

President's Program Prioritization Progress Report

May 10, 2017



Northern Illinois
University

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Letter from the President

Dear University Community:

Roughly a year ago, the Academic and Administrative task forces released their reports that analyzed all 459 university programs. These reports reflected a great deal of hard work, and presented a guideline for how the university should allocate its resources. The decisions that placed programs into one of five categories were data-informed and based on both the quality of the program and how critical it is to our mission.

Since the release of the task forces' reports, and based on the suggestions that emerged from them, the university has clearly engaged in an impressive amount of dialogue and collaboration. We have seen synergies develop among units that might have had limited interaction in the past. We have seen a commitment to rethink programs to improve their quality, efficiency and purpose. And, although many of the conversations have been difficult, we have seen a willingness of people to use a trustee-mentality, working in the best interests of the university.

In November, I provided a [President's Progress Report](#) articulating areas in which I agreed or disagreed with the Administrative Task Force's recommendations, and gave charges to the vice presidents to develop implementation plans for almost 100 programs. Executive Vice President and Provost Freeman also released a [substantial amount of information](#) regarding responses to the suggestions put forth by both task forces.

As the academic year winds down, it is important to provide an update on where some initiatives stand and to document all of the impressive work already completed. In short, we have accomplished much. I have approved the implementation plans for roughly 85 percent of administrative programs. However, it is important to note that Program Prioritization does not end with this report. A few initiatives are still being developed, especially as it relates to some of the "complex conversations" that have been ongoing. In many other cases, I have approved of the plan responding to my charge, but completion of some plans could take months or even years. And, the results of Program Prioritization will continue to influence budget decisions in the upcoming fiscal years until the university goes through the process again.

The enactment of the Academic Task Force's recommendations take a different route, because academic programs are the purview of the faculty, and changes must go through the shared governance process. Still, as this update will make clear, we have invested in hiring tenured/tenure track faculty to protect many of our academic programs, and we have eliminated academic programs that have low and declining enrollments or are not central to the university's mission.

This progress report is divided into four major parts. First, I give an overview of Program Prioritization as a process and instrument for change, reviewing where the process has been and where it is headed.

Second, Executive Vice President and Provost Freeman focuses on the faculty search process and curricular/programmatic changes. She also discusses some of the excellent work in progress in the colleges that emerged as a result of both task forces' reports.

Third, an update is provided on the status of each of the 10 "complex conversations" that emerged as a result of the suggestions of the Administrative Task Force. In some cases, those conversations are still in the early stages (e.g., school connections) or are in the initial stages of implementation (e.g., external programs), but in others (e.g., tutoring and academic support, institutional effectiveness) implementation of the working group's recommendations are well under way or have already been completed.

Finally, I provide divisional updates that review, program by program, the activities in response to the November report. Only those programs that had action items are included. Some of those action steps were in response to a specific charge that I gave in the November report; some are updates from programs that were encouraged to move forward in the November report. If an administrative program is not listed, then no response was necessary from the vice president, and no noteworthy action took place in the interim. In most cases, those programs fell into the Sustain category and are continuing unchanged.

As I reflect on the work that has been done this year, I'm inspired by all that has been accomplished. Certainly Illinois' budget situation has been challenging, and the state's unwillingness to support higher education is limiting our ability to enhance many of the programs in which the task forces suggested we invest. Still, the outcomes of Program Prioritization will help the university navigate through these troubled waters.

Among the highlights:

Promoting student success — Program Prioritization has led to positive changes providing academic support for students. As the Complex Conversations section of this report highlights, we have enhanced tutoring and academic support programs, and are in the process of reconceptualizing Academic Advising and developing a new way to assist academically at-risk students. Additionally, a new undergraduate division is being established that will better coordinate NIU PLUS and promote student success at NIU and after graduation.

Establishing the Division of Enrollment Management, Marketing, and Communications — Program Prioritization made clear that our marketing and recruitment efforts were disjointed and not as efficient or effective as we need them to be. As the division's report (see page 74) illustrates, it has made excellent headway in its first four months of existence toward integrating and aligning our undergraduate student recruitment efforts. I would like to give special thanks to Interim Vice President Harlan Teller for the leadership that he has provided during this transition.

Reorganizing divisions to improve collaboration and communication — The diversity resource centers now report to the Office of Academic Diversity, Equity, and Inclusion. Under the guidance of chief diversity officer, each resource center has examined its mission closely so that it can best meet the needs of our students. Additionally, the Division of Student Affairs now reports to the executive vice president/ provost. This move has led to increased cooperation between the Division of Academic Affairs and the Division of Student Affairs that was missing in the past. This coordination will help us improve both curricular and co-curricular programs to ensure that our students get a worthwhile experience. Several other reorganizations have been completed (e.g., the development of the Office of Institutional Effectiveness, under the leadership of a vice provost) or are in process (e.g., the establishment of a central conference/external programming unit) that will lead to greater efficiencies and improve the quality of the services provided by the program.

Changing the status quo — Perhaps the most important and lasting effect of this round of Program Prioritization is that the process has been a catalyst for change. As just a few examples, we have largely eliminated chargebacks for many campus services, we are redefining our IT processes and we have better linked our budget process to university priorities. Moreover, conversations that have not happened in the past are taking place across the university. As one example, Campus Child Care and the Child Development Lab are in the process of merging. Such an idea has been floated for years, but never came to fruition. Program Prioritization led to a dialogue between the two units and to a proposal that will improve the academic experience for many students by expanding child care services to the community.

Although much work has been finished, much more remains. This is a particularly challenging time in our university's history. I am confident that Program Prioritization has positioned us for success now and in the future. I thank all of you for your hard work and willingness to transform to NIU.

Forward,

Doug

The Status of the Program Prioritization Process

Planning for the Program Prioritization process began more than two years ago. As originally conceived, the stated goal of the process was to “maximize the impact of our institutional program portfolio, across both academic and administrative programs.” It was sanctioned by the NIU Board of Trustees, which stated, “The board endorses this process as a strategic measure to identify and direct resources in a way that will provide the most benefit for our current and future students.”

In deploying Program Prioritization as an institution-wide examination, we committed ourselves to the principle that maximum impact is achieved by both aligning resources with mission, and by shifting the institutional culture to become more responsive in an ever-changing environment.

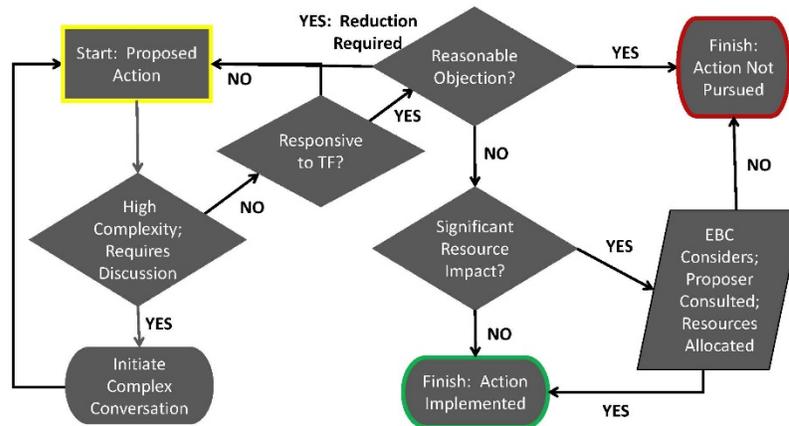
The Program Prioritization process was developed with four stages:

- Spring 2015: Inclusive Planning Process
- Summer 2015: Preparation of University Community
- Fall 2015: Constructing Program Narratives
- Spring 2016: Task Force Evaluation and Community Commentary
- Summer 2016: Implementation Initiated

After many adjustments and adaptations – natural to carrying out a complex process for the first time – the stages of constructing and evaluating the program narratives were concluded according to schedule. The events of the last year have taught us that the implementation stage is every bit as complex as the analysis stages, requiring all of the past year to develop.

We are drawing close to a milestone in the process – not the end of the process, but an important transition point. Over the past year, every unit on campus has been called on to respond to the task force recommendations. Some units proposed no action; some responded with multiple proposed action steps; some action steps involved multiple units. This was particularly true for those programs that were connected to complex conversations. This resulted in a rich mix of proposals that were responsive to, and informed by, the task force recommendations. These proposed action steps were then carefully analyzed. The flow chart gives some sense of the complexity of that analysis.

Consideration of Proposed Actions



Note that this was an iterative process, with changes in one area producing feedback loops that impacted other areas. As a result, the decisions that are reflected in this report have evolved considerably from the action steps originally proposed last summer.

- A decision to reduce or eliminate some existing activity or area of effort;
- A decision to continue some existing activity, largely unchanged;
- A decision to modify some existing activity or initiate a new activity in a way that does not require significant new resources;
- A contingent decision to modify some existing activity or initiate a new activity, pending a cost/benefit analysis and funding allocation by the Executive Budget Committee (EBC).

This decision-making process is nearly complete. Of the 239 administrative programs reviewed by the task force, 85 percent (202 out of 239) have moved through this process, and have now received direction on their expected course of action. Of the remaining 37 programs, half have been deliberately lagged in the decision-making process (e.g., assessment of the Office of the Vice President for Research was delayed until the outcome of the VPR search was completed) while the other half are in progress but have yet to arrive at a decision. Considering the scale of the undertaking, the fact that we are doing this for the first time and the fact that we have been doing this in the face of unprecedented budget uncertainty, this is a noteworthy accomplishment.

The immediate tasks that lie before us are four-fold:

- To bring the remaining 37 programs through the decision-making cycle;
- To move forward with the implementation of all of those proposals that were endorsed and do not require resources;
- To activate the Executive Budget Committee's process for responding to proposals that have been referred to that group; and
- To develop a robust assessment process for all of those, to institutionalize the process.

We will continue to report to the university community as we move forward on each of these. We anticipate a further progress report by the end of the calendar year. We anticipate that most of the remaining 37 programs will have reached the decision stage by then, and that we will have an essentially complete picture of the decisions coming out of this cycle of Program Prioritization.

As described in the November progress report, the Executive Budget Committee has been established as the body that will provide guidance to me as president on major budget issues. As such, the EBC is the right group to translate program prioritization action steps into budget requirements, and to advise on the prioritization of those budgeting decisions. A set of protocols, based on Program Prioritization criteria, have been established for evaluating the action steps that require significant investment. The EBC's process will be connected to the shared governance bodies of the university through the participation of the vice chair of the Academic Planning Council and the chair of the Resource, Space and Budget Committee.

While we have the structure in place and ready to deploy, we have not yet deployed it on a large scale, for two connected reasons, both stemming from the state budget impasse. First, we are deferring budget proposals until we have a better sense of the resources available. Second, both the EBC as a body and its members as individuals have been heavily occupied with addressing the budget shortfall. While that budget development process has been very much informed by Program Prioritization, it has left very little operational capacity for the EBC to evaluate the relative merits of different enhancement opportunities.

As we move this stage of the process forward, we're mindful of the need to look back and assess our work. Some stages of the assessment have been completed; others will be addressed in the end-of-year report. Members of the evaluation team monitored the stages of the process, and have collected feedback from program authors, program approvers, task force members and the university community at-large. They will address the implementation process, and will provide their report as part of the year-end report. An analysis of the costs associated with Program Prioritization, and the impacts of the process, both quantitative and qualitative, is currently under way. This analysis will be made available as part of the report.

This assessment represents an important component of institutionalizing the Program Prioritization process. In this, our first effort, we created *ad hoc* bodies to coordinate, assess, communicate and track implementation. Moving forward, we are in the process of transitioning these responsibilities to standing bodies. Given its mission, it has been natural to identify the Office of Institutional Effectiveness (itself a creation of Program Prioritization) as the office with institutional responsibility for oversight of the implementation process as well as for assessment of the process. The tracking and implementation responsibilities will transition to Institutional Effectiveness over the course of this calendar year.

The Program Prioritization process begun more than two years ago was, to the best of my knowledge, the first time that such a process has been conducted in the 122-year history of the university. We can't afford to wait another 122 years to conduct the next review. To fully

institutionalize Program Prioritization into the life of the university, I believe it is of critical importance that the process becomes a cyclical activity on a predictable basis. We have not yet established a firm date for the next cycle, but best practice suggests that five- to eight-year cycles are appropriate.

To position ourselves for that effort, there are important steps that need to begin soon. We need to learn from the assessment of the process to improve its functionality. We need to improve the alignment between institutionally collected data with the structure of the process. Of particular importance for the administrative programs is the fairly urgent need to ensure that they are collecting relevant local data that will inform the next cycle.

The university entered into the Program Prioritization process to effect institutional change and maximize the impact of our programs. The following sections show just how much progress we have made over the course of the past year. The division reports show the many ways in which Program Prioritization has enabled resource reallocation to better align resources with mission. The complex conversations show the ways in which Program Prioritization has catalyzed organizational change. We can cap those impressive efforts by making it part of our culture to collectively review and refine our work on an ongoing basis.

Update on Academic Task Force

Introduction

Program Prioritization has provided a solid foundation for planning our future and for ensuring that the university remains strong, student-centered, research-focused and engaged. The task force reports suggested opportunities for NIU to direct our limited resources toward our institutional priorities. They also offered guidance for continuing data-informed analyses of programs and for integrating prioritization into the university's regular planning, budget and assessment activities.

The Academic Affairs Action Plan released in November predicted that the faculty hires and curricular changes inspired by Program Prioritization would move forward against a backdrop of fiscal uncertainty, and, in fact, that has occurred. An update on those activities is provided. In addition, this report highlights work that is occurring in the colleges and across the university that has been informed by Program Prioritization.

Program Prioritization and Recruitment of New Faculty Members

NIU's academic leaders endorsed the Academic Task Force recommendation that the university take measures to ensure the long-term viability of academic programs by refilling a significant fraction of vacant tenure-track faculty positions, and acted accordingly. The [Academic Affairs Action Plan](#) that was shared in November 2016 included a list of the faculty searches authorized for Academic Year 2016-17, and the outcomes are summarized below. Please note that the names of departments and centers are generally abbreviated using NIU [course designators](#) or other accepted abbreviations.

