FY15 which may be due to less volatility in funding support as the typical bond-based financing terms require more attention to protecting these facility assets. However, a significant decline has been seen in this investment profile since FY15 due to overall budgetary pressures caused by enrollment decline. In FY20 and FY21, this suppressed investment level continued due to pandemic uncertainties.

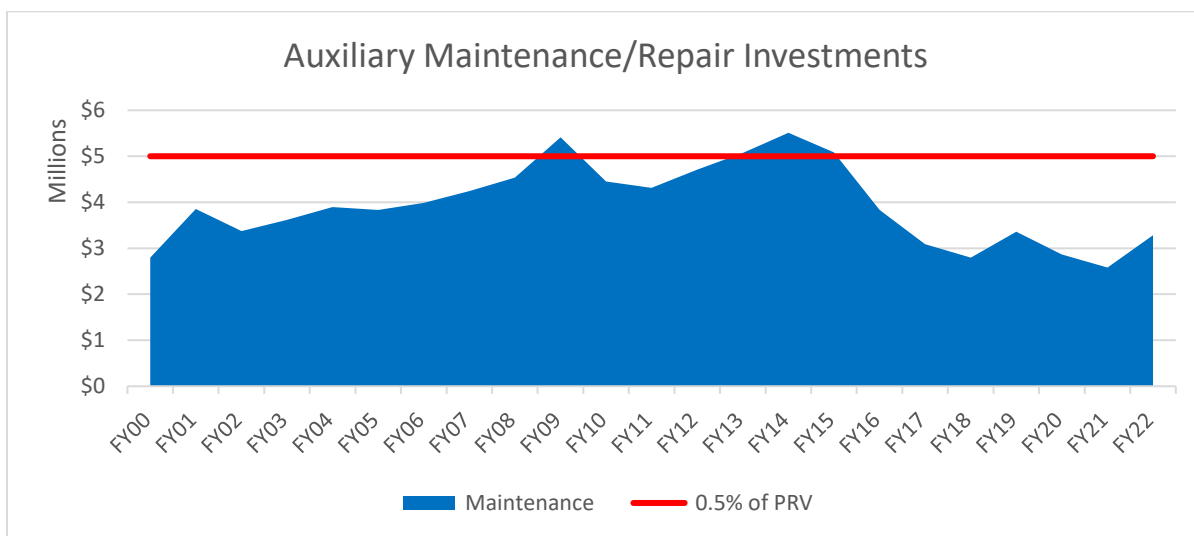


Figure 4

## Major Repair Investments

Major repairs are the next critical investment priority after maintenance. Major repairs commonly include significant restoration/replacement of building components to return the system to near its original operating capability. The combined investment of both maintenance and repair is key to maximizing a facility's service life.

Viewing the campus under the General Revenue and Auxiliary portions as shown previously, each portion of the campus represents about \$1B of PRV, on average, for a total of \$2B over this ~22-year span. A 2% investment in maintenance and repair would amount to a total of \$40M, or \$20M for each portion. In Figure 5, the maintenance and repair General Revenue investment history is presented since FY00, and, on average, the investment level has been only 0.5% despite the inclusion of sporadic support of State repair funding. The void between the investment levels made over these years and the 2% of PRV target represents over \$344M in under-investment in this 22-year period alone.

Since deferred maintenance is a very imprecise measurement and has no comparison standard to indicate acceptable levels, the investment level trending shown by this PRV sustainment model is a better indication of the overall campus condition. In this case, NIU's average investment level only reaches 25% of the model recommendation. This clearly indicates that the campus is not keeping pace with deterioration and is at higher risk of unplanned system failures which could affect the university mission.

---

Currently, there are about \$27M worth of Capital Renewal funded repair projects at early stages of execution with the Capital Development Board.

---

Framing the University's facility investment requirements in this clear manner has helped to bring recognition to the plight faced by Illinois' public universities and started to generate additional funding support. In FY19, approximately \$11.8M of state funds were identified to support critical boiler replacements and steam line distribution repairs. Additionally, in FY20, NIU had been authorized \$52.9M for miscellaneous capital renewal improvements under the Rebuild Illinois Capital Plan. While execution of these authorizations has been delayed over the pandemic, currently there are about \$27M worth of capital renewal funded repair projects at early stages of execution with the Capital Development Board. This provides more assurance that NIU will begin to see these state funded repair investments materialize in the coming fiscal years as projected in Figure 5. The investment spike in FY23/FY24 is a bow wave based on actual projects in early planning/design stages which are likely to be executed around this period.

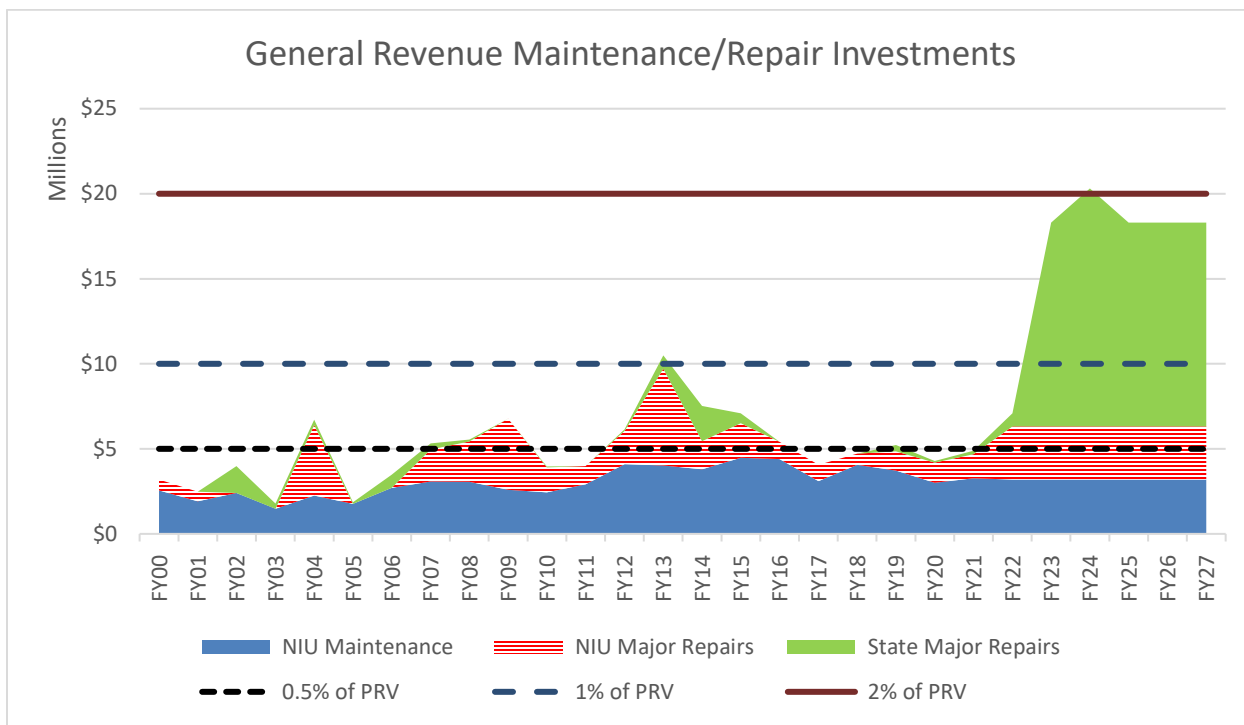


Figure 5

While the level of historic and current investments has not been sufficient to keep up with the constant accumulation of facility deficiencies, the anticipated improved investment level for FY23 through FY28 approaches the 2% of PRV level which is a respectable increase compared to the past. Sustaining this investment level combined with periodic capital/mission enhancement investments (as noted later in this report) and the demolition/sale of surplus structures, may stop the backlog of deferred deficiencies from growing and possibly start to reduce this backlog.

