



# Northern Illinois University

## Tuesday Leadership Meeting University Goals Preview October 26, 2021

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NIU President

# Finalizing/Sharing University Goals



|                                 |                   |
|---------------------------------|-------------------|
| Board of Trustees (BoT)         | Aug 31 to Sept 23 |
| Senior Roundtable               | September 28      |
| Deans                           | September 29      |
| Faculty Senate                  | September 29      |
| University Council              | October 6         |
| Board of Trustees (BoT)         | October 1 to 8    |
| Academic Affairs Leadership     | October 19        |
| University Leadership Group     | October 26        |
| UAC to BoT                      | November 11       |
| Posted in BoT Meeting Materials | November 15       |
| Considered Formally by BoT      | November 18       |

# Agenda



- **Work to inform University Goals (summer 2021)**

- Collaboration between NIU and AGB

- Materials review and interviews

- SWOT analysis

- Imperatives for Change and Sustainability

- Leadership Retreats

- Key Facilitators and Inhibitors of Change

- Innovation Strategies, Pillars and Principles

VP Chinniah  
Presentation  
9/28/2021

- **Preview of AY 2021-22 University Goals**

# Multiyear Planning Context

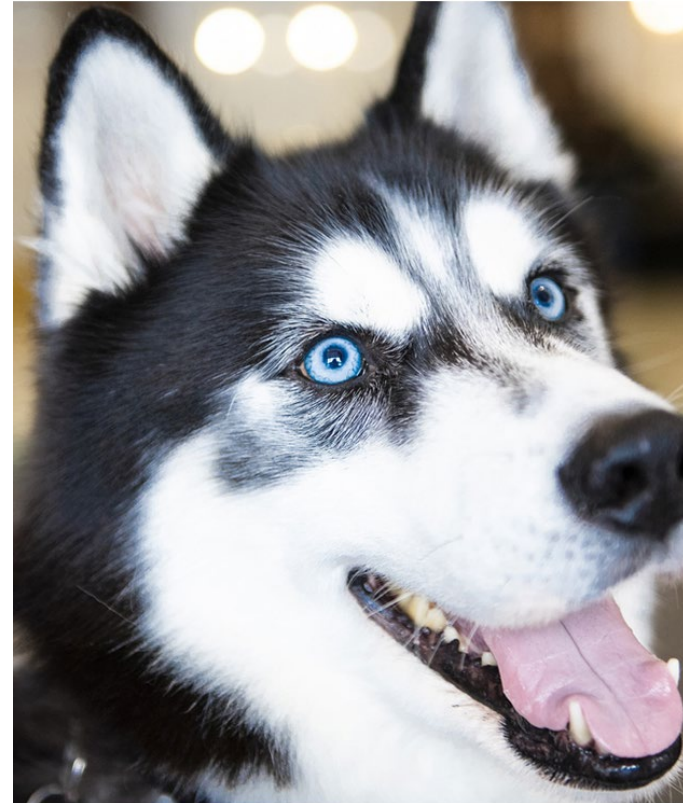


- Operating Environment
  - Changed and Changing
- What will NIU need to be in 2025?
  - Students
  - Faculty
  - Programs
  - Partners
- How will we get there?
  - Be intentional and outcomes-oriented
  - Reallocate resources
  - Acknowledge that everything we do now cannot be more important than anything we could do in the future

# Key Facilitators of Change



- Stable leadership
- Readiness and desire for bottom-up/top-down transformation
- Buy-in to NIU's mission, vision and values
- Recent successes that highlight ability to change
- Rising reputation of NIU in Illinois and beyond



# Key Inhibitors of Change



- Uneven understanding of how NIU's mission, vision and values are operationalized
- Risk aversion/compliance focus
- Cynicism/negativity towards change
- Misalignment between budget cycle and departmental/division needs causing mismatch between local priorities and available resources
- **Reluctance to innovate** due to actual and/or perceived lack of resources (financial, human, energy level, supervisor support)



# To Encourage Innovation..



- Strengthen **leadership** capabilities at **all levels**
- Empower **cross-functional teams** to solve complex problems and pursue opportunities aligned with NIU priorities
- Incentivize **interdisciplinary collaboration** across colleges
- Increase **access to information** and provide more **decision support** tools and toolkits
- **Enhance professional development** opportunities for all employees.
- Celebrate our successes more frequently and passionately.

# Shared Leadership



## Team Empowerment:

- Flexible configurations related to projects or shared goals.
- Multiple perspectives and expertise engaged for problem solving, innovation, and change.
- Leadership based on relevant expertise rather than position or authority, such that team leaders and followers can be interchangeable.
- Collaboration within team and across organization emphasized.
- Successful outcomes are facilitated by support from decision-makers with authority and the broader community.



# Shared Leadership...



- Helps organizations be adept at learning, innovating, performing, and responding effectively to external threats.
- Offers an encompassing framework to foster co-ownership of goals and adoption of processes that emphasize adaptability, interdependence, and collaboration.
- Is a key element of the AY2021-22 University Goals across the six core themes.