College	Faculty Searches	Status
Business	6 Approved 1 FINA 2 MGMT (Social Entrepreneurship; Organizational Behavior) 1 ACCY 2 OMIS	4 Positions Filled for Fall '17 <ul style="list-style-type: none">• 1 FINA• 1 MGMT (Social Entrepreneurship)• 1 ACCY• 1 OMIS
Business - New Faculty Highlights: Accountancy program categorized as enhance in the Program Prioritization has recently revamped curriculum to focus on data analytics. The new faculty hire has competency in the		

domain. By broadening the net for hiring, the College of Business (CoB) was able also to enhance faculty diversity.

The CoB's objective of being a leader in entrepreneurship and social entrepreneurship is advanced by a faculty hire in the area. NIU was fortunate to attract an experienced assistant professor with successful grant writing experience and excellent research credentials.

Education	11 Approved (+1 Added) 3 CAHE 4 KNPE 1 ETRA 1 LEED 1 SEED 1 Morgridge Endowed Chair in Teacher Education	10 Positions Filled for Fall '17 <ul style="list-style-type: none"> • 3 CAHE • 3 KNPE • 2 ETRA • 1 LEED (Now Curriculum & Instruction) • 1 SEED <p>Final candidates interviewing for the KNPE position during the first two weeks of May, 2017.</p> <p>Final candidates interviewing for the Morgridge Endowed Chair position during first two weeks of May, 2017.</p>
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Education - New Faculty Highlights:

The positions in the College of Education have been filled with outstanding candidates, including several from diverse and international backgrounds that will enhance the college's global outreach. Specific accreditation concerns cited in the November Action Plan have been addressed.

CAHE has hired two faculty members for the Counselor Education and Supervision program (Program Prioritization – Enhance). One has expertise in crisis-trauma counseling and international research that will support the growing need for clinicians trained to work with vulnerable populations, including victims of abuse as well as immigrant populations.

CAHE also hired an Adult and Higher Education faculty member with expertise in Community College Leadership and experience with big data related to higher education. This individual will take on the role of coordinator of the recently launched Community College Leadership Program.

KNPE has hired three faculty, one of whom is an associate professor with extensive research, publishing and external grant writing expertise that will expand the collaborative research activity in the department and college.

ETRA has hired two assistant professors, one of which was an opportunity hire, for the M.S. and Ph.D. in Instructional Technology (Program Prioritization – Enhance). These faculty members have expertise in learning analytics, big data, data visualization and the user experience which will expand the foci of these two graduate degrees as well as contribute to interdisciplinary efforts associated with big data and data visualization.

<p>Engineering and Engineering Technology</p>	<p>6 Approved</p> <p>1 TECH 2 MEE 1 ISYE 2 ELE</p>	<p>1 Position Filled for Fall '17:</p> <ul style="list-style-type: none"> • 1 TECH <p>In Progress:</p> <ul style="list-style-type: none"> • 2 MEE • 2 ELE <p>Deferred (Repost Fall '17):</p> <ul style="list-style-type: none"> • 1 IYSE
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Engineering and Engineering Technology - New Faculty Highlights:

The incoming dean has research expertise in biomedical engineering, an area specifically targeted for enrollment growth and program development by the college in its Program Prioritization Action Plan.

<p>Health and Human Sciences</p>	<p>18 Approved</p> <p>AHCD</p> <p>2 Physical Therapy (PT)</p> <p>1 Speech Language Pathology</p> <p>2 Audiology</p> <p>1 Rehabilitation Counseling</p> <p>1 Chair</p> <p>School of Health Studies</p> <p>1 Medical Laboratory Sciences</p>	<p>Summary</p> <p>AHCD</p> <p>1 clinical faculty offer in progress</p> <p>1 TT search in progress</p> <p>Negotiations in progress</p> <p>1 filled; 1 In progress</p> <p>Offer made</p> <p>To repost in Fall '17</p> <p>School of Health Studies</p> <p>Position filled</p> <p>Search in progress</p>
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	1 Nutrition, Dietetics, Wellness 1 Public Health 1 Chair Nursing 3 Bachelors Science Nursing 3 Doctor of Nursing Practice FCNS 1 Gerontology/Aging Studies	Search in progress To repost in Fall 17 Nursing 2 hired, 1 search in progress 1 hired, 2 searches in progress FCNS Offer in progress
<p>Health and Human Sciences-New Faculty Highlights:</p> <p>The Audiology assistant professor hired will increase collaborations between CHHS and CVPA, and possibly CLAS. His research focuses on genetic predispositions to hearing loss in musicians.</p> <p>The college successfully recruited and hired several faculty from underrepresented groups and at least one veteran.</p> <p>Actively recruiting senior rank faculty in program with few senior faculty.</p> <p>The college is in the process of recruiting faculty for specialty areas required for clinical programs. This remains challenging because of shortage of doctoral prepared faculty in several disciplines represented in the college.</p>		
Liberal Arts and Sciences	15 Approved 1 BIOS (Pedagogy) 2 CHEM 1 COMS (Strategic Communication) 2 CSCI 1 ECON (Financial Economist) 1 ENVS/POLS (Environmental Policy) 1 GEOG (Meteorology) 1 LATS (Director) 1 NNGO (Director)	10 Positions Filled for Fall '17: <ul style="list-style-type: none"> • 1 BIOS (Pedagogy) • 1 CHEM • 1 ECON (Financial Economist) • 1 ENVS/POLS (Environmental Policy) • 1 GEOG (Meteorology) • 1 NNGO (Director) • 1 POLS/SEAS (Comparative Politics/International Relations) • 2 PSPA (HR Management; Performance Management) • 1 STAT (Director/Chair) In progress:

	<p>1 POLS/SEAS (Comparative Politics/International Relations)</p> <p>2 PSPA (HR Management; Performance Management)</p> <p>1 STAT (Director/Chair)</p>	<ul style="list-style-type: none"> • 1 CHEM • 1 COMS (Strategic Communication) • 1 CSCI (joint with Argonne National Laboratory) • 1 LATS <p>Deferred (Repost Fall '17):</p> <ul style="list-style-type: none"> • 1 CSCI
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Liberal Arts and Sciences - New Faculty Highlights:

CLAS has successfully completed a national search for a director of Statistics who will advance the proposals for the establishment of Statistics as a separate department and for the creation of a new bachelor's degree.

Three women in STEM disciplines will join the college in Biology, Chemistry and Statistics.

CLAS continues to support its interdisciplinary centers with hires that contribute to Environmental Studies, Latino & Latin-American Studies, Non-Profit and NGO Studies, Secondary Science and Mathematics Education and Southeast Asian Studies

<p>Law</p>	<p>3 Approved</p> <p>A broad range of scholarly and teaching interests were considered. Particular interest was expressed in scholars whose research and teaching interests included: criminal law, family law (including estate planning and juvenile law), environmental law (and related field including energy and natural resources), or health law (particularly public health)</p>	<p>3 Positions Filled for Fall '17</p>
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Law - New Faculty Highlights:

The college hired three new faculty this past year who will start in August. All have excellent credentials and experience, and meet critical curricular needs. They also will help increase our focus on experiential learning. All three are female, and two are faculty of color.

One of the new hires has expertise in the area of environmental law. She will be working closely with the Institution for Environment, Sustainability and Energy and the Division of Research and Innovation Partnerships to pursue external funding.

Visual and Performing Arts	<p>3 Approved</p> <p>1 Theatre & Dance</p> <p>1 Music- Theory/Composition</p> <p>1 Music- Music Education</p>	<p>3 Hires Anticipated for Fall '17</p> <ul style="list-style-type: none"> • Music Education Completed • Music Theory- in progress • Theatre & Dance- in progress
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Visual and Performing Arts - New Faculty Highlights:

The newly hired assistant professor of Music Education is currently on the music faculty with the Master of Arts in Teaching program at Longy School of Music (Bard College, Los Angeles). Her doctoral dissertation from USC concerns community youth orchestras and musical identity in the child musician, and she continues to present and publish in this area. A string specialist, she also serves as program director for Gustavo Dudamel and the Los Angeles Philharmonic's Youth Orchestra (YOLA). Located in a low-income, at-risk area, the YOLA program has also provided opportunities for her research in musical identity, access to the arts and diversity.

The School of Theatre and Dance received 58 applications for its position in Theatre History, Literature, and Criticism. Three finalists who are graduates of top programs in their field (University of Washington, CUNY and Northwestern) have emerged from the uniquely strong pool. Currently, on-campus interviews are concluding.

Program Prioritization and Curricular/Programmatic Changes

The Program Prioritization Academic Task Force noted in its final report that the evaluation and prioritization of academic programs is important to NIU because the ability of the university to sustain robust, well-rounded educational programs will depend on strategic resource allocation. To this end, the task force evaluated the performance and future potential of programs impartially, logically and thoughtfully, informed by quantitative and qualitative information. As the members hoped, their work, along with the informal and formal feedback received from the university community, has inspired curricular actions that will enhance NIU's ability to provide students with an educational experience that is affordable, enriching and beneficial to them, personally and professionally.

The NIU processes used to obtain approval of curricular changes are explained in the [Academic Policies and Procedures Manual, Section III. Item 4](#). The text box below summarizes a number

of curricular changes that have been linked explicitly to Program Prioritization by way of the task force recommendations, the college action plans or the items approved by the Board of Trustees. Although the list includes revisions that are approved, proposed and in process, it does not capture all of the work in progress.

Academic Program Additions	Academic Program Deletions
Undergraduate Degree Programs*	Undergraduate Degree Programs*
Three new areas of emphasis in B.S. in OMIS: Supply Chain Management, Business Analytics, IT Management (COB)	Nuclear Engineering Technology Emphases within the B.S. in Technology (CEET)
General emphasis in B.S. in Health Sciences (CHHS)	Aviation Management Technology Emphases within the B.S. in Technology (CEET)
Degree-completion emphasis in B.S. Health Sciences (CHHS)	Emphasis in Translation and Business French within B.A. in French (CLAS)
Emphasis in Financial Economics within B.S. in Economics (CLAS)	Minor in Electrical Technology (CEET)
	Minor in Energy Technology (CEET)
	Minor in Environmental Management Systems (CEET)
	Minor in Manufacturing Technology (CEET)
	Minor in Productivity (CEET)
	Minor in Safety (CEET)
	Minor in Urban Studies (CLAS)
	B.S.Ed. in Health Education (CHHS)
	B.G.S. (in CHHS)
	Deletion of Interdisciplinary Major (B.S) in Early Childhood Studies offered by the School of Family and Consumer Sciences. (CHHS)
	Minor in Public Administration (CLAS)

Graduate Degree Programs**	Graduate Degree Programs**
Master of Accountancy (CoB)	M.S.Ed. in Elementary Education (CoE)
Business Analytics Specialization within M.S. in MIS (CoB)	M.S.Ed. in Foundations of Education (CoE)
Specialization in SAP and Business Enterprise Computing within M.S. in MIS (CoB)	M.A.T in Health Studies (CHHS)
Doctor of Nursing Practice (CHHS)	M.S.T. in Health Studies (CHHS)
Specializations in Art History Teaching at the Two-Year College Level within the M.A. in Art (CVPA)	M.S. in Family and Consumer Sciences (CHHS)
	Specialization in French within M.A. in Foreign Language (CLAS)
	Graduate Certificate in Systems Management (CEET)
	Graduate Certificate in Technical Logistics (CEET)

*At NIU, subdivisions of undergraduate programs are called emphases

**At NIU, subdivisions of graduate programs are called specializations.

Other significant curricular and programmatic changes under consideration by the colleges include:

College of Business

- The Bachelor Science in Business Administration (BSBA) degree completion program will be offered at NIU-Hoffman Estates to transfer students interested in an evening program from the following partnership community colleges: College of DuPage, Elgin Community College, Harper College, College of Lake County, McHenry County College and Oakton Community College.

The BSBA offered at NIU-Rockford will be phased out in Spring 2018 after graduating the current cohort. These revisions address the task force recommendation that the BSBA program, which was recommended for reduced resources, be revised to meet the needs of more students.

- The college plans to increase the number of online course offerings. ACCY 288 was offered online and exceeded enrollment projections with 100 students enrolled. Marketing has significantly increased the number of courses online, with about 60 credits planned for the next academic year.

- Personal Finance (FINA 115) is approved as a General Education course in the Sustainability track.
- The renamed Center for Entrepreneurship and Social Impact will launch the creativity lab.

College of Education

M.S. in Educational Research and Evaluation:

Program Prioritization Ranking 4: Candidate for Transformation

- Evaluating and revising current course titles, descriptions and content to align with contemporary developments in the field along with the potential expansion of new courses that could serve currently unmet student and program needs.
- Developing an explicit curricular plan to deliver and ensure the success of a fully online M.S. degree program. This curricular plan would entail transformation of any current M.S. required courses into online delivery modality, and would also involve a clear plan for recruitment of students (e.g., identifying and partnering with recruitment specialists, establishing agreement with international cohorts of students, etc.).
- Developing a programmatic assessment and data collection system to facilitate internal and external decision-making.
- Establishing connections with other College of Education programs to discuss potential synergistic activities, such as course articulation, marketing strategies and the concept of being a “feeder” degree program into a Ph.D. pathway, such as Instructional Technology.

M.S.Ed. in Educational Psychology

Program Prioritization Ranking 4: Candidate for Transformation

- Pursuing an endorsement in gifted education with curricular course initiatives in this area as well as potential partnering (<http://www.centerforgifted.org/index.html>).
- Developing a curricular plan to deliver either a blended or a fully online degree program along with pursuing professional development in terms of faculty teaching and learning in an online degree program environment.
- Redesigning the curricula to emphasize learning science and cognition, measurement and assessment, research methodology, program evaluation and educational training as part of potential synergistic activities with other degree programs within the College of Education.

College Learning Enhancement Program

Program Prioritization Ranking 4: Candidate for Transformation

CLEP educates more than 400 students. The courses tied directly to the CLEP are LTCY 100, LTRE 100, LTRE 190 (i.e., fulfills a general education requirement) and LTRE 201.