In a similar manner, the total facility maintenance/repair investment supporting Auxiliary buildings was plotted in Figure 6. On average, particularly with an investment spike in FY13 through FY14 supported by Build America Bond financing, this investment level comes to 0.6% which is slightly above the average General Revenue investment level of 0.5%. As previously addressed under the construct of the 2% of PRV investment model, FY22 Auxiliary investments fell short of the 2% industry standard by \$13M. When considered cumulatively over this 22-year period, the under-investment from the 2% of PRV objective represents over \$318M. As discussed previously, this cumulative deferred maintenance amount is not as informative as understanding the long-term trend of investing where, on average, only ~25% of the recommended level is being invested for maintenance and repair needs. As noted for the General Revenue portion, the Auxiliary portfolio of buildings is also not keeping pace with deterioration rates and will be under increased risk of unplanned building failures.

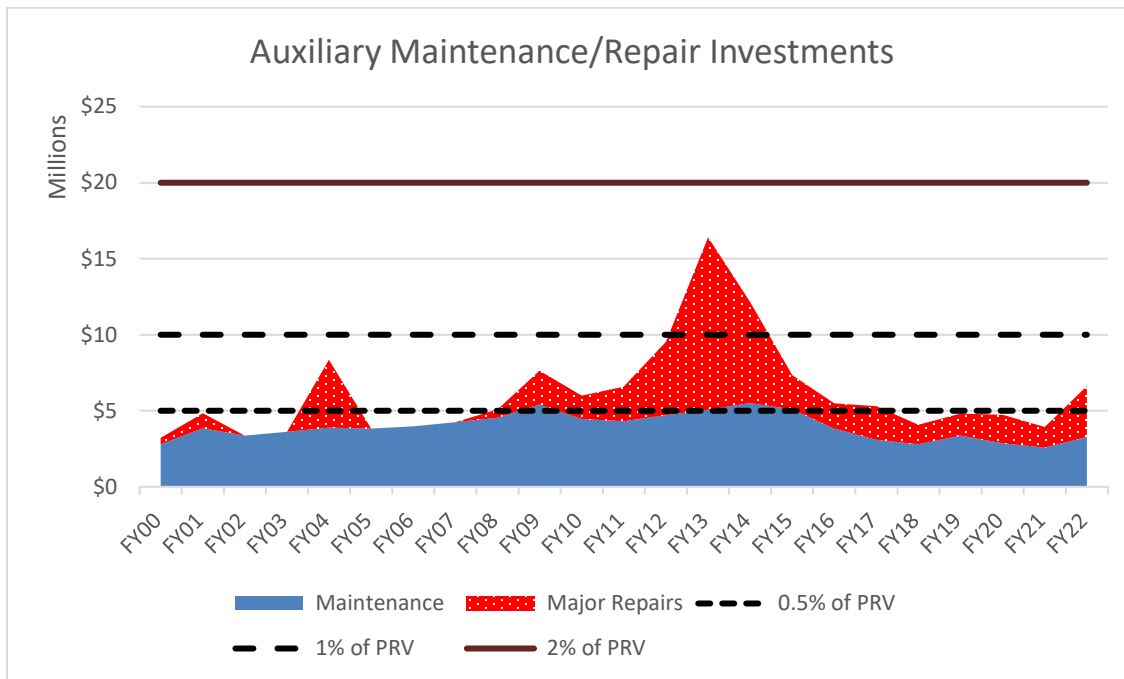


Figure 6

### Mission Enhancement Investments

Mission enhancement investments in facilities are defined as improvements that are new or add to an existing capability. As such, these investments may or may not have a direct impact on sustaining a building for its intended life span. This could include modernization updates to a building’s appearance, reconfiguring spaces to better accommodate the supported mission, or adding other capabilities not previously present in the structure. While still important investments for enhancing a building’s appeal and general functionality, this category is differentiated from the maintenance/repair investments which are meant to sustain facilities.

Mission enhancement investments in General Revenue buildings are plotted in Figure 7 below. The 2% of PRV investment model is shown as a reference for the magnitude for this investment. However, the entirety of the mission enhancement investment should not be construed as contributing towards achieving this sustainment investment target. Major renovation projects may address facility deficiencies in a limited portion of the project scope and the remainder of the investment may be towards space reconfigurations and modernization improvements. Similarly, new construction would not address existing facility deficiencies unless accompanied by demolition.

Assuming for a moment that the entirety of mission enhancement investments did contribute towards a building’s sustainment, the combination of maintenance, repairs, and mission enhancement investments over this 22-year period averages to only about 1% of the PRV (50% of target level). This cumulative gap of over \$241M from reaching the 2% investment target further illustrates the magnitude of under-investment for the General Revenue facilities and infrastructure. Mission enhancement investments in FY22 totaled about \$1.1M consisting of smaller NIU-funded projects and a larger pandemic-related grant-funded improvement for access control upgrades.

The Figure 7 chart also forecasts the authorizations from the Rebuild Illinois Capital Plan, specifically pertaining to the construction of the Health Informatics Technology Center project. Since \$7.7M of funds had been released to CDB for planning/design efforts, the actual construction investment will likely not be realized until FY24/FY25, at best. Fortunately, with the start of FY23,

the capital project for the Northern Illinois Center for Community Sustainability was funded. Efforts for the \$15M construction will be developing over the next couple years.

