

1-29-2014

UC Agenda 2014-01-29

Northern Illinois University

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UNIVERSITY COUNCIL AGENDA
Wednesday, January 29, 2014, 3 p.m.
Holmes Student Center Sky Room

I. CALL TO ORDER

II. ADOPTION OF THE AGENDA

III. APPROVAL OF THE [MINUTES](#) OF THE DECEMBER 4, 2013 MEETING

IV. PRESIDENT’S ANNOUNCEMENTS

- A. “Policies and Guiding Principles for Annual Budget Development and Multi-Year Financial Planning” [presentation](#) – Pages 3-7
Nancy Suttentfield, Interim Chief Financial Officer

V. CONSENT AGENDA

- A. 2023-2024 academic [calendar](#) – refer to University Affairs Committee – Page 8
- B. Periodic evaluation of the university ombudsperson, NIU Bylaws, [Article 19.4](#) – refer to University Affairs Committee – Page 9

VI. REPORTS FROM COUNCILS, BOARDS AND STANDING COMMITTEES

- A. FAC to IBHE – Sonya Armstrong – report
[December 13, 2013](#) – Pages 10-11
[January 17, 2014](#) – Pages 12-13
- B. BOT Academic Affairs, Student Affairs and Personnel Committee – Dan Gebo and Andy Small – no report
- C. BOT Finance, Facilities, and Operations Committee – Alan Rosenbaum – no report
- D. BOT Legislation and External Affairs Committee – Deborah Haliczzer and Rosita Lopez – no report
- E. BOT Compliance, Audit, Risk Management and Legal Affairs Committee – Deborah Haliczzer and Alan Rosenbaum – no report
- F. BOT Ad Hoc Committee on Sponsored Research Activity and Technology Transfer – Greg Waas – no report
- G. BOT – Alan Rosenbaum – [report](#) – Page 14
- H. Academic Policy Committee – Sean Farrell, Chair – no report

- I. Resources, Space and Budgets Committee – Paul Carpenter, Chair – [report](#) – Pages 15-17
- J. Rules and Governance Committee – Jeff Kowalski, Chair – no report
- K. University Affairs Committee – Bill Pitney, Chair – no report
- L. Student Association – Jack Barry, President – report
- M. Operating Staff Council – Andy Small, President – [report](#) – Page 18
- N. Supportive Professional Staff Council – Deborah Haliczer, President – [report](#) – Page 19
- O. University Benefits Committee – Deborah Haliczer, Chair;
Therese Arado, FS-Committee on the Economic Status of the Profession Liaison – no report
- P. Elections and Legislative Oversight Committee – Abhijit Gupta, Chair – no report

VII. UNFINISHED BUSINESS

VIII. NEW BUSINESS

IX. COMMENTS AND QUESTIONS FROM THE FLOOR

X. INFORMATION ITEMS

- A. [Minutes](#), Academic Planning Council
- B. [Minutes](#), Admissions Policies and Academic Standards Committee
- C. [Minutes](#), Athletic Board
- D. [Minutes](#), Campus Security and Environmental Quality Committee
- E. [Minutes](#), Committee on Advanced Professional Certification in Education
- F. [Minutes](#), Committee on the Improvement of Undergraduate Education
- G. [Minutes](#), Committee on Initial Teacher Certification
- H. [Minutes](#), Committee on the Undergraduate Academic Experience
- I. [Minutes](#), Committee on the Undergraduate Curriculum
- J. [Minutes](#), General Education Committee
- K. [Minutes](#), Honors Committee
- L. [Minutes](#), Operating Staff Council
- M. [Minutes](#), Supportive Professional Staff Council
- N. [Minutes](#), Undergraduate Coordinating Council
- O. [Minutes](#), University Assessment Panel
- P. [Minutes](#), University Benefits Committee