# University Goals: Core Themes



- 1. Empowerment and Shared Responsibility**
2. Student Recruitment, Success and Experience
3. Academic Excellence and Curriculum Innovation
4. Diversity, Equity and Inclusion
5. Research, Scholarship, Artistry and Engagement
- 6. Resource Development and Fiscal Responsibility**

# Empowerment & Shared Responsibility



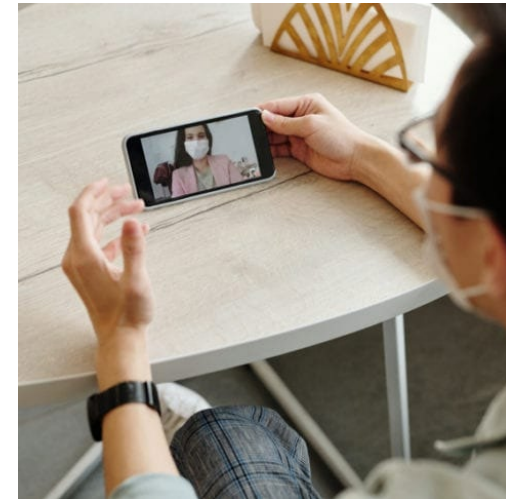
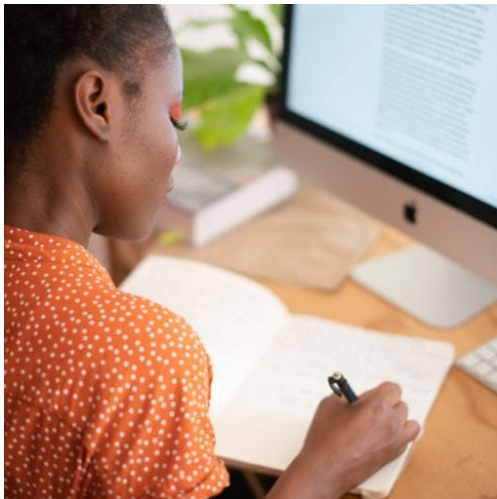
**Goal 1A: Build capacity for shared leadership across the university** to inspire innovation and foster a less risk-averse culture, by:

- **Empowering cross-functional teams** to address complex institutional problems and pursue opportunities that align with NIU strategic priorities.
- **Providing team members with professional development** designed to foster shared leadership and accountability.
- Leveraging partnerships and **collaboration to support team-based work directly related to university goals.**
- Increasing **access to information** (ex: forums for brainstorming and sharing successes and failures, improved data sharing and decision support).
- **Recognizing and celebrating the success we have already achieved through shared leadership.**

# Empowerment & Shared Responsibility



**Goal 1B:** Continue to implement key recommendations developed by FY21 shared leadership initiatives related to remote working and administrative efficiency project prioritization.



# Resource Development and Fiscal Responsibility



**Goal 6A:** Continue to refine and implement a **multi-year, comprehensive planning and budget process**

- Continue to **update the BoT quarterly**
- **Increase** NIU's progress toward increasing **vendor diversity** under the Business Enterprise Program
- **Empower cross-functional team(s)** to develop a **transparent, inclusive university budget planning process** as part of shared leadership development.
- **Provide more actionable data and decision support** to the university community to help members understand decisions and inform actions.
- Continue to pursue opportunities to **expand joint purchasing and shared services**

# Resource Development and Fiscal Responsibility



**Goal 6A** (subgoal): Empower cross-functional team(s) to develop a transparent, inclusive university budget planning process as part of shared leadership development:

- Team(s) will provide recommendations about components of a new budget planning process
- NIU goal is to create data, systems and processes that enhance:
  - integration of planning and financial management
  - transparency into resource allocation
  - communication and access to information
  - accountability (ex: clear expectations, data-informed reviews)
  - progress toward strategic goals/priorities
  - long-term thinking and multi-year planning

# Resource Development and Fiscal Responsibility



**Goal 6A** (subgoal): Empower cross-functional team(s) to develop a transparent, inclusive university budget planning process as part of shared leadership development:

- Team(s) will make suggestions about how to align incentives across the university, colleges/divisions, and departments.
- *Note:* NIU is interested in a process that encourages entrepreneurial actions aligned with our mission, vision, and values, but the university will not be adopting a Responsibility Center Management (RCM) model.

# Resource Development and Fiscal Responsibility



**Goal 6A** (subgoal): Empower cross-functional team(s) to develop a transparent, inclusive university budget planning process as part of shared leadership development:

- Recommendations of the shared leadership initiative(s) will support the transition to multiyear planning, to improve alignment of our practices and processes with our mission, vision and values.
- Some recommendations may be piloted in FY23 with full implementation expected in FY24.