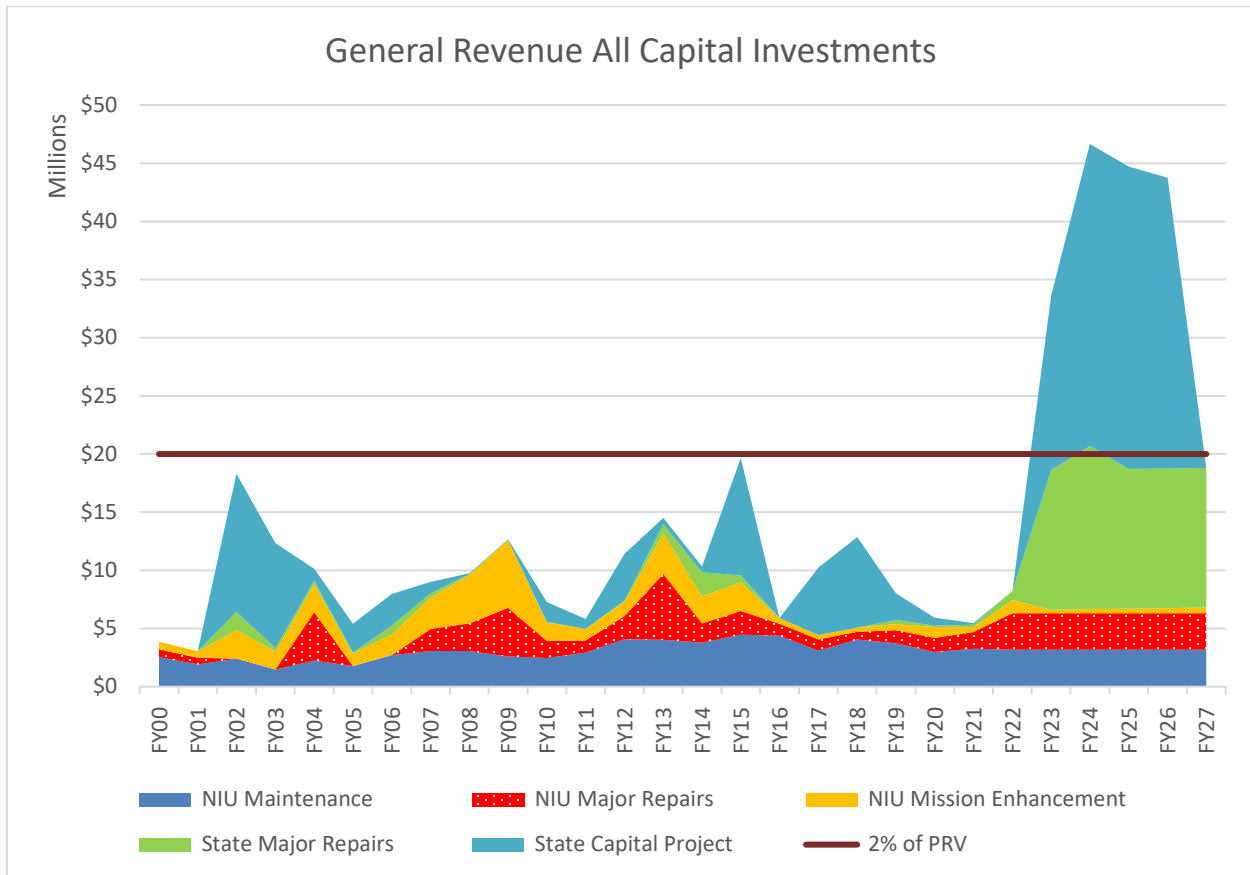


Figure 7

Mission enhancement investments in Auxiliary/Bond Revenue buildings are plotted in Figure 8 below. Again, the percent of PRV investment model is shown as a reference only to illustrate the magnitude for this investment. Assuming for a moment that the entirety of maintenance, repair, and mission enhancement investments would contribute towards sustaining a building/infrastructure, the total investments over this 22-year period would average to 1.5% of PRV. While better than the General Revenue side, this still leaves a cumulative gap of over \$190M from reaching the 2% investment target over this period and further illustrates the magnitude of underinvestment in Auxiliary buildings/infrastructure.

The largest period of investment in the Auxiliary portion of the campus occurred during the FY10 through FY16 period and was spurred by the public-private partnership construction of Patterson Hall (formerly New Hall) and financing from the Build America Bonds (BAB). The BAB funding supported projects such as the Gilbert Hall renovation, Grant North towers renovation, Outdoor Recreation Center construction, fire sprinkler installation for Stevenson Hall, and the Lucinda Ave extension following the Douglas Hall demolition. The remaining Build America Bond funding was expended mostly in FY19 and FY20 for the Holmes Student Center ground floor renovation.

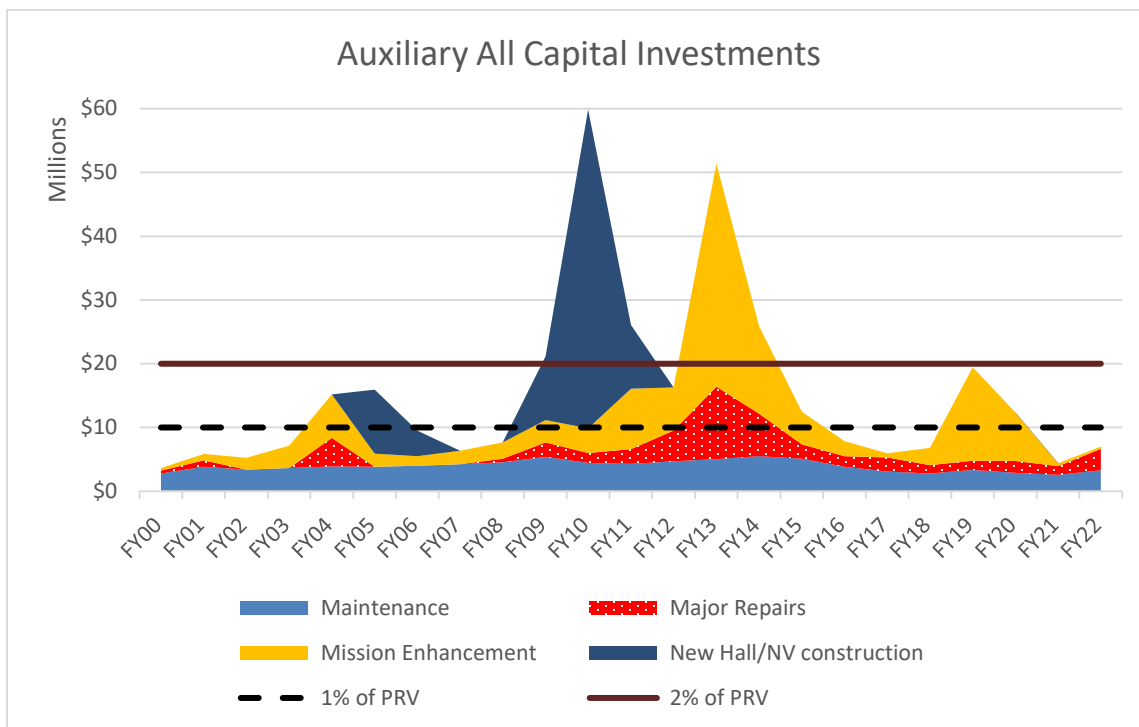


Figure 8

### Building Inventory

The university campus is comprised of approximately 85 major buildings with an average age of 50 years. Sixty-three (63) buildings are considered General Revenue support and 22 buildings are considered Auxiliary support. As shown in Figure 9, the campus has changed significantly over the decades as enrollment has increased and the campus has had to adjust.

Today, while the number of buildings differs between the two financial systems, the total building space is equal with the General Revenue buildings holding about 3.8 million square feet and the Auxiliary buildings holding about 3.8 million square feet. Of the entire approximately 7.7 million square feet of university buildings, 58% (48 buildings) are greater than 50 years of age and at a higher rate of deterioration. A shift to 60% greater than 50 years is projected to happen in 2024.

---

Of the entire approximately 7.7 million square feet of university buildings, 58% (48 buildings) is greater than 50 years of age and at a higher rate of deterioration.

---

The combination of aging infrastructure and continuing under investment for facility sustainment requirements, as addressed earlier in this report, is creating a growing financial liability. This liability can only be addressed by increasing investments, reducing the facility inventory, or a combination of both actions. Reducing the inventory could be accomplished through consolidation and disposing of excess structures. Disposal actions may be through demolition or sale of buildings and property determined to be surplus to the university needs.

In FY22, the former Art Annex had been sold under the State Property Control Act (30 ILCS 605). Other properties determined surplus to university needs include the Hoffman Estates campus and School of Nursing (Nursing) building in DeKalb. The Hoffman Estates campus is in the process of being sold in FY23 and disposition of the Nursing building is in discussions.



Structures not appropriate for sale and best situated for demolition would include the Lincoln Hall residential complex and Adams Hall. Both buildings are vacant and awaiting demolition, possibly in combination with the new construction associated with the Health IT Center project authorized under the Rebuild Illinois Capital program. As plotted in Figure 9, the combination of surplus building sales and demolition is projected to provide an approximate 6% reduction for the campus as projects play out in future years. As further opportunities to consolidate and right-size can be evaluated, more reduction may be possible. In the long term, this action will allow the university to place more resources towards remaining structures and other campus operations enhancing the overall university mission.