XI. ADJOURNMENT

DRAFT DRAFT

POLICIES AND GUIDING PRINCIPLES FOR ANNUAL BUDGET DEVELOPMENT AND MULTI- YEAR FINANCIAL PLANNING

1. The President and his leadership team will establish and communicate *strategic goals and priorities* based on the mission, vision, and values of Northern Illinois University. Financial planning, resource development, and budget decisions will be aligned with this overarching framework.
2. The University will create *an iterative financial planning and annual budget formulation process* with a range of *opportunities for input from campus leaders and major stakeholder groups*. The process will reflect best practices for higher education.
3. The Executive Vice President and Provost (EVPP) and the Chief Financial Officer (CFO) will together develop an annual budget process for the collection, review, and discussion of relevant management information and jointly oversee monitoring of current budgets and budget performance. The primary roles of the EVPP in this process will be to *drive the development and approval of specific goals and initiatives in consultation with academic and student affairs leadership; to weigh competing resource allocation choices; and to recommend overall funding priorities for those programs and activities that support the core University missions*. The primary roles of the CFO will be to *advise on financial strategy to accomplish the University's varied goals and maintain prudent financial policies and practices to permit financial stability over time*. Similarly, the EVPP and CFO will together take the lead in developing a "trial budget" that includes preliminary budget recommendations for administrative and other central units for discussion with the President's Cabinet.

Through this academic/business *partnership model*, well-informed, well-understood resource allocation decisions will be possible.

4. The EVPP and the CFO will serve as co-conveners of an annual "budget hearing" process that will provide for advance submission of certain information that each Vice President and Dean will be asked to present and discuss within their respective peer groups. The EVPP and CFO will also consult with other stakeholder groups (University Council, student government, etc.) as a part of the annual budget process. At the conclusion of these discussions, the EVPP and CFO will communicate preliminary allocations to strategic priorities to units, with an opportunity for appeal before a second iteration of the preliminary budget is discussed with the President and Cabinet.
5. The University will continue to use the current *central allocation budget model*. This model will be modified and enhanced to be both *academically responsive* and *fiscally responsible*.

Academically responsive means:

- a. The process for establishing resource allocations will advance, support, and enable the *primary missions of instruction, research, and public service and other related*

strategic priorities (e.g., student life, technology, etc.)

- b. Resource allocation decisions, today, will preserve the long-term flexibility of academic programs and their budgets tomorrow, to the maximum extent possible.
- c. Each annual budget will provide *for a stable pool of unallocated funding*, from which the EVPP and President can *seed-fund, cover start-up or provide matching funds for key initiatives*.
- d. Programs with recurring annual expenses will not be budgeted in a central account but will instead be transferred to the *responsible* Dean or VP for management as part of the operating budget. Any exceptions to this policy will require a justification and a joint recommendation by the EVPP and CFO to the President. The central operating budgets that have had funds available for competitive allocation in support of the primary mission under recognized programs will continue to manage these funds (ex: Research & Artistry Program, Travel Fund Block Grants, Presidential Professors etc..)
- e. The annual budget process will be sufficiently *flexible* to include experimentation with alternative financial models for academic programs (as a demonstration project) that may eventually have broader interest and application.

Fiscally responsible means:

- a. Financial planning strategies will reflect conditions in the higher education marketplace and preserve and enhance the University's *long-term competitive position*.
- b. Every effort will be made to achieve optimal balance between budgeting for today's strategic academic goals and priorities and providing for tomorrow's faculty, students, unforeseen needs, or opportunities.
- c. Financial planning strategies will maintain and, over time, strengthen *fiscal equilibrium*:
 - 1. Annual operating budgets will be balanced.
 - 2. Distributions from the endowment will be at a level that preserves and enhances its long-term purchasing power so that inter-generational equity for faculty and students is maintained.
 - 3. Outlays for capital improvement will be sufficient to preserve and maximize the useful life of facilities.
- d. Programmatic resource allocation decisions will consider full (i.e. direct program, plus activity or administrative support, plus capital) costs and any other long-term cost or funding implications.
- e. Recurring expenses will not be funded from non-recurring fund sources, *unless* there is a viable, approved plan to replace non-recurring with recurring funds or a direct linkage between the recurring expense and the fund source.