- Considering delivery variations to LTRE 201 by specifically examining 1-credit options of the course instead of the current 3-credit option with three, five-week sections. Also, initiating conversations with history, biology and nursing to provide more targeted

curricular support for students pursuing majors and/or to increase their performance in those fields.

- Commenced a recruitment campaign for LTRE 190. The general education sections of LTRE 190 fill immediately, so there is a need to open more sections of this course in the future to adhere to the demand by general admit students as well as the LTRE 190 courses for CHANCE students.
- Enhanced curricular communication with College of Education advisors to identify students earlier in the academic process per enrollment in LTCY 100 in preparation for Illinois' Test of Academic Proficiency.

Proposed B.S. in Sport Management (Fall 2018)

Program Prioritization Ranking: Program not currently endorsed by the Academic Task Force

A key strength of this proposed curricular program will be the ability to grow enrollment and tuition revenue, which is vital in our current climate. Undergraduate sport management programs at peer institutions possess enrollments ranging from more than 100 to as many as 500.

Additionally, sport management programs are efficient from a resources perspective because they do not require expensive laboratories/equipment and can possess moderate class sizes.

- Working on the overall program design which will emphasize experiential learning, something highlighted in the value proposition of our College of Education's new Strategic Action Planning Framework, to help students set themselves apart and be competitive in the job market.
- Engaging in conversations with the Department of Marketing within the College of Business about collaborating on an interdisciplinary certificate or minor in the area of sports sales, which is a primary sector of the industry for students to find entry-level and post-baccalaureate employment.

Strategic Action Planning

- Following Program Prioritization, the College of Education engaged in strategic action planning to align the college around a common vision, mission, values and priorities.
- The [Strategic Action Planning Framework](#) unveiled in January of 2017 demonstrates a commitment to the future; to nurturing the growth of College of Education students, faculty and staff; and to building on a shared identity, shared values and shared priorities.
- Work performed this spring at the program and department levels will develop specific goals that support college priorities. This will help the college to prioritize its resources and to develop action plans for its administrative support teams.

College of Health & Human Sciences

- CHHS is moving toward consolidation of CHHS advising in the college office.

- CHHS is transitioning away from any pre-majors that don't progress to degrees. One remains – the Pre-Family and Child Studies major – and changes to that major will be proposed in Fall 2017.
- CHHS is recruiting for the first Doctor of Nursing Practice class. The Academic Task Force expressed strong support for this new program.

College of Liberal Arts & Sciences

The most significant curricular changes endorsed by the college are:

- Reformulating the degree programs in French, German and Spanish into a single degree in World Languages and Cultures. To prepare for this major curricular revision, the Department of Foreign Languages and Literatures has first revised its governance structure, moving away from a governance structure based on language groups. The new holistic governance structure will support a holistic approach to the curriculum. The curricular proposal will be developed in FY18.

This proposal responds to the Academic Task Force recommendation that FLAL develop a strategic plan for comprehensive management of foreign languages, and consider organizing the department in a manner that maintains the integrity of the languages taught without the burden of degree offerings that cannot be sustained.

- Reducing the master's degree in French to a graduate certificate. The proposal has been submitted and approved by the curricular process. The M.A. in French was a candidate for review.
- Overhauling the degree programs in Economics, including the creation of a master's degree in financial engineering. The financial engineering proposal has been submitted to the college curriculum committee, where it is now under review. The undergraduate and graduate degree programs in Economics were candidates for transformation.
- Establishing Statistics as an independent unit and creating a bachelor's degree in Statistics. The division has successfully concluded a national search for a director. The new director will advance the proposals for the establishment of Statistics as a separate department and for the creation of a new bachelor's degree. The Bachelor of Science in Statistics was one of the new programs endorsed by the Academic Task Force.
- Investigating the potential for an interdisciplinary graduate program in data sciences with collaborators from across Academic Affairs. A campus-wide survey has identified interested faculty and areas of opportunity for NIU. Faculty from multiple colleges, and from disciplines that include the sciences, social and behavioral sciences, arts and humanities have expressed interest. Their discussion of the field of data sciences has explored ways a program could provide distinctive new opportunities for NIU graduate students and for the northern Illinois region. Graduate Dean Brad Bond and CLAS Associate Dean Brian Sandberg are now forming a Data Sciences Working Group to define NIU's approach to Data Sciences, identify NIU's research strengths, develop a curricular

proposal and assess market data. The proposed M.S./Ph.D. in Data Science was endorsed by the Academic Task Force.

- Exploring the viability of future Ph.D. programs in Computer Science: The Department of Computer Science is in the process of proposing a new Ph.D. Program in Computer Science. This program would prepare students to function effectively as scholars and researchers within academic and non-academic settings; maintain the competitive advantage in attracting well-qualified applicants in graduate computer science programs at NIU; and provide the advanced level of training needed to address the university's mission of expanding and applying knowledge. The department has submitted the proposal to the college curriculum committee. As part of the review process, the proposal is being sent out for external review. The Ph.D. in Computer Science was not endorsed by the Task Force; however, the Academic Affairs Action Plan substantively disagreed with that recommendation.

Significant organizational changes include:

- The college will move forward with the transition of Statistics to department status: as noted above, the first step (successfully conducting a national search for a director of Statistics) has been achieved.
- The college has collaborated with the Division of Research and Innovation Partnerships to develop a review process, focused more sharply on the issues of research centers, to determine the status of all research centers that fell in the "review," "reduce" or "transform" categories. This review process will examine the ability of each center to provide enhancements. The review will build on the Program Prioritization, with a tighter focus on the expectation that research centers add value to NIU by enabling affiliated faculty, students and staff to exceed what would be possible through their individual efforts in the absence of the center. These reviews will determine whether existing centers should continue, and set expectations for those that go forward.

College of Law

- The college has recently approved new 3+3 programs (Integrated Baccalaureate and J.D.) with Foreign Languages, History, Art History and English. These add to previously established 3+3 programs with Political Science, Sociology and Engineering. The J.D. was a candidate for enhancement.
- Other Academic Program action plans include developing a master's in Jurisprudence, expanding our clinical offerings, establishing an academic presence in Chicago and adding online courses. Work has begun on each of these, with planning in the early stages.

College of Visual & Performing Arts

School of Art & Design

- Intensive effort at redesigning recruitment strategy is continuing.

- Articulation agreements with the College of DuPage and 10 other community colleges have been signed or are in development.
- The school is considering a joint hire with Argonne National Labs in the area of Data Visualization.
- The B.A. in Art History was a candidate for transformation. Art History has reached an agreement to offer an intro course online for the first time; developed 2+ 2 transfer guide; is drafting a proposal for a B.A./J.D. accelerated program; reduced credits for major by 21 hours; identified 50 majors as goal for enrollment by 2020.
- The Certificate in Museum Studies was a candidate for transformation. Museum Studies received a charge from the deans of CVPA, CLAS, COE, calling for the Museum Studies faculty and staff to either provide a clear plan for addressing the curricular, governance and funding issues for the program, or acknowledge that such a plan cannot be found, and put the program on the path to elimination. A response from the program is expected no later than May 15, 2017.

School of Music

- The B.A. in Music was a candidate for transformation, based on lack of identity and low enrollments. There are ongoing discussions about B.A. curriculum changes to make this degree program (a) more clearly liberal arts-oriented (more electives, fewer core requirements); and (b) an attractive fit for transfer students owing to the changes in requirements.
- In addition, the school is considering a Recording Arts B.A. concentration or possible B.M. emphasis. Additional work will be carried out over the summer by the director, assistant director and head of recording services for presentation to the curriculum committee and faculty later in summer. Proposals will be brought before faculty in August.

School of Theatre and Dance

- The B.A. in Theatre Studies was a candidate for unchanged resources. Re-examination of the B.A. ongoing; expected completion in December 2017 (pending new hire, charged with developing robust B.A. program).

NIU Museum

- Developing strategic plan (about five meetings to date). Expected completion: 8/30/17.

Clearly, Program Prioritization has encouraged our faculty, who are responsible for curation of NIU's curriculum, to be innovative in their thinking while remaining true to the university's mission and core values. Their efforts to provide students with high-quality academic programs that prepare them for life, work and citizenship will improve NIU's reputation and attractiveness to students, and increase the university's fiscal sustainability. Going forward, a continued focus on maintaining a strong portfolio of academic programs will help to ensure that there are resources available to invest in new programs and initiatives.

Program Prioritization, Data and Information: Continued Progress

The Program Prioritization Task Forces correctly identified the importance of, and challenges associated with, ensuring that programs access actionable quantitative and qualitative data to inform their planning, budget and assessment activities. The members of NIU's academic and executive leadership teams remain committed to supporting this aspiration. President Baker notes elsewhere in this report the ongoing need to improve alignment between our institutionally collected data and our decision processes.

Program Prioritization has moved NIU toward a more data-informed culture. The Academic Planning Council, the Resource Space and Budget Committee, the Dean's Council, the Office of the Provost and the Division of Administration and Finance are more frequently using institutional data to inform their consultation and decision processes. Progress is evident from the dashboards being developed for academic program review, as well as from the more detailed analyses provided to the Board of Trustees when the university recommends curricular changes. A data-sharing (Sharepoint) site "NIUReports" has been created to give chairs, directors, deans, associate vice presidents and cabinet members access to a common and consistent set of institutional data.

While current fiscal constraints have prevented us from moving forward as quickly as desired with a data warehouse and with the technology platforms that would facilitate development of more transparent, multi-year budgets, work is under way to ensure that when we do install those platforms, they will align with our needs and practices. We must continue to increase our use of quantitative and qualitative data to inform decision-making. In a rapidly changing environment characterized by decreased support for public higher education, this is necessary to enable NIU to be more responsive to external realities and more accountable to all stakeholders.

Program Prioritization and Collaboration between Academic Affairs and other Divisions of NIU

The Academic Affairs Action Plan released in November 2016 identified a number of opportunities for collaboration with the Division of Administration and Finance on repair and renovation of teaching and research spaces, as well as a list of potential philanthropic targets and opportunities for collaboration between Academic Affairs and Advancement. Unfortunately, significant consideration of the prospects has been hindered by the Illinois budget impasse. To manage the budget through these challenging times, NIU is deferring almost all facilities major repairs and discretionary improvements. In addition, the university is focusing its fundraising efforts almost entirely on unrestricted student scholarships.

In this context, it is encouraging to see that a key element of the developing partnership of NIU with Discover Financial will be renovation and modernization of the ground floor of Founders Memorial Library, an area identified by November's Action Plan as needing renovation and technology refresh. The Discover/NIU partnership was approved March 9 by the Board of Trustees. Discover intends to renovate approximately 5,000 square feet of the space, designated as *71North*, for an internship area. As resources become available, NIU intends to renovate the remaining 5,000 square feet of public space in *71North*, which will be available for additional

student-centered innovation initiatives and corporate partnerships. The development of *71North* represents a nucleus and standard for renovation of all public spaces in Founders Memorial Library.

Conclusion

As the result of Program Prioritization, and in accordance with the recommendations of the Academic Task Force, NIU has invested in hiring tenure-track faculty to protect and enhance many of our academic programs. In addition, using established curricular processes, the members of the NIU faculty have eliminated a number of academic programs with diminished ability to address student and societal needs, and have also proposed new academic programs aligned with the university's mission and commitment to providing students with an excellent, engaging and affordable educational experience.

This summary highlights a number of important initiatives that are completed or in progress. There is more work to be done and to be documented. Moreover, we have not yet completed our assessment of Program Prioritization at NIU.

The next report on Program Prioritization implementation, to be issued in Fall 2017, will include an update on faculty search and hiring activities, and on curricular revisions. The recurring themes not discussed herein will also be addressed, including: graduate stipends; program marketing; teacher licensure; and graduation rates for underrepresented students. In addition, the report will provide an analysis of the costs associated with the implementation of Program Prioritization, and an assessment of the Program Prioritization's quantitative and qualitative outcomes.

Complex Conversations

The Administrative Task Force called for a new round of examinations to complement its own work. The task force had been called on to evaluate each individual program separately. The task force recognized that this approach provided helpful analysis of each program in isolation, but also recognized that there could be great power in an integrative approach that brought related programs together and examined them in conjunction with one another. More than just another type of analysis, the task force saw these as opportunities to reorganize the university's efforts for greater effectiveness and efficiency. The task force called on us to enter into what it recognized would be challenging explorations.

The campus has responded to this challenge with 10 so-called "complex conversations," ranging from advising to IT customer support to the way we organize our connections to school districts. These have indeed been complex conversations, in which units accustomed to working separately were brought together, long-held assumptions were questioned and new ways of operating were explored. Some of the conversations have produced implementation plans that have already been completed; quite a few others have developed plans that are in the process of being implemented; some are still in the planning stage. All are showing forward progress, and I congratulate and thank all of the participants in these transformative efforts. Their collective efforts are producing significant change to NIU.

Academic Advising

Report approved, implementation in progress

Charge from November Report: The Administrative Task force raised concerns about the disparate advising models and student-to-adviser ratios among the colleges. Additionally, the task force noted the need to strengthen institutional training and professional development of academic advisers, improve coordination of the varying types of advising software used, and prioritize funding to advising programs that are most understaffed. Several enhancements to academic advising have already taken place as a result of the National Academic Advising Association (NACADA) report evaluating the university's advising efforts, including implementing the Student Success Collaboration Campus, a predictive analytic platform that will improve communication between advisers and make it easier to identify academically at-risk students. However, the NACADA report was silent on the structure of advising.

A working group comprised of two advising deans, an associate dean for undergraduate affairs, a professional adviser, a chair, a student, and several faculty has been charged with reviewing the advising structure in the various colleges and the Academic Advising Center. Specifically, the group has been charged with articulating "one or more optimal undergraduate academic advising structures for all student populations at NIU, taking into account the needs and perspectives of students and other constituents and existing processes and structures." The working group must address challenges, including variable quality in the training and delivery of advising services,

unintentional redundancies, and inconsistent communication. The group's report is due by 1/15/17.