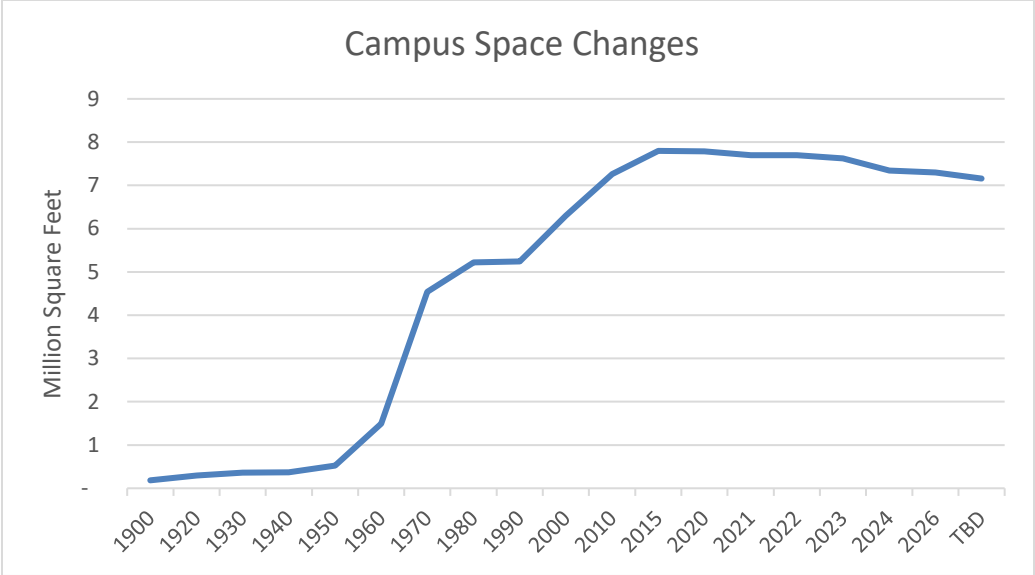


Figure 9

**Conclusion**

This report continues to illustrate how assessing capital investments is more than just taking a pulse on the amount of deferred maintenance. Since the topic is complex and multi-dimensional, it is best viewed by the types of investments being made, the long-term trends with these investments, the investment levels required to keep pace with deterioration, and the overall inventory of space required to be sustained.

The extended period of past systematic underinvestment has created a dire need for repair and modernization investments. Fortunately, there remain clear and positive indications of increased state investments which will significantly help address critical deficiencies in the coming years. It will be important to continue to increase capital investment efforts to not only address deferred deficiencies, but also address the deterioration yet to come. The current Rebuild Illinois initiative cannot be viewed as a one-time fix and must be viewed as the start of a sustained investment strategy. Buildings and infrastructure have been stressed literally to the breaking point and repeated cycles of underinvestment in the future will likely lead to more failures impacting the university mission to a greater degree than experienced in the past.

In the meantime, the University will need to continue to systematically prioritize facility investments and look for opportunities to reduce the sustainment liability through thoughtful use of space.

## Appendix A Historical Highlights of Approved Projects

In FY22, campus continued to emerge from the pandemic, with continued optimism in enrollment numbers and more in-person activity. However, construction projects continued to be hampered by supply chain issues and higher costs. Some NIU funded projects of note completed during this year including critical roofing repairs at Faraday Hall, Chick Evans Fieldhouse, Zulauf Hall and Stevenson Towers for \$1.4M of roof replacements. LED lighting upgrades in the Convocation Center arena and auxiliary gym; parking lot repairs on main campus, Rockford and Naperville; IDOT funded campus roadway improvements; exterior repairs at Northern View residential complex and campus-wide building access control upgrades were other projects of note. For state funded projects, an emergency roof repair was made at the Music Building ahead of anticipated release of funding for a larger capital renewal roof replacement project for that building. Delays associated with CDB bidding process hampered the beginning of the FY19 approved capital renewal west plant boiler replacement and steam tunnel repair projects that were originally anticipated to start in spring of 2022. Design efforts for Visual Arts exterior repairs and Swen Parson roof repairs made good progress and design efforts for the Health Informatics Technology Center got underway. In the first half of the year the Board approved the \$1.4M DeKalb campus access control upgrades project. In spring of 2022 the Board approved a \$1.6M summer roof repairs project, \$650K Stevenson and Grant façade repair project, \$1.26M soccer and baseball turf installation project and \$750K for Neptune North remodel for an HR office relocation which has since been put on hold pending re-evaluation of central campus location options.

In FY21, with campus efforts continuing to be focused around managing the ongoing pandemic, cautious optimism continued with minimal enrollment decreases. Some NIU funded projects of note completed during this year include critical roofing repairs on Chick Evans Fieldhouse, Telephone Security and Wirtz Hall, and Stevenson Towers \$1.4M roof replacement was finally able to get under way with the first of four towers completed in June, the remaining three tower to follow in early and late FY22. Five campus parking lots had repairs made and security camera improvements to the Neptune residential complex were completed. Additionally, continued flow of state funding for long awaited capital renewal projects was welcomed and, in the first half of FY21, NIU received welcome news from the CDB that funding had been released to begin planning and design efforts for the Health Informatics Technology Center which was a long-awaited capital project. Additionally, funds for exterior repair projects at Swen Parson and the Visual Arts Building were released in April and in May \$500K was released to address emergency repairs on a roof replacement project for the Music Building. Previous FY19 approved capital renewal funded projects, Campus Boiler Replacements and Steam Tunnel Repairs, got back on track with the boiler replacement prepared for rebid due to a failed initial effort and the steam tunnel repairs project readying for bidding by the end of the calendar year. In the first half of the year, the Board approved a \$350K largely IDOT grant funded central campus roadway improvements project. Nearing the end of the year, the Board also approved two more projects, a \$316K Lighting Upgrades project for the Convocation Center arena and gym spaces to increase lighting reliability, and the \$500K Music Building partial roof replacement which as noted above will be state funded.

In FY20, the year began with optimism for significantly increased state funding for both capital and capital renewal investments stemming from the Rebuild Illinois capital investment initiative. However, the timing for anticipated tax revenues which were further impacted by the pandemic hitting mid-fiscal year delayed this expected investment boost. The previously FY19 approved and in-process capital renewal-funded projects for Campus Boiler Replacements and Steam Tunnel

repairs were both delayed a few months but continued progressing with the CDB. In the first half of the year, the Board approved two NIU-funded projects. The first was the \$1.1M Recreation Center changing room remodeling. This project proceeded through the design phase but was put on hold due to budget uncertainties resulting from the pandemic. The second was \$1.5M for the Holmes Student Center tower elevator upgrades. This project was also put on hold due to the same budget uncertainties. In the second half of the FY, the Board approved two projects: a \$350K renovation for a Burma Art Collection storage area in the Founders Memorial Library and a \$400K renovation for the College of Business Creativity and Empathy Lab in Barsema Hall. These projects were mostly grant/donation funded and were not impacted financially by the pandemic.

In FY19, increased attention for state capital renewal funding began to produce additional investments for the University. The first phase of the boiler replacement project had been authorized with about \$6.2M of state funding which was augmented with about \$9.8M of funds from the University Auxiliary Reserves. Additionally, about \$5.5M of state funding authorization was provided for steam line repairs. To compensate for higher-than-expected construction bids responding to the Holmes Student Center renovation project, the Board approved an increase of the budget from \$20M to \$20.9M. The Board also approved moving forward with the design of the Northern Illinois Center for Community Sustainability (NICCS) a \$22.9M partially State/grant funded project of which \$7.9M is to be provided by NIU. There were no other projects over \$1M approved by the board. There were four projects approved over \$250K: Convocation Center Nelson Suite remodel for \$300K; steam isolation valve and expansion joint replacement project for \$501K of which \$476K is funded through CDB; Yordon Performance Center remodel for \$275K; and Stevenson Dining Area remodel for \$450K. There were twelve projects between \$100K and \$250K, totaling \$2.1M. There were eleven projects approved between \$50K and \$100K totaling \$734K. In addition, there were 101 other smaller projects approved totaling \$1.2M.