- f. Performance, benchmarking, and other metrics will be used to facilitate all "right-sizing" decisions, whether the decision involves reallocation or budget enhancement.
- g. Centralized support activities, services, and the administrative technology infrastructure will: be "right-sized" to meet the needs of the campus constituencies they serve; address external regulatory compliance requirements; and capture opportunities to increase the efficiency and effectiveness of resource intensive business processes (via process transformation, increased use of technology, elimination of duplication of effort). The operating and capital requests for these functions will represent the "consensus priorities" of central and corresponding campus business managers, as *recommended* by one or more working groups of these primary stakeholders.
- h. Using customary financial ratio analysis, the University will build stabilization reserves at a prudent level to protect itself against unexpected financial difficulties. These funds will be separate from the "initiatives fund" described in 5.c. above.
- i. In addition, customary financial ratios will be assembled in the form of an annual dashboard report and shared with senior leadership and the Board of Trustees as a means of clarifying the overall financial health of NIU and to provide a broader context for budgets and financial plans.

Similarly, a range of success/performance indicators will be established, monitored, and used regularly to inform financial planning and budget decisions for all major programs and activities; and for inclusion in a separate dashboard report on the performance of mission-driven programs and activities, for annual review with senior leadership and the Board of Trustees.

- j. To the extent possible, significant budget or financial policy changes will be fully vetted to identify their potential impacts and will be phased in, if necessary, to mitigate major program disruption.
6. Financial planning and budgeting processes will make optimal use of both restricted and unrestricted funds. Unless otherwise specified by a donor or grantor, NIU's restricted funds will be used before any appropriated, income, or other unrestricted University funds are expended for the intended purposes, to permit *maximum budget flexibility*.
 7. As with the operating budget, an annual capital budget will be developed and aligned with the University's strategic goals and priorities. The direct and the "opportunity" costs of delaying needed investment in facilities will be quantified and considered along with the current capital budget need.
 8. As new space comes on-line or building operations become more complex, the budget process will identify and provide for the impacts on operating expenses.
 9. New or additional resources allocated to strategic priorities will represent a combination of new state appropriations, tuition revenues, and re-deployment of current budgets. To the extent possible, Vice Presidents, Vice Provosts, and Deans will be partners in developing funding strategies by contributing re-allocated funding and/or accumulated reserves to match

fully or partially any new or increased funding allocated in the University budget process.

10. The University's draft and final annual budgets will be organized and communicated in a way that clearly demonstrates to trustees, University leaders, faculty, staff and others the level of investment being made in strategic priorities from new or reallocated resources. Although standard budget reports for each academic and administrative unit are necessary for VP's, deans, chairs, and other staff managers to understand and manage their respective revenue and expense, these budgets do not contribute to broad campus, governing board, or state-level stakeholder understanding of how the next budget will address strategic priorities.
11. To facilitate more effective management and execution of the budget, internal fees and cross-charges will undergo an advance review and approval process for each new fiscal year. Units will not be permitted to increase or add new fees for their services to other units unless approved as part of this process. Current fees will be reviewed each year to determine which ones make "good business" sense (e.g., curbing wasteful use, distributing costs based on level of service consumed, etc.) and which should be terminated and their purpose funded in a more appropriate way (e.g., allocation to a permanent base operating budget).
12. The effectiveness of approved financial planning and budget strategies can be undermined if non-emergency, postponeable resource allocation decisions are made outside of the established annual process for evaluating all needs and opportunities relative to strategic goals. Therefore, academic and administrative units and individual members of the campus community will be discouraged from seeking "off-cycle" consideration of additional funding for such purposes. In addition, budget requests that have not been affirmed by the responsible Vice President or Dean will be referred back to the Vice President or Dean to be prioritized in the unit's next budget submission.
13. Vice Presidents and Deans will be accountable for completing each fiscal year with a balanced budget. When there has been a surplus in their budget, each will be permitted to retain and carry over 50 percent of their unspent funds for an approved spending or reserve proposal, and 50 percent will be captured to build the new seed fund for strategic initiatives of the EVPP and President. The EVPP shall review and *approve* proposed uses of College/School reserve funds; and the CFO will review and *recommend* for the President's approval the Vice Presidents proposed uses, whenever uses exceed the lower of \$ X or Y percent of a unit's reserve or whenever the previous allocations for the current fiscal year reach that threshold.