Current Status: The advising working group was charged with assuring a high-quality advising experience for all students across campus. Some of the group's recommendations were modified, some remain under consideration, and some are being enacted. The vice provost of Undergraduate Academic Affairs will oversee the implementation process, ensuring completion of initiatives currently in progress as well as continued action on recommendations under review.

The role and membership of the Advising Council will be expanded to include representation from units that collaborate with advising. In this way, the council will reflect the NACADA recommendation of an inclusive council, will be positioned to promote professional development opportunities and will lead the development of training materials for the advising community. The council will work collaboratively with units across the university on these initiatives. In addition, the council will continue to develop a mechanism to recognize and reward excellent advising.

Academic advisors will play a crucial role to identify academically at-risk students using SSC Campus. An advising director will sit on the Retention Council [see Retention update] and serve as the point person for this advising/retention initiative. With the expanded role of the Advising Council and new Retention Council, the advising retention group will be dissolved to eliminate redundancy.

A strategy for increasing the number of professional advisors is under development; however, additional work is needed to clarify the university's needs and to identify appropriate resources.

Community Relations

Report approved, implementation in progress

Charge from November Report: NIU is committed to community engagement. The communities we interact with range from DeKalb to Chicago to Mandalay, but NIU's relationship with our neighbors in DeKalb-Sycamore are especially important to us, and we engage with our home community in many ways. The Administrative Task Force was correct in noting that we do not have strategic alignment of those efforts, nor do we have a structure for coordinating them. This complex conversation is still emerging, with leadership from Marketing and Communications and Outreach, Engagement, and Regional Development (OERD). The group's report is due by 5/15/17.

Current Status: Vice Presidents Anne Kaplan and Harlan Teller have developed a framework for NIU to address its multi-faceted community relations. Their framework has identified the key stakeholder communities with whom NIU engages, such as alumni, the business community, educators, and has identified an NIU "stakeholder manager" for each of these communities. The NIU stakeholder managers will help to align NIU's faculty, staff and student engagement activities with the needs and interests of the stakeholder communities. They will do so by

sharing information and resources, assessing community needs, identifying success factors, aligning NIU engagement to those factors, and assessing effectiveness. They will also cultivate awareness of NIU's community presence and help to celebrate our successes. The implementation of this framework is already underway.

Conference and Event Services

Report not yet received

Charge from November Report: The university hosts events of many shapes and sizes, to audiences both internal and external. Providing effective support for these events presents the university with an opportunity to enhance our reputation, increase visibility, more fully utilize space and facilities, and supplement revenues. A working group with contributors from nearly every division of NIU had been formed even before the task force report was released. Once it became clear that Conference and Event Services could be pursued separately from External Programming, the working group resumed their efforts, mapping out how to best coordinate a university-wide conference and event hosting structure, built around a central coordinating office. The group's report is due by 5/15/17.

Current Status: We have been studying how to more efficiently and effectively manage conference and event management. Currently, we have many wonderful NIU venues in DeKalb and at our four regional centers that are not marketed or managed in an integrated system. There appears to be a good deal of opportunity to enhance our visibility and revenue through a more strategic approach. To address these issues, I have concluded that NIU should organize its conference and event support services through a single unit, located in the Division of Outreach, Engagement and Regional Development. I have therefore charged Vice President Anne Kaplan to take the lead on developing a more coherent strategy and structure, built around such a unit, and advancing the goals of revenue generation, reputation-building and student engagement. I have charged Vice President Kaplan to bring to completion and build on the planning work which has already taken place; create an operations plan and business plan; and develop a transition strategy for implementing the new structure.

External Programs

Report approved, implementation not yet started

Charge from November Report: One of the recommendations of the Administrative Task Force was to examine the way the university delivers non-credit activities that are primarily directed at off-campus audiences. This includes everything from music lessons to OSHA training to hosting conferences. I agree that there appears to be an opportunity to be more efficient, and to focus on those activities that most enhance the university. The task force recommended a single conversation to consider the full range of non-credit programming, but we have determined that it makes better sense to separate Conference and Event Services (which involves a focused set of issues, but is also distributed across almost all of NIU's divisions) from the rest of External Programming. The External Programming conversation is now proceeding independently, involving OERD, the Office of International Affairs, and those colleges that maintain External

Programming offices (Education, Engineering & Engineering Technology, Liberal Arts and Sciences, Visual & Performing Arts). The group's report is due by 2/1/17.

Current Status: The Division of Outreach, Engagement and Regional Development (OERD) will take responsibility for establishing a new NIU External Programs (EP) unit designed to extend and build on the campus's existing outreach and engagement initiatives. This unit will bring together community- and external-engagement staff from across the university to offer programs, services and consultation for non-credit activities for learners of all ages; continuing professional education; and community initiatives that increase economic and social vitality. Within this sphere of non-credit programming, EP services will include needs assessment and analysis of marketing potential for new projects, planning and budgeting, marketing and sales support and project management. The proposed EP unit will be housed within OERD, with primary goals of revenue generation and faculty involvement, and valuable secondary goals of enrollment growth and reputation enhancement. I have charged Vice President Anne Kaplan with developing a plan that addresses cost-recovery and revenue sharing; promotes faculty engagement; and increases high-impact engagement with our communities. She will be working with the deans and other campus stakeholders to design a new unit that builds on current strengths and meets needs identified by stakeholders as it grows. I support the close alignment of external programming with Conference and Event Management, which will also be centrally organized within OERD.

Institutional Effectiveness

Report approved, implementation complete

Charge from November Report: The mission of Institutional Effectiveness is to create a data-informed culture that supports our strategic planning and decision-making efforts in realizing our mission and enhancing the success of our students, faculty and staff. In its report, the Administrative Task Force recommended that we create a single campus entity charged with centralizing the functions of collecting, analyzing and sharing campus data. Both the executive vice president and provost and I agree with the recommendation and support the newly created Office of Institutional Effectiveness (OIE). The new office combines functions that were previously housed in Academic Analysis and Reporting; Accreditation; Assessment Services; and Institutional Research. These units came together and constructed an action plan that, when fully implemented, will align these functions into two units: Accreditation, Assessment and Evaluation; and Institutional Research and Planning. Phase I of implementation, the creation of Accreditation, Assessment and Evaluation, has already been completed. With this new structure, two units were consolidated, two positions were eliminated, one was refilled at a lower level, duties were reallocated, and the budget has been reduced. Phase II will involve the restructuring of the Institutional Research and Decision Support and Analysis group, and will be completed by January 2017.

Current Status: Based on an analysis of functionality and efficiency, the Program Prioritization Administrative Task Force strongly recommended consolidating five programs (i.e., Accreditation; Assessment Services; Academic Analysis and Reporting; Institutional Research; and the analytical function of Testing Services) into a single Office of Institutional Effectiveness. It was the task force's vision that a more centralized unit would streamline complementary functions and strengthen overall institutional effectiveness efforts. The five units came together in a planning process, resulting in the reorganization of four of the units into one Office of Institutional Effectiveness (OIE) including two functional areas: 1) Accreditation, Assessment, and Evaluation and 2) Institutional Research and Decision Support and Analysis. The OIE has completed the planning and transition phases, and is now in operational mode. The office will nevertheless continue to improve and refine its performance. A number of short-term goals have been set and addressed. Among these are: Program Review Dashboard; Program Prioritization Evaluation; NIU Fact Book; and NIUReports. Ongoing efforts of the office include: identifying projects with high ROI; professional development, cross-training and team-building across OIE units; development of data and process integrity standards; establishment of a client service model; creation of OIE website and data visualization efforts; creation of ongoing internal and external messaging; development of project tracking and continuous improvement mechanisms; and ongoing improvements in data governance and stewardship. The OIE will accept responsibility for ongoing tracking and reporting of Program Prioritization implementation across the university. The OIE final report detailing this transformation has been accepted, and the OIE team is commended for its prompt engagement with the process, and its successful implementation of its plan. The executive vice president/provost will follow up with routine evaluation to ensure continued success.

IT Customer Support

Report not yet received

Charge from November Report: For quite a few years, the university has improvised its IT customer support, without a clear organization or strategic plan. In response to the Administrative Task Force's call for a comprehensive review of IT support, a group of IT managers, drawn from across the university, has explored options, including desktop/laptop/mobile device support, and support for classroom technology. The group has provided a preliminary report to the Chief Information Officer, which has been shared with the IT community. IT units on campus have largely agreed to do the following in pursuit of better customer support: Shed infrastructure-related duties, such as maintaining servers, networks and storage, to focus more on customer service; Adopt a common work-tracking system so we can talk (and manage performance) across different IT departments more effectively; Participate in trainings on IT service best practices. Two-hundred seats of introductory training have already been provided. Intermediate training is next; Use automated tools to assist with desktop support. This is primarily a productivity aid through automation but also has the potential to provide faster or even real-time assistance for end-users by calling the service desk and allowing staff to take remote control of computers to aid in fixing the problems rather than waiting to dispatch techs to make office calls; Consolidate to a single help desk. While not all aspects of IT customer support have been resolved (e.g., classroom support

needs to be addressed), the IT community is beginning to transition from planning to implementation, and looks to have the bulk of the work done by FY 18. The group's report is due by 2/1/17.

Current Status: The report on "Keys to IT Transformation" included a dozen individual recommendations, three of which were prioritized for action in the second half of FY17.

- **Single Points of Contact.** Having a single-person IT group represents risks and inequities between divisions and is, perhaps, the single largest contributor to the type of differential service and support noted by the task force. Initial work developed reports unique to each department or unit who maintains a single-person IT department. Analysis of those reports is now under way. A final recommendation will be produced regarding a new balance of IT centralization on campus. The group will complete this work by the end of FY17.
- **Centralize servers and storage.** The long-term necessity for NIU is to move much of our IT infrastructure to the cloud as a means of increasing both security of the applications and efficiency. The method for achieving this transition is to first centralize local server and storage platforms to DoIT and, from there, move DoIT's accumulated infrastructure to the cloud. In FY17, DoIT began training its staff to make this move, and established a four-year roadmap to complete that work. FY17 also included work with local IT units that run their own servers and storage infrastructure to move that to DoIT. The final notable accomplishment in FY17 was the approval to seek funding for a refresh of our institutional storage platforms. Without the new storage, it would not be possible to move local IT storage in DoIT. That new storage will be purchased in FY18 with centralization coming online gradually throughout that year.
- **Centralize service desks.** The move to centralize and consolidate service desk functions throughout the campus, like the move to centralize servers and storage, is closely related to another of the keys to transformation: let local IT groups perform those functions that they do best and that they were originally formed to do. Primarily, this is to provide unique, local functions that require specific knowledge of the interests and needs of individual faculty and staff members. DoIT, in turn, would take all functions which can be standardized and provided en masse. Centralization of service desks will occur in FY18. Preparatory work has been conducted: DoIT has a synthesis of cost-savings, preparation for centralization, security and application architecture that allow it to save money, improve security and centralize at the same time. The MultiFactor Authentication (MFA) solution that recently stopped our rash of phishing attacks will also be used to move to password self-service. The service desk will stop assisting with password self-service. Reassigning staff from nights and weekends, combined with the capacity gained from eliminating password reset work (\$100,000 worth per year), will absorb all the work of other service desks on campus. This work will resume in FY18.

Online/Off Campus Course Delivery

*Report approved,
implementation not yet started*

Charge from November Report: A working group from Academic Affairs and OERD is exploring options for how to structure the delivery of online and off-campus courses and programs, and is also exploring options for the financial models that go with those courses and programs. The group's report is due by 2/1/17.

Current Status: The working group has delivered a comprehensive set of recommendations for action steps that would improve support for online and off-campus students and programs. Key recommendations involve creating strategic leadership for NIU's online/off-campus programs in Academic Affairs; reconfiguring the core course development, program development, faculty development and logistical support functions, and housing them centrally in Academic Affairs; strengthening the services provided to online/off-campus students; and improving centralized marketing and recruiting efforts for these audiences. With the central responsibility for online/off-campus programs being located within Academic Affairs, I have charged Provost Freeman with creating an implementation plan based on the working group's recommendations. Upon final review and approval of that implementation plan, implementation will take place during FY18.

The working group noted the need for a re-examination of the financial model for online and off-campus courses and programs. This was originally meant to be part of the working group's report. However, it now appears that we will be better served by a comprehensive review of all of our tuition and fee structures, not just those for online and off-campus courses. Those financial issues will be addressed separately, and the current implementation plan will focus on the issues indicated above: strategy, marketing and delivery of support services.

Retention

Report approved, implementation in progress

Charge from November Report: Regarding retention efforts, the Administrative Task Force wrote: "What is lacking is a central *strategy* for how the university spends its retention money and energy. The university needs to ensure coordination and strategic distribution of resources to the different retention initiatives across campus. A centralized retention strategy to could better develop programs for respective student populations (e.g., ethnically diverse students, first-generation college students, at-risk student populations.)"

A working group comprised of faculty, chairs, and supportive professional staff representing various units within the divisions of Academic Affairs and Student Affairs has been charged with developing one or more optimal university-wide strategies for how the university spends its retention money and efforts. In developing the strategies, the working group should not only consider improving retention rates, but time to graduation as well. The group's report is due 1/15/17.

Current Status: The retention working group was charged with addressing the Administrative Task Force’s findings regarding the lack of a central retention strategy and the coordination of retention initiatives. The working group’s recommendations have evolved over time in response to the current fiscal constraints.

- A Retention Council comprised of relevant stakeholders from across the university community is being established. The council will develop a university-wide retention strategy that sets goals and key performance indicators, and that takes an action-oriented approach to the development, implementation and assessment of retention initiatives.
- The Office of Student Academic Success (OSAS) is being dissolved in accordance with the recommendation of the retention working group; however, there will not be a re-envisioned central retention office as that group suggested. After further inventorying and evaluating the programs under OSAS, it was determined that the remaining retention initiatives could reasonably be assumed by other units under the vice provost for Undergraduate Academic Affairs. Accordingly, a central retention office will not be established at this time. The need for such an office will be reconsidered after one year.
- As part of NIU’s overall retention strategy, the capabilities of the Student Success Collaborative-Campus are being leveraged more fully, especially with respect to academically at-risk students. Map Works is being discontinued.