In FY18, continuing enrollment and budget uncertainties played a role in the number and dollar value of capital projects approved in FY18. The Board reconfirmed approval of the budget and use of Build America Bond funds for Holmes Student Center renovation at \$20M. The Board approved only one additional project over \$1M: \$1.27M to replace the video boards and scoreboards at the Convocation Center. There were only two projects approved over \$250K: \$468K for the renovation of Founders Café and \$275K for the renovation of the Nelson Suite at the Convocation Center. There were eight projects between \$100K and \$250K that totaled \$1.26M and six projects between \$50K and \$100K that totaled \$449K. In addition, there were approximately 75 other projects totaling \$1.7M. There was one major emergency repair to the steam tunnel on Normal Road at LaTourette Hall.

In FY17, the State Budget impasse and the University's budget constraints played a major role in the number and dollar value of capital projects approved in FY17. The Board approved only one project over \$1M: the reallocation of \$5.4M in Build America Bonds to begin remodeling, maintenance, repairs, and updates to Neptune Residential Complex. There were only three projects over \$250K: \$750K for Grant South Steam Vault replacement; \$625K for Stevenson Towers (B & C) Roof Replacement; and \$500K to facilitate and complete the move-in to Stevens Building. The anticipated completion of the Stevens Building by the State of Illinois Capital Development Board is spring 2018. There were six projects between \$100K and \$250K that totaled \$1.1M and six projects between \$50K and \$100K that totaled \$424K. There were 52 projects less than \$50K totaling \$850K. Total investment in FY17 was 67 projects totaling \$9M in approvals. There were nine boiler, heating plant, steam tunnel, steam piping, and valve related repairs. Five other projects also related to mechanical systems and equipment on campus were completed. There was one major emergency repair to the water main at Neptune Residential Complex.

In FY16, the Board approved three projects in excess of \$1M: the reallocation of \$20M in Build America Bonds for the renovation of Holmes Student Center; \$1.9M for renovation of New Hall Dining and Residence; and \$1.25M for a phased roof replacement of Gabel Hall. There were five projects over \$400K: \$750K for Grant Steam Vault; \$700K for the Boiler Assessment and Phase I Design; \$625K for Stevenson Towers (A & D) Roof Replacement; \$440K for Lucinda Avenue Realignment; and \$400K for DuSable Steam Vault Repairs. There were four projects between \$200K and \$400K. Most notable was the repair of the heating system for the Child Development Lab for \$246K. There were 23 project approvals between \$25K and \$200K that totaled \$1.5M, and there were 28 projects under \$25K approved. There were twelve projects approved for General Revenue buildings. Most of these projects were major repairs to critical building systems such as heating, ventilating, air conditioning, leaking roofs, and deteriorated walls.

In FY15, the Board approved one project in excess of \$1M: \$1.5M for planning the renovation of Holmes Student Center and Neptune Residential Complex. There were two projects over \$500K: Grant Central roof replacement at \$812K and renovation of the Animal Research Facilities located in the Psychology/Computer Science building and Montgomery Hall at \$850K. Maintenance project approvals totaled \$3.03M for general campus improvements with an additional \$373K approved for two emergency repairs. There were five projects between \$250K and \$500K, most notably two projects at Huskie Stadium: \$460K for a new turf field and \$300K for additional LED advertising ribbon boards. There were 21 project approvals between \$100K and \$250K that totaled \$4.76M and there were 49 project approvals under \$100K, 30 were under \$25K. There were 17 repair and remodeling projects approved for academics, research, smart classrooms, and support spaces. Notable projects include the renovation of the Animal Research Facilities for Psychology and Biology, nine smart classrooms and classroom upgrades, additional compact storage for the Anthropology Museum, the first electric car charging station on campus, and this year one new facility was added, a new salt shed for Grounds Department to help manage purchasing and storing of winter de-icing salt.

In FY14, the Board approved two projects in excess of \$1M: \$2.25M for a new Public Safety radio system and \$1.38M for electrical infrastructure. In addition, campus maintenance projects totaled \$1.59M for general campus improvements. There was one project between \$250K and \$500K: \$450K for new “beta version” small bus transit system for central campus. There were ten project approvals between \$100K and \$250K that totaled \$1.7M, and there were 50 projects under \$100K approved, 30 of which were under \$25K. There were 20 repair and remodeling projects approved for research, learning, smart classrooms, and support spaces. Notable projects include three smart classrooms, the new walk-in cooler for Geology research in Davis Hall, and a new computerized video message board system for the College of Education.

In FY13, the Board approved two projects in excess of \$1M: \$2.58M for electrical infrastructure and \$1.25M for campus alert systems. In addition, campus maintenance projects totaled \$1.65M for general campus improvements. There was one item between \$500K and \$1M approved by the Board: \$650K for new electronic advertising fascia boards at Huskie Stadium. There was one project between \$250K and \$500K: \$271K for emergency repairs of the entry plaza/mechanical room deck at Montgomery Hall. There were 15 project approvals between \$100K and \$250K that totaled \$2.4M, and there were 23 projects under \$100K approved, nine of which were under \$25K. There were ten repair and remodeling projects approved for research, learning, smart classroom, and support spaces. Notable projects include the new entry door system for Founders Library, four smart classrooms, and a renovated temporary Anthropology lab space for use during the renovation of Stevens Building.

In FY12, the Board approved two projects in excess of \$1M: \$3.3M for Huskie Stadium scoreboard

and \$1.8M for campus 100% wireless coverage. In addition, the Capital Development Board approved a budget increase of \$2.9M for Stevens Building Renovation. There was one project between \$500K and \$1M: the CDB approved a budget increase of \$572K for roof replacements on seven campus buildings. There was one project approval between \$250K and \$500K: \$385K for campus alert phase III. There were ten project approvals between \$100K and \$250K that totaled \$1.8M, there were 27 projects under \$100K approved, 14 of which were under \$25K. There were eight repair and remodeling projects approved for research, learning, classroom, and support spaces. Notable projects include the new DOD supercomputer for Computer Science, 100% wireless coverage for campus, three smart classrooms, and a new laboratory for Computer Science.

Appendix B  
Semi-Annual Progress Report of Active Capital Projects  
with a Budget over \$100,000

All projects listed herein have received the needed approvals and are currently in process. The Authorization Date is identified for all NIU-funded projects; the fiscal year is identified for all Capital Development Board (CDB)-funded projects. Status reports are provided on any project, regardless of initiation date, until all work has been completed.

**A. CAPITAL DEVELOPMENT BOARD PROJECTS**

**I. Projects in the Planning Phase**

1. **Anderson Hall Structural Repairs & Still Hall/Still Gym Masonry Repairs**  
**Total Project Budget:** \$7,212,000  
**Funding Sources:** Capital Renewal State Appropriation  
**Authorization Date:** Pending  
**Status:** This is the next priority deferred maintenance project as identified by the annual IBHE submission for the capital renewal program and is expected to be started in an upcoming cycle of funding releases by the state.