Conversely, in situations where a unit or individual makes a commitment beyond available resources, that unit's future budget will be required to absorb in entirety the shortfall. In other words, expenditures that exceed the approved budget will be treated as a loan to be repaid by the unit from future budgets.

14. Since a large share of the University's expenditures consists of salaries and benefits, the University will maintain position control over all faculty and staff positions. Positions that become vacant will not necessarily be filled in the same department without review and approval by the respective senior academic (Dean/Provost) or administrative (VP) leadership. Position control will serve as a key tool to facilitate effective re-allocation of resources to the University's highest priorities.

15. Once a new annual budget process has been fully phased in (18-24 months), *multi-year financial plans* for both operating and capital expenses will be established and updated as part of each annual budget cycle.
16. At the end of each annual budget cycle, the EVPP and CFO will consult with Vice Presidents and Deans and develop an evaluation of the efficacy of the process reflected above and identify any aspect of the process that should be modified. The annual review will serve as the basis to determine process modifications that will ensure that it remains *academically responsive* and *fiscally responsible*.

EXECUTIVE:
 STEERING: 01/15/14
 FACULTY SENATE:
 UNIVERSITY COUNCIL: 01/29/14
 REFER TO: University Affairs

ACADEMIC CALENDAR 2023 – 2024

FALL SEMESTER 2023		
August 21-25	Monday - Friday	Faculty meetings
August 28	Monday	Classes begin
September 4	Monday	Labor Day (university closed)
November 22	Wednesday	Thanksgiving break begins
November 27	Monday	Classes resume
December 9	Saturday	Classes end
December 11-16	Monday - Saturday	Final examinations
December 16	Saturday	Fall graduate commencement
December 17	Sunday	Fall Undergraduate commencement
SPRING SEMESTER 2024		
January 8-12	Monday - Friday	Faculty meetings
January 15	Monday	Martin Luther King, Jr. Birthday (university closed)
January 16	Tuesday	Classes begin
March 10-17	Sunday - Sunday	Spring recess
March 18	Monday	Classes resume
April 22	Sunday	Honors Day
May 2	Thursday	Classes end
May 3	Friday	Reading Day
May 4, 6-10	Saturday, Monday - Friday	Final examinations
May 10	Friday	Spring graduate commencement
May 11	Saturday	Spring undergraduate commencement
SUMMER SEMESTER 2024		
June 17	Monday	Classes begin
July 4	Thursday	Independence Day observed (university closed)
August 11	Sunday	Summer session ends

EXECUTIVE:
STEERING: 01-15-14
FACULTY SENATE:
UNIVERSITY COUNCIL: 01-29-14
REFER TO:

**ARTICLE 19:
THE UNIVERSITY OMBUDSPERSON**

19.4 Periodic Evaluation of Ombudsperson

The University Affairs Committee of the University Council will evaluate the performance of each person holding the office of Ombudsperson early in the spring semester of the first and second year of that person's first three-year term of office and during the fall semester of the second year of each three-year term thereafter. In its evaluation, the committee will take into account information obtained from (i) recent annual reports of the Ombudsperson, (ii) a written self-evaluation submitted to the committee by the Ombudsperson, (iii) the results of surveys of members of the university community who have used the services of the Office of the Ombudsperson during the current term of office; and (iv) other information deemed relevant by the committee. The committee will also provide appropriate opportunities for input from other members of the university community. By no later than the end of the semester in which each review is commenced, the chair of the University Affairs Committee will submit the evaluation to the president, with a copy to the University Council.

Report on the IBHE-FAC Meeting, December 13, 2013

The Illinois Board of Higher Education (IBHE) Faculty Advisory Council (FAC) met on December 13, 2013, in Springfield with the IBHE staff and several guests.

FAC Updates

FAC Chair Abbas Aminmansour led introductions of all participants and guests. He reported that the 2014 IBHE meeting schedule has been released (available for those interested at <http://www.ibhe.org/aboutIBHE/calendars.htm>).