School Connections

Report not yet received

Charge from November Report: The university engages with K-12 schools and school districts in multiple ways, through multiple units. Educator licensure programs are part of this, as are outreach programs, professional development, hosting centers (e.g., Illinois Report Card, Econ Illinois), and conducting research on K-12 teaching and learning. The conversation is charged with reviewing the ways in which we organize and deliver these functions, and identifying options for how to structure our efforts. In light of the university’s upcoming accreditation by the Council for the Accreditation of Educator Preparation (CAEP), this conversation will move at a more deliberate pace, and will present its report by 12/15/17.

Current Status: The School Connections working group has been formed under the guidance of Jenny Parker, associate vice provost for Educator Licensure and Preparation. The working group, consisting of representatives from all licensure programs, stakeholders with P-12 connections and preparation program placement coordinators, first met in December 2016. The group has taken advantage of the more deliberate pace to hold a series of retreats that have helped to build awareness of the many different units on campus that work with school districts and licensure as well as their perspectives and goals. Information from other Illinois public institutions of higher education has also been gathered and shared internally. The group is currently working on initial drafts of proposals to address the recommendations made in Program Prioritization and the charge statement.

Charge from November Report: The task force noted the need for better coordination of tutoring and academic support services. A working group comprised of faculty and staff with direct oversight of tutoring and academic support programs is reviewing how the university delivers its tutoring and academic support services as well as ways that both can be enhanced to promote academic success. The group's report is due 12/15/16.

Current Status: In its report, the Administrative Task Force noted the need to “better coordinate [academic support] services to eliminate duplication of services and possibly reduce administrative overhead.” This working group was charged with analyzing how the university delivers tutoring and academic support services and with making recommendations to improve the quality, breadth and efficiency in delivering those services.

The working group felt that there were few redundancies in tutoring and academic support and that there was a logical explanation when redundancies existed. For example, both the Department of Mathematical Sciences and the College of Engineering and Engineering Technology (CEET) offer tutoring for math courses, but the tutoring provided by CEET emphasizes the application of math in the context of engineering courses.

Neither substantial redundancy nor inefficiency was uncovered by the working group. The sense was that tutoring and academic services were generally effective. However, the working group members put forward the following recommendations that have already been implemented or are in the process of being implemented. These include creating a [central landing page](#) for tutoring and academic support services, offering developmental math courses on campus taught by NIU Math faculty and instructors, standardizing tutor and academic support training, and creating a standing tutoring and academic support services working group.

Division Reports

Academic Affairs

The Division of Academic Affairs forms the heart of the university. It is crucial that we protect the academic mission of the university, especially in such difficult budgetary times, and it is this division that most directly affects that mission. Indeed, many of the programs that the Administrative Task Force reviewed were placed in the Enhance category for this very reason. Even with budgetary constraints, we have been able to make minimal investments in several of those programs. Yet, these investments are only a start. As the university's financial situation improves, we must continue to support those academic administrative programs that most directly affect student success.

Although there were many programs in the division that the task force believed should be enhanced (and with which I agreed), the task force did note areas where the division could work to be more efficient with its time and resources. Several of those areas are discussed in the section on "Complex Conversations." In some instances, programs were eliminated (e.g., Student Academic Success, ESP/SSS) or moved elsewhere in the university to develop better synergies with campus partners (e.g., Precollegiate Programs). With the movement of the Division of Student Affairs under the Office of the Executive Vice President/Provost, collaboration between the two divisions has improved dramatically, as is reflected in the implementation plans of the Office of Student Engagement and Experiential Learning/Student Life Services and the Child Development Lab/Campus Childcare. Additionally, a new undergraduate division is being developed that will better coordinate NIU PLUS and promote student success at NIU and after graduation. All of these changes occurred as a result of Program Prioritization.

The programs listed below were all evaluated by the Administrative Task Force. An update of the programs reviewed by the Academic Task Force can be found on page 10.

Blackwell History of Education Museum

*Report approved,
implementation in progress*

Task Force Recommendation: This program is a combination of two separate entities. They appear to have been combined as a function of administrative duties resulting from retirements, and not because of synergistic functions. The task force recommends that the Blackwell History of Education Museum and Research Collections, along with the One-Room Schoolhouse, receive appropriate museum curatorial oversight, and that the Learning Center continue to deliver its usual services.

Charge from November Report: I agree with the placement of this program in the Transform category. The Blackwell History of Education Museum and One-Room Schoolhouse perform a unique and valuable service, helping to link modern American education with its roots. I endorse

the College of Education's plan to provide additional support for that facility's curator through establishment of an executive committee with appropriate subject matter expertise. In addition, I encourage the Blackwell Museum to increase its collaboration with campus and community libraries, museums, archives and historical organizations. I also support the college's plan for ongoing program improvement in Learning Center operations and staffing.

Current Status: Personnel are working to establish an executive committee with subject matter expertise to facilitate advanced collaborative activities on campus and in the community. Additionally, Blackwell Museum personnel have worked to increase their collaboration with other units, including the School of Art and Design to digitize several "Dick and Jane" book pages for an upcoming exhibit, and the campus STEAM group regarding K-12 pre-college outreach activities that might include the One-Room Schoolhouse.

Child Development Lab

Report approved, implementation in progress

Task Force Recommendation: This program provides high-quality childcare to the community and excellent educational experiences for students interested in early childhood development. It is an important program to attract and retain students, faculty and staff. The program has the potential to grow as demand for child care is great. Although the task force does not necessarily recommend merging this program with Campus Child Care, because their missions are different, the two entities should consider opportunities for synergies. The university should consider housing both in the same facility. The task force recommends enhancing the program by investigating the ability to expand the capacity of the facility and improving the physical space in which it is housed.

Charge from November Report: I agree that this high-quality program should be considered for enhancement. The lab provides a valuable service to the university and surrounding community by making available high-quality child care (it receives a four-star rating from the Illinois Department of Human Services) while also serving as an important teaching and research facility for those studying child development. The task force recommended exploring possible synergies with Campus Child Care to expand childcare services. I have asked these two units to deliver a proposal discussing ways to increase synergies or to merge the programs. That report is due by 3/1/17.

Current Status: Family and Consumer Sciences (FACS), an academic program in the School of Family, Consumer and Nutrition Sciences, and Student Affairs have proposed merging the Child Development Laboratory (CDL) and Campus Child Care into one unit overseen by FACS beginning in Fall 2017. This merger would take place over a two-year period. This collaboration would expand the number of experiential learning opportunities for students studying child development in a modern facility; support continued growth in the number of students studying child development; provide additional space for research involving young children; and continue to perform the critical mission of providing high quality child care for members of the NIU community. Additionally, the number of children this new unit could accommodate would

increase to meet high demand, specifically for infants and toddlers. The new entity will build on the award-winning (i.e. ExceleRate Illinois Gold Circle of Quality rated and ExceleRate Illinois Award of Excellence in Family and Community Engagement) strengths of both centers by emphasizing the importance of consistent learning environments for children and continued support for building relationships with families. The proposal will go to the Executive Budget Committee (EBC) for consideration.

Collections and Technical Services

Referred to EBC

Task Force Recommendation: The services provided by this program are the lifeblood of a university. The ability of faculty and students to conduct research is threatened because the library's collections budget has been reduced substantially. As a result, the program cannot support research appropriately without more resources. The task force strongly recommends that the library receive additional resources to provide research materials to support the needs of its patrons.

Charge from November Report: I agree with the task force that the services provided by this program are the lifeblood of the university, and that the program should be enhanced. A budget proposal to increase the ability to purchase books, journals, and other materials should be sent immediately to the Executive Budget Committee (EBC) and receive high priority.

Current Status: While meaningful, ongoing enhancement has not occurred because of the current budget situation, the libraries have received a temporary influx of money from the Provost's Office (\$48,000). Although this temporary increase is helpful, Collections and Technical Services still remains underfunded. As such, a proposal for permanently enhancing the program's budget should be considered by the EBC, and the program should continue to receive high priority.

College Offices

Report approved, implementation in progress

Task Force Recommendations:

CBUS College Office: This program appears to be functioning effectively with adequate resources.

CEDU College Office: This program appears to be functioning effectively with adequate resources.

CEET College Office: This program appears to be functioning effectively with adequate resources.

CHHS College Office: The program narrative states that the CHHS College Office's "current structure leads to inefficiencies." As a result, the program is in the process of being reorganized.

The task force believes that this transformation should continue and be re-assessed at a future date.

CLAS College Office: This program appears to be functioning effectively with adequate resources.

CVPA College Office: This office is significantly understaffed, so much so that it has difficulty providing valuable services, such as IT support, donor development and communications to the College of Visual and Performing Arts. To adequately serve the students and faculty of this college, the university should consider either providing additional resources to the college or increasing the level of support to the college from partner departments across campus (e.g., IT, alumni support, marketing). As additional resources are provided, the college should work closely with the central offices providing the respective service to ensure that there is no duplication of services.

College of Law Office: Given the size of the College of Law's faculty, and the number of students it serves, the size of the office seems too large, especially when compared to other college offices and the number of faculty and students they serve.

Charge from November Report: The college offices are not engaged directly in cross-divisional, complex conversations; however, each is examining its organizational structure to determine if there are opportunities to improve efficiency and effectiveness. I support a model under which college offices are staffed in a manner that not only allows for effective management of critical administrative functions related to teaching, learning, research, scholarship and artistry, but also supports strong collaborative efforts related to marketing and communications, alumni and donor relations. I recognize that the human capital and other resources required to achieve these objectives differ among the seven colleges because of differences in their size; the scope and breadth of the disciplines represented; the number and nature of the academic departments and degree programs; and the complexity of the demands imposed by external accreditors. However, I believe that a more thorough analysis of these functions across campus could yield substantial improvements for all. Executive Vice President and Provost Lisa Freeman encouraged the four new deans who joined us in 2016 to engage in strategic planning at the college level, and I want to respect their processes. Toward that end, Provost Freeman has requested that each academic dean revise the program narrative for his or her college office by 4/3/17, with the updates focused on the office resource requirements and an associated organizational chart. I will consider these updates in the context of the Program Prioritization task force recommendations and action plans, and I will indicate on or before 4/17/17 what actions I would like taken, along with the timeline over which I expect the actions to be completed.

Current Status: In most cases, the college offices were placed in the sustain category. However, each dean took the opportunity to reassess the needs of his or her office and potentially reorganize. For example, although the overall head count of the College of Education's office personnel is sustained, the office has redesigned the responsibilities of the associate deans to be

more robust in nature. This has already resulted in more productivity in terms of academic support, research advancement and personnel management than in the past.

The college offices have worked hard to improve collaboration with other units on campus, in particular the NIU Foundation and the Division of Enrollment Management, Marketing and Communications (EMMC). For example, as suggested by the Administrative Task Force, the College of Visual and Performing Arts hired a development officer and a communications/marketing specialist. Both will be shared with the NIU Foundation and EMMC. Similar collaborations have occurred in other colleges as well.

ESP/ACCESS

Report approved, implementation in progress

Task Force Recommendation: The narrative provides evidence that effective tutoring increases student retention, and making an additional investment in this program will likely improve retention rates further. There is already high demand for the program's services and it appears to be understaffed. Providing more resources will also allow the program to offer tutoring services for additional courses. There are multiple units on campus providing tutoring services that should be consolidated into this program.

Charge from November Report: This program is part of the Tutoring and Academic Support complex conversation. The program will be part of the new "Undergraduate College."

Current Status: To expand tutoring services, supplemental instruction (SI) will be provided for CHEM 210 and STAT 208. The SI program for CHEM 210 was cut last year as a result of budget reductions. Because this program supports pre-nursing and pre-physical therapy, it is important to reestablish it. The Division of Statistics has requested SI for STAT 208. There is clearly demand for such a service. For FY15, STAT courses comprised 12 percent (1,525 contacts) of our tutorial demand. MATH is the only area that comprised more at 39 percent. Also, to help assist with the increasing number of online students and students who are unable to meet in person for tutoring, ESP/ACCESS is piloting an on-line tutoring program in Fall 2017.

ESP/CHANCE

Report approved, implementation in progress

Task Force Recommendation: This program supports the university's mission of serving first-generation college students from under-resourced high schools. However, some of the program's students have had poor academic success rates. To transform, it needs to find ways to strengthen the academic performance of its students, better serve their needs and further assess the program's impact on degree completion.

Charge from November Report: I agree with the Administrative Task Force's placement of this program in the Transform category. Perhaps more than any other program on campus, CHANCE demonstrates NIU's commitment to helping students maximize their potential. Over

its nearly 50-year history, it has helped thousands of students who otherwise might not have had access to a college education build a better future – for themselves and our society.

I concur with the suggestion of the task force that CHANCE should explore ways to better serve students with particular focus on enhanced academic success and degree completion. I am encouraged by Academic Affairs' commitment to adopting a more equity-minded approach to student success, which I believe will better support all students. I envision opportunities for CHANCE to move in this direction through closer collaboration with other units that report to the vice provost for Undergraduate Affairs.

I also endorse the ongoing process improvement project that involves CHANCE and Enrollment Management. As noted in that project proposal, I anticipate that operational enhancements to financial aid, orientation and recruitment-and-processing will be in place for the Fall 2018 admissions cycle.

Current Status: The collaborative process improvement project involving CHANCE and Enrollment Management is entering the penultimate phase. The process has two goals: (1) advance culturally responsive practices and strengthen NIU's commitment to students from diverse backgrounds; (2) optimize the integration of CHANCE admissions, financial aid and orientation. Three working groups – orientation, financial aid, recruitment and processing – were established, and each group has completed the measure and analyze phases of the process, reporting their findings to the steering committee. The groups are now entering the Improve phase, which is the step prior to implementation. The results of their work will benefit all enrolled and prospective students.