**II. Projects in the Design Phase**

1. **Music Building & Gabel Hall Roof Repairs**  
**Total Project Budget:** \$4,224,000  
**Funding Sources:** Capital Renewal State Appropriation  
**Authorization Date:** April 2022  
**Status:** In April 2022, CDB was notified of pending release of funding to proceed with this project. CDB has since completed the design consultant selection process. Design work to begin as soon as the contract is in place in early 2023.
2. **Northern Illinois Center for Community Sustainability**  
**Total Project Budget:** \$20,000,000 (\$15,000,000 construction and \$5,000,000 equipment)  
**Funding Sources:** Grant Funds & Institutional Local Funds  
**Authorization Date:** December 2018  
**Status:** In March 2022, CDB was notified of pending release of funding to proceed with this project. A consultant firm has been selected by CDB to prepare bridging documents for a design-build solicitation. Design work to begin as soon as the contract is in place, anticipated in early 2023.
3. **New Construction Health Informatics Technology Center Building**  
**Total Project Budget:** \$77,000,000  
**Funding Sources:** FY20 State Appropriation  
**Authorization Date:** January 2020 (for \$7,700,000)  
**Status:** In summer of 2021, a design firm was selected with a contract award made in April 2022. Programming of the building began in late spring of 2022 and is anticipated to be completed by spring of 2023. Following programming completion, the project will proceed to schematic design.
4. **Visual Arts Building Structural Repairs & Exterior Building Improvements**  
**Total Project Budget:** \$3,753,600  
**Funding Sources:** FY21 Capital Renewal State Appropriation  
**Authorization Date:** April 2021  
**Status:** Design efforts began in November 2021 with contractor bidding in fall of 2022. Pricing came in higher than anticipated by approximately \$1,000,000 but NIU is working

with CDB to allocate additional funding from NIU's capital renewal authorization to proceed as planned. Construction is anticipated to begin in 2023 after contracts are in place.

**5. Swen Parson Roof Replacement & Masonry Repairs**

**Total Project Budget:** \$5,138,200

**Funding Sources:** FY21 Capital Renewal State Appropriation

**Authorization Date:** April 2021

**Status:** Design efforts began in January 2022 and the project is now anticipated to be issued for bidding in early 2023. Construction is anticipated to take place beginning in 2023.

**III. Projects in the Construction Phase**

**1. DeKalb Campus Repair Steam Tunnel Distribution**

**Total Project Budget:** \$5,024,000

**Funding Sources:** FY19 State Appropriated

**Authorization Date:** September 2018

**Status:** Construction bids were received in December 2021. Due to a bid protest and prolonged bid review, the project was advertised with bids received December 2022. Contract award for construction is anticipated in early 2023 with work to follow in spring/summer 2023.

**2. DeKalb Campus West Heating Plant & Boiler Replacement Phase I**

**Total Project Budget:** \$18,400,000

**Funding Sources:** Institutional Auxiliary Reserves & FY19 State Appropriated

**Authorization Date:** August 2017

**Status:** Following a failed initial solicitation effort, a design-build team was selected in December 2021. Contract negotiations and award are not yet completed due to extended reviews and unanticipated cost increases. Currently awaiting updates from CDB if project will be able to be awarded or may need to be readvertised for a third time.

**3. Stevens Building Addition & Renovation**

**Total Project Budget:** \$37,300,135

**Funding Source:** FY10 CDB, Amended FY17 & FY17 NIU Appropriated Funds

**Authorization Date:** February 2010

**Status:** Construction work was completed and building reoccupied in May 2018. Building HVAC refinements were completed in 2020. The remaining item is a delayed State of Illinois commissioned artwork originally anticipated to be completed summer 2022. Once artwork is installed, the project will be closed.

**B. NORTHERN ILLINOIS UNIVERSITY PROJECTS**

**I. Projects in the Planning Phase**

**1. DeKalb Campus Master Planning Framework**

**Total Project Budget:** \$200,000

**Funding Source:** Institutional Funds

**Authorization Date:** Pending

**Status:** A solicitation for consultant services is currently in process. Work is intended to begin in early 2023.

**2. DeKalb Campus 2023 Elevator Upgrades**

**Total Project Budget:** \$280,000

**Funding Source:** Appropriated Income funds and Auxiliary Reserve Funds

**Authorization Date:** Pending

**Status:** Scope finalization in process.

3. **Holmes Student Center Building Envelope Repairs Phase 1**

**Total Project Budget:** \$1,700,000

**Funding Source:** Institutional Auxiliary Reserves

**Authorization Date:** Pending

**Status:** Project was previously deferred due to past year budget uncertainties and then pandemic. A consultant was hired to assess and prioritize necessary repairs with particular concentration on the tower which has been experiencing more water infiltration issues.

4. **Stevenson & Grant Residential Complexes Building Envelope Phase 2**

**Total Project Budget:** \$3,200,000

**Funding Source:** Auxiliary Reserve Funds

**Authorization Date:** Pending

**Status:** Scope finalization in process.

5. **DeKalb Campus Summer 2023 Roadway Repairs**

**Total Project Budget:** \$400,000

**Funding Source:** Institutional Funds

**Authorization Date:** Pending

**Status:** Scope finalization in process. Work planned for summer 2023.

6. **Standalone Boiler Replacements**

**Total Project Budget:** \$590,000

**Funding Source:** Institutional Funds

**Authorization Date:** Pending

**Status:** Scope finalization in process as informed by assessment project listed below.

7. **Lorado Taft Campus Wastewater Treatment Plant Replacement**

**Total Project Budget:** \$3,500,000

**Funding Source:** Institutional Local Funds (& IEPA Loan)

**Authorization Date:** December 2022

**Status:** Consultant design and permitting preparation is proceeding. Construction scheduling is pending.

8. **DeKalb Campus Summer 2023 Roof Repairs**

**Total Project Budget:** \$3,500,000

**Funding Source:** Institutional Funds

**Authorization Date:** December 2022

**Status:** Consultant design and scope finalization is proceeding. Work anticipated for summer/fall 2023.

9. **Yordon Center Northwestern Medicine Performance Center Flooring Replacement**

**Total Project Budget:** \$350,000

**Funding Source:** Foundation – Donation Funds

**Authorization Date:** December 2022

**Status:** Scope and construction planning underway. Work is anticipated for summer 2023.

10. **Recreation Center Changing Room Remodel**

**Total Project Budget:** \$1,370,000

**Funding Source:** Institutional Funds

**Authorization Date:** December 2022

**Status:** Originally approved for \$1,100,000 in September 2019, the project was put on hold at the beginning of the pandemic. This revised approval is intended to facilitate a phased



minimal upgrade to the changing rooms. Schedule for execution will be based on funding availability.

**11. East Campus Winter Repairs 2022/2023 Chillers**

**Total Project Budget:** \$242,550

**Funding Source:** Institutional Funds

**Authorization Date:** December 2022

**Status:** Equipment has been ordered and preparations are being made for completion of work prior to the next cooling season.

**12. West Campus Winter Repairs 2022/2023 Chillers**

**Total Project Budget:** \$226,900

**Funding Source:** Institutional Funds

**Authorization Date:** December 2022

**Status:** Equipment has been ordered and preparations are being made for completion of work prior to the next cooling season.

**II. Projects in the Design Phase**

**1. DeKalb Campus Facilities Condition & Needs Assessment Phase I**

**Total Project Budget:** \$200,000

**Funding Source:** Institutional Funds

**Authorization Date:** May 2022

**Status:** A solicitation for consultant services was issued March 2022 and selection was made in June. Facility walk throughs were completed over the summer. Finalized reports are under review and in process.

**2. Neptune North First Floor Remodel for Relocation of Human Resource Services**

**Total Project Budget:** \$750,000

**Funding Source:** Institutional Funds

**Authorization Date:** February 2022

**Status:** Originally planned for work to be completed summer through fall of 2022, recent changes in anticipated need for housing on central campus paused this effort. Other central campus building locations are currently under review for this planned relocation.

**3. Standalone Boilers Assessment**

**Total Project Budget:** \$195,200

**Funding Source:** Institutional Funds

**Authorization Date:** December 2021

**Status:** Assessment currently in process of being finalized and will support future project planning necessary repair work.