FAC Vice Chair Marie Donovan provided an update from the last Performance-Based Funding meeting. She noted that the discussion included how to include quality measures, and reported that there will be IBHE grant opportunities in early childhood education.

FAC Secretary Steve Rock noted that the Lieutenant Governor will join the FAC for lunch at the January meeting at John A. Logan College.

FAC Member John Bennett reported that there were eight semifinalists for the IBHE Executive Director position. This was narrowed down to four, who were invited to Springfield for extensive interviews. The chosen candidate, **Dr. James Applegate**, had been a vice president at Lumina and most recently an educational consultant. His start date is to be determined.

IBHE Updates and Discussions

IBHE Staff Member Ocheng Jany thanked Candace Mueller for her work that led to legislative resolutions recognizing the FAC for its 50th anniversary. He also thanked the Illinois Association of School Boards (IASB) for providing the venue for the meeting.

IBHE Deputy Director Jonathan Lackland provided a quick rundown on highlights of the pension legislation. He expects legislation to be advanced relative to institutions accepting AP credit.

IBHE Executive Director Harry Berman reported that two faculty fellows (both from UIC) have been selected for the faculty fellowship. Application due dates for the next round of fellowships will be announced shortly.

Guest Discussion

Dr. Karen Hunter-Anderson, Executive Director of the ICCB, and Roger Eddy, Executive Director of the IASB provided an overview of their respective work and possibilities for collaboration with one another, with the FAC, and with the IBHE.

Panel Discussion

IBHE Executive Director Harry Berman convened a panel reflecting on the FAC at 50. Participants included Kathleen Kelly, John Hunter, Ed Hines (who was on FAC from 1989 to 1997 and served one year as chair), Tom Layzell, and Bill Feurer. Each panelist provided background, insights, and reflections on their connections with the FAC and IBHE.

IBHE Updates

After lunch, IBHE Deputy Director of Academic Affairs Dan Cullen indicated that staffing in Academic Affairs is close to full. There is an initiative to streamline granting authority for Illinois institutions to offer distance education to out of state students, involving state authorization reciprocity agreements. They are also working on Common Core State Standards-PARCC assessment, IAI (which needs to be faculty driven from all sectors), college credit transfer initiatives, transitioning from the military to higher education (credit transfer possibilities), and streamlining the process of meeting new rules for licensing elementary education students (being broken into two degree programs).

The meeting adjourned at 1:42 p.m.

Respectfully submitted,

Sonya L. Armstrong
Associate Professor in the Department of Literacy Education
NIU Representative to the IBHE Faculty Advisory Council

NOTE: This report is based on the minutes taken at that meeting by IBHE FAC Secretary, Steven Rock (WIU). Full meeting minutes can be accessed at <http://www.ibhe-fac.org/Meetings.html>.

ALSO NOTE: I welcome any questions, comments, or requests for clarification at sarmstrong@niu.edu.

EXECUTIVE: STEERING: FACULTY SENATE: 01-22-14 – walk-in UNIVERSITY COUNCIL: 01-29-14 REFER TO:
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Report on the IBHE-FAC Meeting, January 17, 2014

The Illinois Board of Higher Education (IBHE) Faculty Advisory Council (FAC) met on January 17, 2014, in Carbondale at John A. Logan College (JALC).

FAC and IBHE Updates

FAC Chair Abbas Aminmansour reported that he will invite the new IBHE Executive Director James Applegate to meet with the FAC at a future meeting. He spoke with Amy Sherman, Associate Vice President for Policy and Strategic Alliances at the Council for Adult and Experiential Learning. That group is looking at helping veterans transition to higher education; one issue is offering college credit for veterans' experiences. Abbas invited her to attend a future FAC meeting.

IBHE Staff Member Ocheng Jany provided an email report stating that Harry Berman's last day as IBHE Executive Director will be February 14th; James Applegate's appointment begins February 17.