Graduate School Admissions

Report received

Task Force Recommendation: The processing of graduate student applications functions well, but the task force is less clear on the effectiveness of recruiting. Many departments are primarily responsible for recruiting students to their programs, although Graduate School Admissions might be more effective in recruiting students to some professional degree programs. Also, the task force feels that international students should be recruited through the international office, instead of through this program. Finally, the task force encourages the university to consider combining this program with law school admissions. Although the law school admissions process is unique, redundancies between these two programs might exist. The task force concurs with the plans to use customer relationship management (CRM) software for improved efficiency.

Charge from November Report: I do not support the recommendation that this program should be transformed by combining it with the College of Law admissions program. Recruitment of law students is distinctly different from recruitment in other graduate programs, and as such should remain separate. Moreover, I understand that graduate student recruitment at a doctoral university with high research activity requires collaboration. This teamwork must include

graduate programs with professional networking reputations that attract students as well as graduate school initiatives that mine and capture prospective graduate students who reveal their interest in NIU.

I am aware that the Graduate School and the International Student and Faculty Office (ISFO) have traditionally cooperated in the recruitment of international students, and that any change in the current roles and responsibilities would require reallocation of resources associated with application fees. As the American Council on Education (ACE) Internationalization Task Force is considering a variety of questions related to graduate student recruitment, I want to revisit this question in spring 2017 after their report is available.

Current Status: Most of the steps related to this program describe graduate recruitment functions. Admissions is part of a larger conversation about expansion of Hobson's Connect, and the program is actively involved in moving graduate recruitment into the CRM. The timeline for completing that project is being established.

I have asked Dean Brad Bond to put forward a proposal that combines International Affairs and the Graduate School in one budgeted unit. That proposal should be largely in keeping with the work of the ACE Internationalization Task Force to date, The chief justifications for doing so are to ensure that recruitment activities for international students (whether undergraduate or graduate) are efficiently and effectively coordinated; and to turn over routine processing tasks for undergraduate international applications to international admissions staff in the graduate school, thereby freeing a highly skilled member of the staff to devote more attention to partnership and recruitment efforts. Additionally, the combination will eliminate, at least until the budget crisis is resolved, the need to hire a separate Senior International Officer. I am currently reviewing the proposal.

International Affairs

Report received

Task Force Recommendation: This program is important in helping the university meet its commitment to globalization. This program has been without permanent leadership, and is waiting for a necessary operational review. As a result, the university has several fragmented international programs. This model does not serve the university well because it creates unnecessary inefficiencies and prevents a coherent strategy regarding international affairs from being developed. The task force strongly recommends transforming this program to strengthen existing global partnerships and to devote resources to creating additional partnerships.

Charge from November Report: I agree with placing this program in the Transform category. The task force appropriately recognized that International Affairs is already undergoing a transformation, driven by the departure of two key leaders, and the opportunity to participate in a strategic planning exercise via the ACE-Internationalization Laboratory.

The NIU task force associated with ACE-Internationalization Laboratory is working through the process of re-envisioning International Affairs. A final report on this program will be issued in spring 2017, after their report is available.

Current Status: I have asked Dean Brad Bond to put forward a proposal that combines International Affairs and the Graduate School in one budgeted unit. That proposal should be largely in keeping with the work of the ACE Internationalization Task Force to date. The chief justifications for doing so are to ensure that recruitment activities for international students (whether undergraduate or graduate) are efficiently and effectively coordinated; and to turn over routine processing tasks for undergraduate international applications to international admissions staff in the graduate school, thereby freeing a highly skilled member of the staff to devote more attention to partnership and recruitment efforts. Additionally, the combination will eliminate, at least until the budget crisis is resolved, the need to hire a separate Senior International Officer. I am currently reviewing the proposal.

International Student and Faculty Office (ISFO)

Report received

Task Force Recommendation: This program is important to build the university's international profile as a research institution with a global perspective and for recruitment purposes. The international student population at NIU has grown significantly, and this office should be given resources to adequately support that population and to help it continue to increase. The focus of the office must first be on compliance, so the program should explore its recommendation to automate visa processing. However, the program also has a key role to play in continuing to position NIU favorably in the growing international market.

Charge from November Report: I agree with placement of this program in the Enhance category. The current three-person staff of ISFO is insufficient to carry out its work in the areas of compliance, acculturation, recruitment and admission. The ACE-Internationalization Task Force report is expected to make specific recommendations regarding the organizational structures and resources needed to adequately support admissions processing, recruitment and marketing, as well as international scholar and student services. A final report on this program will be issued in spring 2017, after the ACE report is available.

Note that, based on my endorsement of the task force recommendation, the EBC has already considered and approved the allocation of additional resources for recruiting in China and forging partnership initiatives in that country.

Current Status: ISFO currently provides student services related to visa compliance, acculturation, as well as recruitment and admissions. A proposal has been submitted to dissolve the ISFO, and to create two new units: International Student and Scholar Services (the visa compliance, acculturation shop) and International Marketing and Recruitment (admissions). International Marketing and Recruitment will function as an integrated unit with Graduate Admissions and with Graduate Marketing and Communications. It also calls for the hiring of

another immigration specialist, moving the office staff to three professionals, instead of two. This proposal is in sync with the work of the ACE. I am currently reviewing the proposal.

Law Library

Report approved, implementation complete

Task Force Recommendation: This program is important to the mission of the university. The task force recommends transformation that can include consolidating with the main library to increase administration and operational efficiencies. The law library could remain a stand-alone facility, but the reporting lines might be adjusted in the transformation.

Charge from November Report: I disagree with the task force that this program should be transformed, and that the program could be consolidated with the main library. This is not feasible because of American Bar Association accreditation standards, which stipulate that law libraries must have a separate and consistent budget allocation made with the input of the College of Law dean and the director of the law library. Although the recommendation for consolidation is unrealistic, I support the law library's ongoing efforts to collaborate with the main library to maximize efficiencies and to work toward economizing shared purchases in print (Oxford/Cambridge University Press titles and shared special collections plus interdisciplinary titles) and when considering current and future purchases for online databases of shared interest.

Current Status: The administrative teams of the David C. Shapiro Memorial Law Library and the University Libraries have proactively scheduled monthly meetings during the last year to discuss possible cost sharing, promotion of shared resources and collaboration on research support initiatives throughout the campus. They have wholeheartedly adopted a one-copy rule for print monographs (i.e. Oxford University Press/Cambridge University Press) to better share resources. The law library also considers the University Libraries when purchasing major databases that clearly crosscut disciplines and attempts to cost-share whenever feasible. Finally, the two units endeavor to promote scholarship and scholarly activities within all colleges through the NIU institutional repository ("Huskie Commons"). Furthermore, the two units plan to continue regular brainstorming as partner library administrative units to plan for shared cost-savings when appropriate, including shared collection development, LibGuides expansion and coordination for promoting expert research assistance.

Pre-collegiate Programs

Report approved, implementation complete

Task Force Recommendation: The data shows that very few students are being served by this program, especially given the resources devoted to it. Moreover, many of the functions could be absorbed by other units on campus (e.g., Admissions, Orientation, ESP/CHANCE, Center for Black Studies).

Charge from November Report: I support moving the Upward Bound program to P-20, and eliminating other aspects of this program that have not been renewed because of lost grant

money. A report on the cost-savings of this move will be provided to me by the executive vice president and provost by 12/15/16.

Current Status: Pre-collegiate Programs has been repositioned within the larger umbrella of P-20 initiatives. The repositioning of the Upward Bound Program under the umbrella of the P-20 Center will allow for greater synergies and shared resources as well as opportunities for increased revenues through the pursuit of external funding (e.g. grants, sponsorships, etc.). The discontinuation of the College Summer Bridge program will result in an estimated cost savings of \$35,000.

**Regional History Center/
University Archives**

Report approved, implementation in progress

Task Force Recommendation: While the task force recognizes the importance of documenting the university's history, and the regional outreach provided through this unit, it does not find the productivity data provided to be clear. Closer collaboration and coordination with the University Libraries overall might help this program improve its assessment practices and find budget efficiencies.

Charge from November Report: I endorse the recommendation of the task force to reduce this program. I do not support the automatic refill of vacant positions and the addition of new staff as outlined in the action plan. The program should explore closer collaboration and coordination with the University Libraries as a way of addressing the demand for services. If this is not helpful, then a reduced level of service should be considered. In addition, the unit might need to prioritize its acquisition, preservation and presentation of materials in the University Archives, Local Government Records and Regional Collections. That said, every effort should be made to ensure that mandated service to the state is fulfilled at an acceptable level, and that the most valuable collections are maintained. I am also concerned about the amount of space that this program occupies, and would suggest exploring possibilities for collaborating with other units seeking specialized space (e.g., Museum Studies; CVPA; Elwood House) to determine if a shared solution would be possible through philanthropy or collaboration. I appreciate the challenges associated with creating and maintaining accessible digital archives, and encourage creative thinking about how the unit could address these needs through collaborative relationships with new or existing graduate programs in public history or archival studies. A report on the possibility of such collaborations is due to me by 5/15/17.

Current Status: This program is investigating the integration of the Regional History Center further within the organizational structure of the library by having the center directors report directly to the Collections, Technical Services and Digital Scholarship associate dean as a unit within Distinctive Collections. The center's collaboration with on- and off-campus units are ongoing. Examples include loaning of materials for exhibits, providing expertise for oral history projects, co-sponsoring speaker events, providing workshops and bringing archives into

elementary classrooms. Staff will also continue to look for new partnerships and collaborative projects.

The center is also working to address space concerns. The center and the Government Publications Department are exchanging storage space in the library basement to better utilize compact shelving. Center staff have also moved the artifacts collection, printing and mounting lab and collaborative/group teaching area into a smaller space to make room for the 71 North project. Investigations into off-site storage in combination with other campus units as well as units off-campus proved unsuccessful because of storage, access, and security concerns.

The center has worked to be more self-sustaining by securing external funding sources to cover its operating expenses, professional development and special projects.

Registration and Records

Report approved, implementation complete

Task Force Recommendation: This program is essential for the university to function. However, the staffing of the program is higher than at peer institutions. Efficiencies through the use of technology should help reduce resources needed for this program.

Charge from November Report: I support the placement of this program in the Reduce category. A reduction plan is due by 1/15/17. I also support the program's decision to institute a fee for requests that require quick turnarounds.

Current Status: Two retirements will occur by the end of the 2016-2017 academic year, and those positions will not be filled. Additionally, starting June 15, 2017, the time of an employee from Registration and Records will be split with the University Writing Center. Because the costs for transcripts have remained the same since 1986, the transcript fee will increase by \$3. New prices will be \$8/copy for paper transcript, \$10.25 for electronic request for mail copy through the National Student Clearinghouse (NSC), and \$12 for electronic request through the NSC and sent as a PDF file. Requests for certifications will increase by \$1.50 (new price will be \$5). Both increases align NIU with the costs of transcripts and certifications at other state universities in Illinois. The new fee structure will go into effect June 1, 2017.

Research and Development (CEET)

Report approved, implementation complete

Task Force Recommendation: Although this program has been successful in securing grant money, and it is important for CEET to have a specialist in promoting engineering research, some of this program's functions are redundant from Faculty Research Development and Support.

Charge from November Report: I support the placement of this program in the Reduce category. I have instructed Executive Vice President and Provost Freeman to work with Interim

Vice President for Research and Innovation Partnerships Jerry Blazey to clarify a plan regarding this program. The plan is due by 12/15/16.

Current Status: This program was funded by soft money and has been discontinued as of December 15, 2016.

**Research Evaluation and
Policy Studies**

Report approved, implementation complete

Task Force Recommendation: This program provides valuable research, but the task force believes that it is redundant with the Center for Governmental Studies (CGS). Because CGS covers more areas in its research, the task force recommends moving this program under the CGS umbrella to create greater synergies and more efficiency.

Charge from November Report: The task force recommended eliminating this program, and the division's action plan concurred with this suggestion. As a result, the program has already been eliminated. An update on the redeployment of the two remaining employees in this program is due by 12/15/16.

Current Status: The two remaining employees in this program were redeployed fulltime to RIPS on 2/1/17. Consistent with the RIPS response to Program Prioritization, both employees will work to support research campus-wide with a priority focus on the College of Education.

Student Academic Success

Report approved, implementation complete

Task Force Recommendation: Although increasing retention is important to the future health of the university, this program provides little evidence of success, and duplicates many of the services that advising offices and other campus units (e.g., academic departments) provide. The task force believes that the resources devoted to this program could be better leveraged by those other units. Moreover, the Early Alert and Referrals System (E.A.R.S.) is redundant with other programs (e.g., Attendance Matters, Center for Black Studies/S-Plan).

Charge from November Report: This program is part of the Retention complex conversation

Current Status: The office is being dissolved and the necessary central support for retention functions has been reassigned.

**Student Engagement and
Experiential Learning**

Report approved, implementation in progress

Task Force Recommendation: This program demonstrates high-value impact for students who participate in it. The programs discussed in this narrative appeal to high-achieving students, and

thus serve a recruiting function. The task force recommends that the office identify any duplicative programming with other units on campus and work to coordinate efforts. Cost-savings realized from this coordination can be redirected to fund student involvement in the programming offered through OSEEL. Additionally, although the program should be applauded for the services it provides to high-achieving students, more programming needs to be directed at the student body as a whole.

Charge from November Report: This program will be a part of the new “Undergraduate College.” I support the recommendation to eliminate the redundancy in leadership development and community service between this program and Student Life Services. I have instructed the heads of both programs to develop a realignment and reduction plan. A draft of the proposal is due to me by 1/15/17 with the execution to be in place before the end of the fiscal year (6/30/17).