**4. DeKalb Campus Chiller Water Reconfiguration Assessment**

**Total Project Budget:** \$169,000

**Funding Source:** Institutional Funds

**Authorization Date:** December 2021

**Status:** Finalized assessment report was completed fall of 2022. Information is being evaluated to help guide future project planning. Final payments are in process, this will be the last report for this project.

**III. Projects in the Construction Phase**

**1. Chilled Water Plant Chiller #2 VFD Replacement & Overhaul**

**Total Project Budget:** \$420,000

**Funding Source:** Institutional Funds & Appropriated Income Funds

**Authorization Date:** November 2022

**Status:** Equipment purchases are in process. Work is planned to be completed prior to the next cooling season in 2023.

2. **Wellness & Literacy Center Remodel for School of Nursing Relocation**

**Total Project Budget:** \$950,000

**Funding Source:** Institutional Funds

**Authorization Date:** November 2022

**Status:** Scope of work finalization in process. Renovation planned for April-August 2023.

3. **Swen Parson Rooms 110-117, 318-319 Remodel**

**Total Project Budget:** \$200,000

**Funding Sources:** Institutional Funds

**Authorization Date:** August 2022

**Status:** Work was completed in January and final payments are in progress. This will be the last report for this project.

4. **New Hall Complex FY23 Rotation Painting**

**Total Project Budget:** \$190,000

**Funding Source:** Institutional Auxiliary Operations Funds

**Authorization Date:** June 2022

**Status:** Work is approximately 50% complete and will progress through the remainder of the fiscal year as coordinated with the housing staff.

5. **Altgeld Hall First Floor Art Gallery Ceiling Repairs**

**Total Project Budget:** \$125,050

**Funding Source:** Appropriated Income Funds

**Authorization Date:** June 2022

**Status:** Work was completed over the summer of 2022. Final payments have been made and the project is closed. This will be the last report for this project.

6. **East Plant Summer Repairs 2022**

**Total Project Budget:** \$195,350

**Funding Source:** Institutional Auxiliary Reserves & Appropriated Income Funds

**Authorization date:** May 2022

**Status:** Work is in process and approximately 75% complete. Work is anticipated to be completed by February.

7. **Psychology/Computer Science Building Rooms 51, 53, 56 Remodel to Research Labs**

**Total Project Budget:** \$220,800

**Funding Source:** Appropriated Income Funds

**Authorization Date:** May 2022

**Status:** Work was completed January 2023 and final payments are in process. This will be the last report for this project.

8. **Zulauf Hall Parapet Roof Repairs**

**Total Project Budget:** \$145,400

**Funding Source:** Appropriated Income Funds

**Authorization Date:** May 2022

**Status:** Work is complete, final payments are in process, this will be the last report for this project.

9. **Patterson Hall East Nexus Valve Replacements**

**Total Project Budget:** \$235,000

**Funding Source:** Institutional Auxiliary Reserves

**Authorization Date:** May 2022

**Status:** Work is in progress and approximately 90% completed. Remaining work is being scheduled to least disrupt resident students and is anticipated to complete in 2023.

**10. Founders Library Exterior South & West Façade Cleaning & Caulking**

**Total Project Budget:** \$175,000

**Funding Source:** Appropriated Income Funds

**Authorization Date:** May 2022

**Status:** Work is complete and final payments have been made. This will be the last report for this project.

**11. DeKalb Campus Summer 2022 Parking Lot Repairs**

**Total Project Budget:** \$153,450

**Funding Source:** Institutional Local Funds

**Authorization Date:** April 2022

**Status:** Work was completed at Lots P and 5 over the summer of 2022. This will be the last report for this project.

**12. DeKalb Campus General Revenue Buildings 2022 Exterior Painting**

**Total Project Budget:** \$170,800

**Funding Source:** Appropriated Income Funds

**Authorization Date:** April 2022

**Status:** Work is complete and final payments have been made, this will be the last report for this project.

**13. Grant South Tower A Art Studios Relocation Phase II**

**Total Project Budget:** \$224,100

**Funding Source:** Institutional Funds

**Authorization Date:** April 2022

**Status:** All work is complete and final payments are in process. This will be the last report for this project.

**14. DeKalb Campus 2022 Elevator Repairs**

**Total Project Budget:** \$171,850

**Funding Source:** Appropriated Income Funds

**Authorization Date:** December 2022

**Status:** Original approved in April, project is currently 25% complete. Remaining equipment has arrived to complete original repairs and additional unforeseen repairs. Work anticipated to be completed by early 2023.

**15. Rockford 2022 Parking Lot Repairs**

**Total Project Budget:** \$195,000

**Funding Source:** Institutional Local Funds

**Authorization Date:** November 2022

**Status:** All work is complete and final payments are in process. This will be the last report for this project.

**16. Naperville 2022 Parking Lot Repairs**

**Total Project Budget:** \$191,950

**Funding Source:** Institutional Local Funds

**Authorization Date:** April 2022

**Status:** Work is complete and final payments are in process. This will be the last report for this project.

17. **Northern View Complex Building #2 Exterior Repairs**  
**Total Project Budget:** \$132,000  
**Funding Source:** Institutional Auxiliary Reserves  
**Authorization Date:** March 2022  
**Status:** Work is complete and final payments have been made, this is the last report for this project.
18. **Stevenson & Grant Residence Halls Building Envelope Repairs**  
**Total Project Budget:** \$650,000  
**Funding Source:** Institutional Auxiliary Reserves  
**Authorization Date:** March 2022  
**Status:** Work is complete and final payments have been made, this is the last report for this project.
19. **DeKalb Campus Summer 2022 Roofing Repairs**  
**Total Project Budget:** \$1,600,000  
**Funding Source:** Institutional Funds  
**Authorization Date:** March 2022  
**Status:** Scope includes roof replacement and repair work at Faraday Hall, Evans Fieldhouse, and the Convocation Center. Work is complete and final payments are in process. This is the last report for this project.
20. **DeKalb Campus Soccer & Baseball Fields Artificial Turf Installation**  
**Total Project Budget:** \$1,455,000  
**Funding Source:** Institutional Auxiliary Reserves  
**Authorization Date:** November 2022  
**Status:** Work was completed for Soccer field prior to fall season as planned. Baseball field scope is predominantly complete with minor items to be completed by March 2023.
21. **Founders Memorial Library First Floor Learning Commons Installation**  
**Total Project Budget:** \$248,300  
**Funding Source:** Appropriated Income Funds  
**Authorization Date:** March 2022  
**Status:** Work was predominantly complete by the end of June. Final payments are in process. This is the last report for this project.
22. **Evans Fieldhouse Tennis Facility Upgrades Phase I**  
**Total Project Budget:** \$163,600  
**Funding Source:** Foundation - Donor Funds  
**Authorization Date:** February 2022  
**Status:** Work was completed in June, all payments have been made and the project is closed.
23. **DeKalb Campus Utility Submetering Pilot Installation**  
**Total Project Budget:** \$246,150  
**Funding Source:** Institutional Local Funds  
**Authorization Date:** December 2021  
**Status:** Design has been completed and bidding documents issued for pricing. Project is approximately 25% completed. Work anticipated to be completed spring/summer 2023.
24. **East Campus 2021/2022 Winter Repairs Chillers**  
**Total Project Budget:** \$228,100  
**Funding Source:** Institutional Auxiliary Reserves & Appropriated Income Funds  
**Authorization Date:** December 2021

**Status:** Work was completed, final payments made, and project was closed out in September.

**25. Founders Memorial Library Chilled Water Coil Replacements**

**Total Project Budget:** \$128,500

**Funding Source:** Appropriated Income Funds

**Authorization Date:** December 2021

**Status:** Work was completed, final payments made, and project was closed out in September.

**26. Huskie Stadium Summer 2022 West Stands Exterior Maintenance Repairs**

**Total Project Budget:** \$238,250

**Funding Source:** Institutional Auxiliary Reserves

**Authorization Date:** October 2021

**Status:** Work is in progress and approximately 75% complete, work will continue through the spring as weather permits.