FAC Secretary Steve Rock provided an update on the MAP Working Group which is looking at requiring MAP-eligible institutions to provide a minimum level of advising and student support services. The Group is in the process of hashing out the final report. More details are available on ISAC web site: www.isac.org. The group was asked to keep in mind what is good for the students, what is good for the taxpayers, and what ISAC can administer. To what extent the report will mandate institutional requirements rather than recommendations are still unknown.

Guest Presentation

Dr. Valerie Barko, Dean of Academic Affairs at JALC, presented a PowerPoint on "Goal 2025: Perspectives from a Rural Community College." More jobs in the future will require higher education credentials and a variety of employee skills will be necessary. Benefits of higher education include higher income, lower unemployment rates, reduced crime, and increased political participation.

Lunch Discussion

At lunch, the FAC was joined by Lieutenant Governor Sheila Simon. Simon recently visited all community colleges and public four year institutions in the state. She mentioned that our campuses are not learning well from one another, and recommended this as an area for improvement. One observation from an October conference is that guided pathways are a goal along with more intrusive advising.

Caucus Updates

Caucuses met. The Public Caucus discussed financial issues for students alongside declining enrollments, university mission statements, and duplication between institutions versus specialization.

The meeting adjourned at 1:45 p.m.

Respectfully submitted,

Sonya L. Armstrong
Associate Professor in the Department of Literacy Education
NIU Representative to the IBHE Faculty Advisory Council

NOTE: This report is based on the minutes taken at that meeting by IBHE FAC Secretary, Steven Rock (WIU). Full meeting minutes can be accessed at <http://www.ibhe-fac.org/Meetings.html>.

ALSO NOTE: I welcome any questions, comments, or requests for clarification at sarmstrong@niu.edu.

EXECUTIVE: <u>01-15-14</u>
STEERING: <u>01-15-14</u>
FACULTY SENATE: <u>01-22-14</u>
UNIVERSITY COUNCIL: <u>01-29-14</u>
REFER TO:

Report on the NIU Board of Trustees Meeting, December 5, 2013

The NIU Board of Trustees met on Thursday, December 5th at DeKalb. Chair Butler called the meeting to order at 9:05 AM. The BOT immediately went into executive session until 10:50 and then reconvened. The agenda included 15 action items and 16 informational items. A number of the action items were placed on the consent agenda.

Among the items approved by the Board, the following are of interest:

- Authorization of the hiring of an executive search firm for the position of associate vice-president for student affairs and enrollment management
- Spending authority to President Baker for anticipated bowl game expenses
- The purchase of a used bus to replace a recently deceased bus. This bus is used primarily by athletics to transport teams to games and is not part of the Huskie Bus system
- Refinancing of two revenue bonds which will result in an interest saving to NIU of approximately \$1 million.
- Approval of the appointment of Nancy Suttentfield as the interim CFO.

There was also a discussion of an item relating to possible salary increments for employees. Both the president and the Board expressed support for the importance of improving employee salaries. President Baker stated that salaries and wages are not where they need to be in order for us to be competitive in attracting and retaining quality faculty. He also emphasized the need to provide salary relief to our lower paid employees. He suggested that he and the Board revisit this issue at (or before) the next BoT meeting, as the financial status of the university becomes clearer from the perspective of our internal resources, enrollment/retention progress, and the state appropriation. There was no further action on this item.

The Board heard presentations updating the status of the Vision 20/20 initiative, the pension reform package passed by the General Assembly, and the effects of the Test of Academic Proficiency on our education (teaching) students. Dean Neale made the TAP presentation and presented data indicating that the TAP had negatively impacted the number of our students, and especially the number of minority students, qualifying but also that we have instituted remedial actions that have improved the pass rate since the dip following the imposition of the TAP requirements.

The Board set the meeting schedule for 2014 (March 27, June 19, September 18, December 4).

Respectfully submitted,

Alan Rosenbaum
UAC Representative

Committee on Resources, Space, and Budgets

Meeting with Interim CFO

Friday, December 6th, 2013

09:00 - 10:00 Altgeld 225

Meeting with the President and The Provost

Wednesday, December 11th, 2013

14:00 - 15:00 Altgeld 225

This report summarizes two meetings both focused on a draft document from the interim CFO, Nancy Suttentfield, on "Policies and Guiding Principles for Annual Budget Development and Multi-year Financial Planning".