Current Status: The Office of Student Engagement and Experiential Learning (OSEEL) and Student Life Services (SILD) developed a plan that will reduce redundancy and lead to program realignment. In terms of reducing redundancy, SILD is collaborating with other campus entities (e.g., College of Business, Honors Program) to improve the efficiency with which leadership programs are offered, and is developing a survey and focus groups to identify any potential service and volunteerism redundancies. Additionally, the Committee on Service and Service Learning will be reinstated to advise the university on community-based engaged learning; coordinate the university’s multiple programs involved in community engagement and service learning; recommend progressive changes that will advance the service-learning programs; and assist with the assessment and evaluation of the community engagement initiatives. In terms of realignment, the Huskie Alternative Breaks (HAB) program will now reside in OSEEL with an immediate goal of expanding the program and better establishing links to the curriculum, the Human Diversity requirement and NIU PLUS. SILD will take the lead on the programmatic efforts associated with the residence hall’s Leadership and Service Living-Learning Community connecting it to the Huskie Food Pantry (e.g., food insecurity) and to the Leadership Academy. As a campus partner, OSEEL will work with academic departments to connect courses to this community in Phase Two of the new “Learning Community” model, which merges existing Living Learning Communities and Themed Learning Communities.

Study Abroad

Report approved, implementation in process

Task Force Recommendation: This program offers students an opportunity to engage globally, and provides them with potentially life-changing educational experiences. Additionally, having a program that provides students with the ability to study abroad in one of dozens of countries can be a valuable resource in student recruitment. Prospective students and their parents expect universities to provide this kind of transformational education opportunity. Program costs make it impossible for some students to study abroad, so the university should invest more money in travel scholarships.

Charge from November Report: I agree with the recommendation to enhance this program. Consistent with that recommendation, travel scholarships for study abroad should be a fundraising priority. Overall costs of the programs must be lessened while the administrative costs passed on to students should be reduced as much as possible. Additionally, we must take full advantage of international partnerships to increase NIU students' access to authentic and affordable study abroad programs.

Current Status: Steps have been taken to reduce the costs of study abroad. Currently, there is a \$460 administrative charge for study abroad programs. Effective in Fall 2017, the university is eliminating \$100 of that charge by eliminating a supplemental insurance premium. Additionally, because of the new student health insurance policy, the university can reduce the cost of health insurance, because it is able to charge (for the first time) on a weekly rather than on a monthly basis. To date, no endowed scholarships for study abroad programs have been established, although one endowed scholarship was repurposed for the NIU at Oxford Program. Establishing endowed scholarships for study abroad will continue to be a main priority.

Testing Services

Report approved, implementation in process

Task Force Recommendation: The program serves an essential function for the university. Although the program currently has high demand, the demand for the program will likely decline as more courses go online and as smaller sections of writing-intensive courses are added as part of the new general education requirements. Additionally, the research and analysis component of the office is redundant from Academic Analysis and Reporting and Institutional Research.

Charge from November Report: I concur with the placement of this program in the Reduce category. A reduction plan is due by 1/15/17.

Current Status: The program is exploring reallocating a staff member with human resources. Additionally, the director will devote 30 percent of his time to the Office of Institutional Effectiveness.

University Honors Program

Report approved, implementation in process

Task Force Recommendation: This program has the potential to increase enrollment as well as improve the academic profile of the institution. The program has several positive features, although it does not appear to receive adequate funding when compared to other peer institutions. Limited funding has restricted the program to serving more as a unit to track honors program requirements as opposed to providing a vibrant and engaging opportunity for honors students. In addition, there is a conflict for faculty who cannot teach dedicated honors courses because of the need for courses within their home departments. The task force recommends additional resources for the University Honors Program to increase honors programming and assist departments and faculty with offering honors courses.

Charge from November Report: I agree that this program should be considered for enhancement. The honors program is an integral part of attracting outstanding young scholars to the university, and we should take steps to increase support for such efforts. The new director of University Honors is developing a strategic plan that will include recommendations to increase the capacity of this program, which is due by 2/15/17. The program will be part of the new Undergraduate College.

Current Status: The University Honors Program has proposed a new model where instead of lower-division, upper-division and university honors, students can earn the recognition of Honors Distinction or University Honors. To measure student progress, the proposed model uses a point-based system for tracking curricular and co-curricular requirements, in which students will have defined standards, as well as “electives” as they matriculate through the program. This proposed honors model provides a degree of flexibility so that, regardless of major(s) or student status (native or transfer), students have ample opportunity to become involved – and achieve success – through NIU Honors education. Additionally, the Honors Program recommends raising the minimum cumulative GPA requirement to graduate with honors to a 3.3 so that the program can more effectively promote a distinguished level of achievement for students and deliver on the promise of an enhanced learning experience for those who meet this prerequisite. Conversations with various campus entities on the proposed model have started with the goal of implementing the new program by the 2018-2019 academic year.

University Writing Center

Report approved, implementation complete

Task Force Recommendation: The University Writing Center (UWC) is a critical element in the new requirement for writing-intensive courses as part of the PLUS/General Education curriculum. The program serves both undergraduate and graduate students, and represents a great resource to departments and programs, especially those having significant writing requirements. Demand for this program is already high, and capacity is insufficient to meet demand. The task force recommends additional resources to increase staffing and reconsidering whether the program’s current location is serving students well.

Charge from November Report: This program is part of the Tutoring and Academic Support complex conversation. I support the program’s proposal to generate revenue by charging a small fee for its dissertation boot camp. The program will be part of the new Undergraduate College, although it will continue serving other populations.

Current Status: This program has received minor enhancements. The UWC will share the time of an employee with Registration and Records beginning June 1, 2017. Additionally, the UWC received five sets of cameras and headphones to increase the amount of writing support provided to online students, and two card readers to reduce administrative time devoted to tracking student participation. The UWC will offer two dissertation boot camps in Summer 2017. One will be two days long; the other will be a week-long camp. Details and dates are forthcoming.

Academic Diversity, Equity & Inclusion

The clear message that emanated from the Administrative Task Force's report was that diversity, equity and inclusion for all students, faculty and staff are a critical part of NIU's vision and mission, but that the university's programs devoted to these topics needed transformation. I agreed and, as such, moved the diversity resource centers to report to the chief diversity officer, who is working with the various units on their transformation. This move has allowed for the Office of Academic Diversity, Equity, and Inclusion (ADEI) and the resource centers to establish a single vision and goal for diversity, equity and inclusion and to reduce barriers, silos and redundancies. The ADEI unit has created campus-wide social justice education, trained more than 1,000 faculty, staff and students, and will develop a "train the trainer" model this summer. Additionally, ADEI will establish a more robust assessment plan that will assess intercultural competencies.

I am impressed with the work done thus far to address the needed support and resources for each center, some of which is documented below. The diversity resource centers have also worked diligently to develop clear missions and foci and improve collaboration among themselves and other units and divisions of the university. For example, the resource centers are establishing consistent strategic relationships with the Division of Enrollment Management, Marketing and Communications to support NIU recruitment efforts of diverse communities; the Office of Undergraduate Affairs to support the retention of students of color and to reduce academic equity gaps; and the Office of Advancement to engage diverse alumni affinity groups, and to cultivate donor relationships and philanthropic opportunities that will support diversity, equity and inclusion. These efforts will lead to increased access to high-quality educational programs, even stronger retention and graduation rates of our students and an overall productive environment.

Asian American Center

Report approved, implementation in progress

Task Force Recommendation: Creating and maintaining an inclusive, diverse community is central to NIU's mission and identity. The task force recommends transformation for many of the programs devoted to improving diversity and creating a more inclusive environment. In particular, the task force encourages these programs to develop a more cohesive campus-wide vision for supporting diversity and inclusivity. In addition, these programs should establish more robust and ongoing measures of quality and impact, which may require more collaboration among programs. The narrative for this program indicated a strong focus on recruiting and retaining international students, which duplicates the functions of the International Student and Faculty Office and does not appear to be necessary. It also focused more on student organizations rather than its specific services. This program should also examine ways in which it can support the retention of Asian-American students through developing stronger relationships with academic advising and other retention focused offices.

Charge from the November Report: I support the Administrative Task Force's recommendation to transform our cultural centers and, as such, have moved these programs under the supervision of the chief diversity officer. In addition to being transformed, I believe this program should be enhanced. The space for the center was supposed to be temporary, and is unacceptable as a permanent location. A plan to move the center to a more suitable location must be in place by 5/15/17. Additionally, the program is understaffed. The program's request to hire an assistant director and an administrative assistant should be sent to the EBC for review.

Current Status: In Spring 2017, the Asian American Resource Center (AARC) reconvened a task force originally established in 2002 to assess the needs of the AARC. This task force along with the Student Association voted unanimously to support the 2002 original proposal to renovate the AARC. The original proposal recommended a location for the Asian American Resource Center, Asian Studies Program, Center for Southeast Asian Studies and Center for Burma Studies to co-exist. The task force identified resource allocation deficiencies for the Asian American Resource Center in the following areas: annualized budget allocations/funding; facility; staffing structure; technology and equipment; furniture; program needs; and space. The task force is working with the vice president for Facilities Management to identify a more equitable "interim" and, eventually, a permanent location that meets the center's existing cultural and functional needs. The interim location will include provisions to accommodate the relocation of an essential partner, the Asian Studies Program, and the proposal for a permanent plan will include the four departments listed above.

Black Male Initiative

Report approved, implementation complete

Task Force Recommendation: This program has had positive results in impacting the lives of African-American and Latino males at the university. The narrative shows that it is a strong resource and advocate for the academic and social needs of students, which impacts their retention. Because many of the services provided by this office duplicate those provided by other campus offices (e.g. mentoring, career resources, financial aid and community service), the task force believes that this program's services should be absorbed by those programs. Remaining functions appear to be similar in form to the clubs and organizations funded through the Student Association and, as such, should be funded similarly.

Charge from the November Report: I disagree with the task force's placement of BMI in review and support the proposed plan to make BMI a program under the Center for Black Studies, similar to S-Plan. This move should be finalized by 12/15/16.

Current Status: As of Dec. 15, 2016, the Black Male Initiative (BMI) program is now reporting to the director of the Center for Black Studies (CBS). Assessment of the human and fiscal resources needed to support the Black Male Initiative (BMI) as a core CBS program is under way. BMI will continue with support similar to S-Plan, with a focus on high-impact practices

that encourage student recruitment, retention and completion. The director worked with the chief diversity officer and the current graduation specialist responsible for BMI to identify central programmatic needs to maintain BMI's success within the center.

Gender and Sexuality Resource Center

*Report approved,
implementation complete*

Task Force Recommendation: Creating and maintaining an inclusive, diverse community is central to NIU's mission and identity. The task force recommends transformation for many of the programs devoted to improving diversity and creating a more inclusive environment. In particular, the task force encourages these programs to develop a more cohesive campus-wide vision for supporting diversity and inclusivity. In addition, these programs should establish more robust and ongoing measures of quality and impact, which may require more collaboration among programs.

The Gender and Sexuality Resource Center is the result of a recent merger. Perhaps because of this recent transformation, the narrative essentially ignores how the center serves women, a core component of the Women's Resource Center that was absorbed into this new program. The task force cannot adequately determine how well the center is serving this aspect of its mission.

Charge from the November Report: I support the Administrative Task Force's recommendation to transform our cultural centers and, as such, have moved these programs under the supervision of the chief diversity officer. Based on the program's narrative, I shared the task force's concern about the need to increase the visibility of gender equity-based programming for persons who identify as women. I understand that the center has already done an internal review, and efforts are under way to address this issue. A plan reflecting this work is due to me by 1/15/17.

Current Status: The task force recommendations reflected the acknowledged need to reevaluate, transform and elevate the profile of the Gender and Sexuality Resource Center's (GSRC) focus on educational offerings, events and services related to women. In fall 2016, programs focused on the intersectionality of all women (LBT, cisgender, heterosexual) were offered. First, the GSRC convened a recurring program series, titled "At the Table Discussions," where topics related to women and gender equity were discussed. The GSRC partnered with Academic Advising, Students Legal and Student Conduct, to name a few, to discuss how women in particular are supported on campus, and how the resources and staff in each office contribute to inclusion of women through their services. Next, the GSRC initiated Women's Cabinet – a monthly networking gathering of women student leaders or aspiring leaders to discuss successes, needs and opportunities for women at NIU. Additionally, the GSRC began Research Roundtables where faculty and other NIU/community members conducting research related to women, gender equity and inclusion presented their work. Each of these initiatives made connections across the university in fresh ways, centering women within current trends and connecting individuals and resources across the university. Data collection began in Fall 2016 to

document participants' experiences with the GSRC's updated programs, events and resources related to women. The recent move of the GSRC, along with the other Academic and Student Life cultural centers, to the Office of Academic Diversity, Equity and Inclusion will provide guidance to develop a more cohesive campus-wide vision for supporting diversity and inclusion.

Latino Resource Center

Report approved, implementation in progress

Task Force Recommendation: Creating and maintaining an inclusive, diverse community is central to NIU's mission and identity. The task force recommends transformation for many of the programs devoted to improving diversity and creating a more inclusive environment. In particular, the task force encourages these programs to develop a more cohesive campus-wide vision for supporting diversity and inclusivity. In addition, these programs should establish more robust and ongoing measures of quality and impact, which may require more collaboration among programs. In terms of this program, the Latino Resource Center is important because of the rising Latino/Latina population. However, based on the narrative, this program does not appear to have a strong impact on the success rate of the students it serves, as seen through the decreasing number of degrees received by this population.

Charge from the November Report: I support the Administrative Task Force's recommendation to transform our cultural centers and, as such, have moved these programs under the supervision of the chief diversity officer. Given the growing Latino student population, the program's request to hire an associate director and a program coordinator should be sent to the EBC for review.

Current Status: The strategic plan for the Latino Resource Center (LRC) is responsive to the recommendation of the Administrative Task Force to enhance campus and community collaborative efforts; provide assessment of programs and activities; and to contribute to successful retention and recruitment efforts. An additional goal is to enhance the engagement of alumni to provide revenue streams for the LRC. To date, two student cultural organizations (Supporting Opportunities for Latinos [SOL] and Latino Student Alliance [LSA]) have moved under the supervision of the director of the LRC as of Jan. 1, 2017. The center is also seeking strategic partnerships with middle schools and high schools to support academic excellence for Latino students. A review of staff and fiscal resources needed to support the LRC is under way to ensure the effectiveness of programs necessary to engage the growing NIU Latino student population and the student groups aligned with the LRC. The report will be completed by the end of Summer 2017.