**27. DeKalb Campus Access Control Upgrades**

**Total Project Budget:** \$1,400,000

**Funding Source:** Grant Funds

**Authorization Date:** September 2021

**Status:** Following delays due to supply chain issues, work was largely complete before the beginning of the fall semester and is now 95% complete with the exception of some warranty replacement items. It is anticipated that the project will be closed out in early 2023.

**28. Dorland Building Freezer Condenser/Evaporator Replacement Phase II**

**Total Project Budget:** \$164,500

**Funding Sources:** Institutional Auxiliary Reserves

**Authorization Date:** August 2021

**Status:** Replacement equipment was delayed due to pandemic-related supply chain issues but work is now 75% complete. It is anticipated that the project will be complete by spring 2023.

**29. Convocation Center Arena & Auxiliary Gym LED Lighting Upgrades**

**Total Project Budget:** \$316,000

**Funding Sources:** Institutional Auxiliary Reserves

**Authorization Date:** June 2021

**Status:** Material supply chain delays postponed the original intended schedule for this project. Work is completed and final payments are in process this will be the last report for this project.

**30. DeKalb Campus Central Campus Roadway Improvements**

**Total Project Budget:** \$357,600

**Funding Source:** Institutional Local Funds & Federal Grant Funds

**Authorization Date:** January 2021

**Status:** The project was rebid by IDOT in November 2021 and construction was executed summer of 2022. Work is complete and final payments are in process. This will be the last report for this project.

**31. Stevenson Towers A, B, C & D Roof Replacement**

**Total Project Budget:** \$1,400,000

**Funding Source:** Institutional Auxiliary Reserve Funds

**Authorization Date:** March 2020

**Status:** Previously placed on hold due to pandemic budget uncertainties, construction work began summer of 2021 with two towers completed and summer of 2022 the remaining two towers were completed. Final payments are in process. This will be the last report for this project.

32. **Holmes Student Center Tower Elevator Controls Upgrade**

**Total Project Budget:** \$1,500,000

**Funding Source:** Institutional Auxiliary Reserve Funds

**Authorization Date:** December 2019

**Status:** Equipment orders were put on hold due to the pandemic budget uncertainties. Supply chain and manpower issues has hampered progress on this project. Equipment arrived in early January and work is anticipated to be complete by spring 2023.

**QUARTERLY SUMMARY REPORT OF TRANSACTIONS IN EXCESS OF  
 \$100,000 FOR THE PERIOD OCTOBER 1, 2022 TO DECEMBER 31, 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 December 31, 2022.

<b>Purchase Amount</b>	<b>No. of Transactions</b>	<b>Appropriated*</b>	<b>Non-Appropriated</b>	<b>Total</b>
Over \$100,000	17	\$859,505	\$2,201,186	\$3,060,691

**TRANSACTIONS DETAIL:**

Purchases:

1. The Provost Office requested permission to issue a purchase order for executive search firm services for the Dean of the College of Engineering and Engineering Technology for the period October 1, 2022 through June 30, 2023. (Greenwood/Asher & Associates, Miramar Beach, FL) 130,000
2. The President’s Office requested an amendment to include the monthly consulting fee for the executive search firm services for the interim Chief Financial Officer for the period through December 15, 2022. This item was originally approved on the April 22, 2022 President’s Report in the amount of \$77,400. (Registry for College University Presidents, Peabody, MA) 240,733\*
3. Physics requested permission to purchase cast scintillator material which will be used for the CMS detector upgrade for the high-luminosity running of the CERN-based Large Hadron Collider. (Saint-Gobain Crystals, Hiram, OH) 243,360
4. Athletics requested permission to buyout the Wake Forest game which was replaced with the game against the University of Arizona. (Wake Forest University, Winston-Salem, NC) 170,000
5. The Convocation Center requested permission to issue an FY23 open order for security staff for special events held at the Convo for the period through June 30, 2023. (Andy Frain Services Inc., Aurora, IL) 249,500
6. The Division of Information Technology requested permission to purchase ASR 9k routers, which will help support future high bandwidth needs of campus academics and research. (Presidio Networked Solutions Group, Chicago, IL) 184,403
7. The Controller’s Office requested payment required of the University’s portion of the federal share of the cost for the Single Audit for the period ending June 30, 2022. (Office of the Auditor General, Springfield, IL) 148,167\*

- |   |         |
|---|---------|
| 8. Housing and Residential Services requested permission to purchase new mattresses for Stevenson Towers. (Consolidated Hospitality Supplies-DBA American Education Supplies, Vernon Hills, IL) | 132,178 |
|---|---------|

Capital Improvement Projects:

- |  |                     |
|--|---------------------|
| 1. Campus drainage retention system condition assessment: Effort to assess the loss of capacity in campus retention pond system due to sedimentation and shoreline erosion. Includes recommended options for immediate and/or long-term solutions to improve, repair, and/or restore each pond or lagoon including budgetary cost estimates for future project planning.   | 75,000*<br>75,000   |
| 2. West Chilled Water Plant and Convocation Center chiller annual maintenance and repairs: The scope includes annual routine maintenance work, cooling tower maintenance, leak repairs and other miscellaneous repair requirements.  | 84,450*<br>142,450  |
| 3. East Chilled Water Plant and Engineering Building chiller annual maintenance and repairs: The scope includes annual routine maintenance work, cooling tower maintenance, leak repairs and other miscellaneous repair requirements.  | 141,255*<br>101,295 |
| 4. Humidity control improvements for the Pick Museum of Anthropology in Cole Hall: Scope includes relocation of a system humidifier for improved performance and replacement of a humidifier that is beyond its useful life.   | 110,500*            |
| 5. Health Services and Engineering Building elevator repairs: Previously reported to the board in August 2022 as costing \$112,450, unforeseen conditions with the Engineering elevator required additional repairs. The revised total for this effort is \$171,850.   | 59,400*             |
| 6. Holmes Student Center space improvement assessment: Spaces to be evaluated included the ballroom, auditorium, meeting rooms, dining room and a number of hotel rooms for accessibility upgrades. Effort will develop improvement options with budgetary cost estimates for future project planning.   | 115,000             |
| 7. Residential halls condition assessment: Neptune, Grant, and Stevenson housing complexes will be evaluated for repairs and potential space improvements. Effort will develop scopes and improvement options with budgetary cost estimates for future project planning.   | 160,000             |
| 8. Patterson Hall fire sprinkler line break: On October 26, 2022, a fire protection sprinkler pipe unexpectedly cracked and caused water damage to a series of residential rooms and adjacent spaces. This emergency project was established to proceed with urgent restoration actions to quickly return the spaces for student occupancy. Actual costs are expected to be less than \$200K.  | 249,000             |
| 9. Patterson Hall fire sprinkler line break: On December 5, 2022, a fire protection sprinkler pipe unexpectedly cracked and caused water damage to a series of residential rooms and associated spaces. This emergency project was established to proceed with urgent restoration action to return affected spaces for student occupancy. Actual costs are expected to be less than \$200K. Given the recent experience of two similar incidents, an assessment is being initiated to determine the risk for future breaks and options for mitigating. | 249,000             |

\*Appropriated Funds