1. Nancy Suttentfield provided an overview of the draft document and the review process as well as the time line for completion of the document.
 - a. Key goals of the policy and principles is to link resource allocations explicitly to goals and priorities; partnership and shared responsibility between the Provost and CFO; significant opportunities for input in the decision making process; long term fiscal equilibrium; and new reporting formats for transparency and accountability.
 - b. It was expressed that input was welcomed into the content of the document. Nancy also indicated that it was a plus that a committee such as RSB already existed as a mechanism for input on budget issues.
 - c. The goal is to create a culture of fiscal transparency and engage stakeholders in the budget process. The policy needs to be academically and fiscally responsive.
 - d. The draft had already been reviewed by the Provost and will be reviewed shortly by the Deans and the President's cabinet. This meeting was an opportunity for the RSB committee to provide input.
 - e. The goal is to finalize the plan by the end of the calendar year and work on implementation in January 2014.
2. The floor was then opened up for the committee to raise questions, seek clarification, and make suggestions for changes.
 - a. The committee thanked Nancy for her work on the proposal and the overall consensus was that the document reflected an important step forward in making the budget process more transparent and allowing input. There was little issue with the general policy and guiding principles.
 - b. Many of the issues raised by the committee also emerged at the Deans meeting as well as the overall positive tenor regarding the proposed policies and principles.

- c. Many of the questions that arose were related to clarification of some of the principles as well as questions about implementation. In many cases these questions will become clearer as the process of implementation unfolds.
- i. It was felt that the document would be improved by including a definition of terms (e.g., to clarify the use of terms such as ‘fees’ and ‘programs’).
 - ii. What is meant by to the “extent possible” with respect to the implementation of the policies and procedures?
 - iii. Questions about the need for training for staff and workload requirements.
 - iv. Timeline for implementation – plan in place early January with plan implemented during the Spring semester.
 - v. The new policies and procedures will be phased in. Once the plan is in place, can start to look 5 – 10 years out.
 - vi. Reviewing business practices will involve a collaboration between business managers and the budget office.
 - vii. A data warehouse will be designed to inform budget decisions and transparency.
 - viii. Question of position control – President currently approving all hires. Process looking to systematize hiring by determining need for position through budget hearings. At local unit level will need to document budget source and need and then move through hearings. Funds may be moved based on university wide demand. If a unit ‘loses’ a position it may seek to refill or repurpose, but depending on university wide need funds may be reallocated. Conversation ensued about the ‘unit of analysis’ – department, college, program? Questions also arose around how temporary funds used for hiring instructors would be treated as these do not typically have a position number.
 - ix. Move to using restricted and non-appropriated funds first to allow for greater budget flexibility. This implies that the CFO will have budget control of Foundation funds. This also inverts the current practice of holding back non-appropriated funds for greater local flexibility by spending appropriated funds first.
 - x. Who will define performance and benchmark metrics that will be part of the budget hearings? RSB committee involved?
 - xi. In developing budgets, recurring costs will be populated first: all positions and operating costs. It was felt more clarity on what these were exactly was needed.
 - xii. It was explained that the budget model would be a partnership – a triad between CFO, Provost, and President with broad input from across the university. The CFO is a supporting role in finding money to fund academic priorities and the entire core mission.
 - xiii. Contingency fund planning to cover unexpected expenses would be built into the model.