# Resource Development and Fiscal Responsibility



**Goal 6B:** Resume campus master facilities and technology planning efforts

- Advance facilities planning priorities in the context of continued efforts to align physical footprint with evolving academic priorities, changed economic conditions and resumed emphasis on master planning.
- Advance technology planning priorities including learning spaces technology deployment, WiFi expansion and upgrade and telephony project.

# Facilities Philosophy



- **Recognize the Challenges**
  - Space costly to build *and* to maintain
  - Growing demand for repairs and modernization
- **Think Differently**
  - About fiscal and environmental sustainability
  - Reevaluate space needs to use less and share more
- **Reshape Campus for Future Sustainability**
  - Balance investment in new construction, capital renewal and modernization
  - Align physical footprint with evolving demands and priorities (surplus/sell, repurpose, demolish)

# Projects in Planning Phase



- 1. Northern Illinois Center for Community Sustainability**  
Authorized 2018-- Funds appropriated but not yet released.  
\$23M (\$15M DPI/State + \$8M cost match).
- 2. Music Building and Gabel Hall Roof Repairs (\$3.3M)**  
Authorization Pending-- Top priority deferred maintenance project. Anticipate funding will be released in Spring 2022.
- 3. Anderson Hall Structural Repairs & Still Hall, Still Gym Masonry Repairs. (\$6.1M)** Authorization Pending-- Second priority deferred maintenance project. Anticipate funding could be released in Spring 2022



# Projects in Design Phase

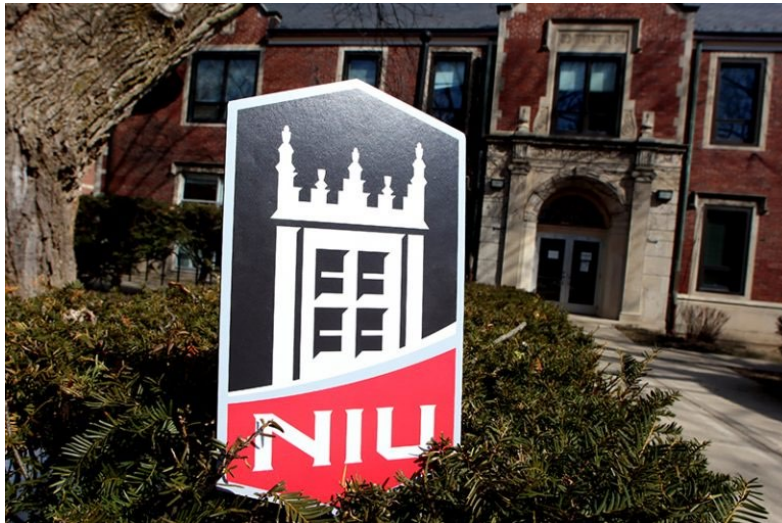


- 1. Health Informatics and Technology Center (New Construction)**  
Authorized; \$77M appropriated in FY21 with \$7.7M released. Predesign phase completed. Recommendations for theme and key building features accepted. Project programming and schematic design efforts are slated to begin in early 2022.
- 2. Campus Boiler Replacement Phase 1 (\$16M)**  
State funding released (\$6.1M) augmented with NIU Aux funding (\$9.9M). Design-build selection process underway. Design-build effort to tentatively begin early 2022 with construction targeted for completion by summer/fall 2023.
- 3. Steam Tunnel Distribution Repair (\$5.2M).** Authorized; Appropriated funds released in FY19. Engineering firm has completed design documents and bidding is anticipated to begin in November. Construction is likely to begin early summer 2022.
- 4. Art Building – Structural Repairs and Exterior Building Improvements (\$3.8M).** Authorized; Appropriated funds released in FY21. The design selection process was initiated in May and award made in August. Design efforts are anticipated to begin by November. Schedule for construction is yet to be determined but likely to begin in early 2023.
- 5. Swen Parson – Roof Replacement and Masonry Repairs (\$5.1M)**  
Authorized. Appropriated funds released in FY21. The design selection process was initiated in July with award anticipated this month. Design efforts are expected to begin by January. Schedule for construction is yet to be determined but likely to begin in early 2023.

# Resource Development and Fiscal Responsibility



**Goal 6C:** Transition from the planning phase to the launch of the initial fundraising phase of a multi year, comprehensive strategic fundraising campaign.



# Forward Together



- *We will move forward driven by bold ambitions, exciting priorities, and an unwavering commitment to excellence, with a plan to harness and integrate the varied and valuable resources available to us.*
- *These assets include not only our financial resources, but also the expertise and ingenuity of our talented faculty and staff, support of our engaged alumni and donors, wherewithal of committed partners and collaborators, and additional possibilities created by technology platforms, real estate, and prominent academic, research and outreach efforts.*
- *We will create, rescale and grow by instituting incentives and investing in shared priorities aligned with our mission, and values. Thoughtful, intentional and transparent allocation of resources will position NIU for long-term sustainability and continued success.*

# Comments and Questions?