- xiv. It was stressed that estimating costs correctly was critical. Questions about what defines a program in terms of establishing a unit of analysis (degree, administrative unit, initiative?).
- xv. Stability issues – recurring costs against which funds. Looking for stability – enrollments key: \$2.3m lost per 100 students not enrolled.
- xvi. Institution designed for 24K students but currently only 21K.
- xvii. Steve Cunningham presented information on SURS and potential impact of proposed changes on budget.
- xviii. Find ways to incentivize good budgeting. Questions about rewards/penalties in place for poor estimates. Avoid padding by overestimating costs to prevent asking for more than needed in order to get something. Need for budget planning to be accurate.
- xix. Dashboard and metrics for reporting – it was felt that these needed to be drilled down to program and department level for greater transparency as well as to help the budgeting process.
- xx. Role of summer budget process in proposed budget model changes – not part of the plan. Looking to simplify formulas; maximize enrollments in terms of how monies are spent across the fiscal years rather than worry about individual fiscal years. More discussion about how to increase summer enrollments.
- xxi. On line funding model being revised.
- xxii. A conversation ensued about the role of the RSB committee in terms of its statement of budget priorities; comment on priorities as process unfolds, comments on process itself.
- xxiii. Reviewed process to hire new CFO using the Parker Executive Search Firm. Timeline for announcement of hire is April.
- d. It was noted that the President was looking to find common ground with other universities about state budget funding, forming coalitions around budget issues and presenting a united front.
- e. Issue of graduate student fees came up along with assistantships, income tax on graduate assistants and compliance with Federal rules on internships.

EXECUTIVE: STEERING: FACULTY SENATE: <u>UNIVERSITY COUNCIL: 01-29-14</u> REFER TO:
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To: The NIU University Council January 29th, 2014
Fr: Andy Small, President Operating Staff Council
Re: Operating Staff Council Meeting, January 6th, 2014
The meeting was called to order at 9:10 a.m. by President Andy Small.

Special Guests:

Al Mueller

Mr. Mueller came to the OSC to discuss a memo that was sent out from the Procurement Services Department asking university employees to log into the P-Card system while they were on Christmas break in order to sign off on P-Card purchases. This request was a concern to some operating staff members who were wondering why they were being asked to work during the time off without being compensated for their work. Mr. Mueller was very understanding and mentioned that he would look into the wording of the memo for next year's Christmas break.

Vice President Cunningham

Vice President Kaplan

Provost Freeman

A discussion was held about the findings of the Northern Illinois University Operating Staff/ Supportive Professional Staff audit that was conducted by the State Universities Civil Service System's Office in January of 2013. The audit looked at the period of September 1st, 2010 through September 30th, 2012. The audit noted a number of material findings, recommendations and institutional action plans.

Although this audit contained more findings than previous audits, Cunningham, Kaplan and Freeman were very helpful in explaining the findings and were committed to an action plan that most importantly addressed further hiring practices that would align NIU with the system's office.

It was also noted that all state universities were experiencing more findings on their audits than in the past and it was agreed that members from the system's office would be invited to campus to discuss how the audit might be updated to address hiring practices at the university level.

Work Place Issues Committee

The Work Place Issues Committee is finalizing the operating staff job satisfaction survey. This survey will help all of us define the opportunities that exist for the operating staff. This timely snapshot of employee morale will coincide with the current survey of the supportive professional staff employees and will help us determine how best we can unleash the potential of NIU.

EXECUTIVE: STEERING: FACULTY SENATE: UNIVERSITY COUNCIL: <u>01-29-14</u> REFER TO:
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Supportive Professional Staff Council Meeting Summary

January 16, 2014

The SPS Council met on January 16, 2014. The Awards Committee presented proposals for several new awards for SPS. The approved proposals will be presented to President Baker for discussion. The Council discussed proposed changes for SPS and faculty/staff recognition events, which will be discussed with the administration. Recommendations for the four 2014 SPS Presidential Awards for Excellence will be forwarded to President Baker and announced upon approval.

The Council will be reviewing and updating its Constitution, and the members approved one revision to attendance expectations for members. The Events Committee is planning a semester's worth of events and speakers, all aimed at providing more extensive networking opportunities for SPS. Council members are concerned with the status of pensions for state university employees and support advocacy efforts. The Workplace Issues Committee will start analyzing the SPS Survey results, which will be available by their next meeting.

The Council members reflected on their experience participating in the "Bold Futures" workshops. We will be compiling our suggestions for President Baker. The Council reviewed their scheduled speakers for this semester's meetings. Members heard updates on the various high level searches. Council members were reminded to make nominations for the Operating Staff Outstanding Service Award.

Respectfully submitted.

Deborah Haliczzer,

Supportive Professional Staff Council President