Administration & Finance

Administration and Finance has been at the forefront of the university's efforts to address our budget challenges. The operations within Finance are essential to managing the university's budget, while the operations within Facilities have felt the impact of persistent deferred maintenance. A recent review of the changes in university spending patterns over the past three years revealed that, by far, the greatest percentage of reduction in spending has been in facilities maintenance, which has been reduced by more than 50 percent.

The division has also seen significant staffing changes, including the retirement of Vice President and Chief Financial Officer Al Phillips. A search is now under way to replace Dr. Phillips, and I expect a new VP and CFO to be onboard by the fall. Other key positions are being replaced to ensure the continuance of essential services.

Even as Administration and Finance has been grappling with these issues, there has been impressive forward movement. As described below, the division has built on Program Prioritization to redesign operations in Building Services, Grounds and Transportation. There has also been excellent collaboration with Student Affairs, as it has redesigned Housing and Dining.

Program Prioritization has had other, more long-term impacts. It has contributed to ten process re-engineering projects across three divisions, led by Associate Vice President LaVonne Neal. It has also informed the capital development process that is managed through Architectural and Engineering Services, and has been a factor in the project planning for the renovation of Holmes Student Center and Neptune Housing complex. Within Finance, forward movement has been seen in the Office of the Bursar, with plans to redesign the office to improve revenue collection; in the Controller's Office, where restaffing, training and improved control are being put in place, and in Budgeting, with an effort to engage the university in the design of an effective multi-year budgeting process.

All of these changes are under way at a time when the division is working hard to ensure the continued operation of the university. That means that forward progress might be intermittent, but the division is headed in the right direction.

Accounts Payable

Report approved, implementation in progress

Task Force Recommendation: Although an essential function for the university, the narrative indicates demand for this program is down. In addition, the narrative states that this program has positions that could be reduced.

Charge from November Report: It appears that the unit has already taken steps to align itself with the task force recommendations. At the same time, the operations of the program remain a source of concern. I call on the program to develop performance metrics; a tracking system; and

to examine opportunities for process re-engineering. I would like to receive a detailed staffing and space utilization plan by 2/1/17.

Current Status: The AP function has initiated internal discussions on strategies to improve efficiency. The success of those strategies is heavily influenced by the successful development and implementation of an automated Procure to Pay system. The first step of that automation process is to fully implement the Procure to PO software system, which is planned for the second quarter of FY18. Once this step is complete, planning can begin on defining the process steps for the next phase of automation, which includes e-invoice and e-payment of vendors.

Staffing levels have remained relatively constant. There are seven work positions dedicated to AP located in the center of the Accounting Department, and a tracking system has been developed and implemented. Further analysis of the appropriate staffing and space needs will be required as new systems are implemented.

Architectural and Engineering Services

*Report approved,
implementation in progress*

Task Force Recommendation: The task force recommends that the purpose of this office be examined. Most projects are contracted externally, and the architectural renderings and building plans are mostly digitized and easily accessible to the trades. It is not clear that this program is cost-effective based on the majority of the work being outsourced. A liaison role could be absorbed by another facilities department such as the Physical Plant.

Charge from November Report: I disagree with the task force's call for this program to be considered for elimination. The services provided by Architectural and Engineering Services are not easily distributed to other units. At the same time, I recognize the dissatisfaction that the university community feels toward the services provided by Architectural and Engineering Services. There are two areas where particular attention is needed:

- A comprehensive space survey is required to make informed plans and decisions. As part of this, efforts should be made to identify ways to reduce costs for off-campus space, by relocating functions back onto campus where possible.
- Advance efforts to improve client services and support for units in fulfilling their missions. My sense is that the leadership has been successfully moving the division in this direction, and I encourage continued progress.

I look for a written report by 12/15/16 on how these two initiatives will be undertaken.

Current Status: This program is continuing to manage major repair and discretionary project priorities within the budgetary constraints experienced in FY17 and projected for FY18. Because the current FY18 budget is not supporting any major repair or discretionary investments for General Revenue operations, focus will be mostly directed at investments in

facilities/infrastructure supporting auxiliary operations. All types of projects will continue to get vetted with divisional representatives at the Project Prioritization Forum. The resulting priorities will form the basis for where available funds can be directed should state funding or other revenue streams allow further investment. Unfunded requirements (UFR) requests are being submitted for major repairs and some level of discretionary spending should additional funds become available.

A dialogue has been underway to ensure that Architectural & Engineering Services and their campus clients have a shared understanding of client needs and service expectations for A&ES staff. I encourage ongoing assessment and continuous improvement of client services.

Space management will continue to be a deliberately managed issue where all in-leases will be reviewed annually to validate the continuing need for space and if space within existing university facilities can be made available to accommodate the requirement. Opportunities to assess moves within the campus to better facilitate consolidation of like functions or efficient utilization of space will continue, but funding to support the moves will be limited by the reduced FY18 budget plans. A complete space audit and related space use plan will need to be developed over time as budgeting and staffing allow. Such a plan will allow us to more effectively and efficiently use our spaces to meet the needs of students, faculty, and staff.

Budgeting

Implementation in progress

Task Force Recommendation: The program narrative mentions the need to improve efficiencies, communication and collaboration around budgeting with the rest of the campus. This could include cost- and time-savings through more comprehensive budgeting software. In addition, the narrative recommends developing a unified, long-range budget plan. The task force encourages these efforts to transform budget processes.

Charge from November Report: I agree that long-term reductions in Budgeting can only occur after a new, long-term budgeting process is in place. I understand the sense of urgency surrounding the Hyperion budget-planning software, but we need a clear cost-benefit analysis to justify this expenditure at this time, relative to the other short-term demands on our budget. Such an analysis is needed for the project to be assessed in the portfolio of funding options that will be reviewed by the EBC and me by 2/1/17.

Current Status: Analysis of NIU's budgeting structure has revealed that significant preliminary work must be done before a new, long-term budgeting process can be implemented. This preliminary work will require a cross-university effort to refine our common set of goals and high-level strategies for budgeting. Clearly establishing those principles will ensure that, when we purchase a budgeting software package, it will be right for our needs, and that we implement it in an efficient and effective way. Once we complete the search for a new vice president for Administration and Finance, one of the charges to the Finance team will be to conduct this cross-

university planning, and then to develop new recommendations for implementation, including software, in light of that planning.

Building Maintenance

Implementation in progress

Task Force Recommendation: Having comfortable working and learning physical environments is necessary for producing highquality, efficient work by our faculty, staff, and students. Presenting an attractive campus, that is well maintained, is essential for recruiting and retaining faculty, staff, and students. As important, these groups must be able to work in a safe environment. Many of the campuses' buildings have suffered from years of neglect owing to deferred maintenance. The university cannot let its physical resources continue to deteriorate. The task force recommends that additional resources be contributed to building maintenance, prioritized so that those resources are dedicated to areas of greatest need.

Charge from November Report: I agree with the task force recommendation to consider the program for enhancement. Safe and effective spaces are essential for all of the missions of the university. John Heckmann and his team are to be commended for their work in creating a comprehensive draft plan that outlines staffing, budgeting, projects, preventive maintenance, safety, and emergency response. Those elements of the action plan that can be implemented with existing resources should move forward; the rest should now go to the EBC for evaluation.

Current Status: The Building Maintenance and Heating Plant programs are continuing to build deliberate preventive maintenance plans within the FM/CS work management system, which will allow specific tracking of maintenance activities and document overall demand for this critical investment requirement. As these plans are fully developed, annual work plans will be produced for each trade discipline and used to forecast specific staffing and resourcing requirements. Unfortunately, budget restrictions for FY18 will require deferral of some preventive maintenance activities as skilled trade positions are being held vacant until more funds can be made available for maintenance investment. Current efforts are focused on curtailing preventive maintenance activities within reasonable risk tolerances. An unfunded requirements (UFR) request is being submitted for the reduced levels of maintenance being planned for FY18 should additional funding become available.

Building Services

*Report approved,
implementation in progress*

Task Force Recommendation: This program appears to be adequately staffed. Although the level of quality differs from building to building, the overall quality level is positive. However, the task force strongly recommends that this program consider outsourcing as an option to deliver similar services, which could potentially save the university money. The task force is not able to ascertain how much savings will occur, and has some concerns about security issues if the program is outsourced, but believes the university should study the possibility.

Charge from November Report: I agree with the task force’s call for all of these programs to consider all options for reducing expenses, including the possibility of outsourcing some or all of their operations. I expect a preliminary description of options and their cost/benefit analysis by 2/1/17, to see which options should be seriously considered.

Current Status: I have receivedd and approved a plan to restructure the way Building Services organizes its services. Over the course of FY18, Building Services will move to a team approach, rather than having individual responsible for a building. The previous approach required most of the Building Services staff to be generalists, who could address all issues in a building. The new approach will allow individuals to focus more on specific tasks across multiple buildings. Organizations that have moved to this approach have found it to be more efficient, and Administration and Finance anticipates significant savings to flow from this new model. I agree that this represents a responsible alternative to the proposed outsourcing of Building Services.

Bursar

Implementation in progress

Task Force Recommendation: This is an essential program that is performing efficiently and well.

Charge from November Report: I agree with the task force recommendation to sustain. The action plan calls for various ways to make effective use of technology, including implementation of an online payment system, PeopleSoft Collection module and PeopleSoft e-bill module. These should now go to the EBC for evaluation.

Current Status: The Office of the Bursar has seen departures since the program narrative was constructed in Fall 2015, which led to a revision of the unit’s implementation plan. Follow-up work in light of that revision has revealed unexpected needs and unexpected opportunities for improvement. The office is revisiting its accounts receivable and collections processes, and is developing new process plans for these areas, as well as pursuing a new alignment of staff to ensure attention to important revenue-collection areas.

Contracting Office

Report approved, implementation in progress

Task Force Recommendation: This program was recently created to have oversight over procurement contracts and appears to be an improvement to the process. The program seems to be adequately staffed and has appropriate resources.

Charge from November Report: While Procurement Services was categorized as Transform and the Contracting Office as Sustain, the task force recommended that both are directed toward the common goal of improving contracting and procurement services. I agree with that direction. Plans have evolved since the narratives were composed last year. The action plan still calls for the contracting function to reside within a realigned Procurement office, but now no longer calls for a separate Contracting Office. This new configuration should be fully implemented, then

assessed for operational effectiveness and efficiency. I expect a plan to accomplish this by 2/1/17, to be implemented by 7/1/17.

Current Status: The Procurement Services Department has collaborated with the Office of the General Counsel to define the components of a fully integrated contract management function. This new function is approximately 75 percent developed, and is on schedule for full implementation by 7/1/17. Further analysis of the appropriate workflow and organizational structure will be required as new systems are implemented.

Controller

Implementation in progress

Task Force Recommendation: This program provides an essential service and is performing well. In the future, and as resources become available, the university should consider hiring a tax accountant, as requested in the narrative.

Charge from November Report: I agree with the task force recommendation to sustain. The action plan calls for a variety of routine actions, including a policy review, comprehensive review of activities subject to the Unrelated Business Income Tax (UBIT), and a fit-gap analysis. Those elements of the plan that can be implemented with existing resources should move forward; the rest of the action plan should now go to the EBC for evaluation.

Current Status: A number of steps are under way in the Controller's Office to strengthen and stabilize the unit in light of staff departures. Those steps include staff replacements and training, and improving control processes. The fit-gap analysis and review of UBIT activities have been deferred, but are still planned. One of the important foci will be the reduction of audit findings.

Environmental Health and Safety

Report approved, implementation complete

Task Force Recommendation: The task force notes some of the services mentioned in the narrative are being performed by outside vendors/contractors, therefore the staffing levels are not justified. In addition, the task force believes certain functions currently being performed are not essential, and therefore could be reduced or eliminated.

Charge from November Report: I concur with the task force's placement of Environmental Health and Safety in Reduce. I expect a preliminary plan for reduction by 2/1/17.

Current Status: A report concerning the options for reductions, and the additional risks being assumed by the university from those reductions, has been completed. I have accepted the reduction plan, which has been implemented.

Grounds

Report approved, implementation in progress

Task Force Recommendation: The overall appearance of the campus must be improved. However, there appear to be inefficiencies in this program. The university should consider outsourcing additional aspects of the program (e.g., snow removal) so that sufficient resources are available when needed, but overall staffing levels could be reduced.

Charge from November Report: I agree with the task force's call for all of these programs to consider all options for reducing expenses, including the possibility of outsourcing some or all of their operations. I expect a preliminary description of options and their cost/benefit analysis by 2/1/17, to see which options should be seriously considered.

Current Status: I have received and approved a plan for Grounds that will allow us to shift some costs off of General Revenues, to reduce staffing and to focus on the aspects of the campus that are most critical to us. Implementation of this plan will begin immediately.

Heating Plant

Implementation in progress

Task Force Recommendation: The heating plant is doing an excellent job maintaining an infrastructure that is seriously antiquated. Keeping campus buildings adequately temperature controlled is crucial for everyone on campus, especially given the wide range of temperature changes throughout the year. Resources to improve the heating plant infrastructure to make it more efficient and renew the equipment lifecycle must be a high priority.

Charge from November Report: I agree with the task force recommendation to consider the program for enhancement. Safe and effective spaces are essential for all of the missions of the university. John Heckmann and his team are to be commended for their work in creating a comprehensive draft plan that outlines staffing, budgeting, projects, preventive maintenance, safety, and emergency response. Those elements of the action plan that can be implemented with existing resources should move forward; the rest should now go to the EBC for evaluation.

Current Status: The Building Maintenance and Heating Plant programs are continuing to build deliberate preventive maintenance plans within the FM/CS work management system, which will allow specific tracking of maintenance activities and document overall demand for this critical investment requirement. As these plans are fully developed, annual work plans will be produced for each trade discipline and used to forecast specific staffing and resourcing requirements. Unfortunately, budget restrictions for FY18 will require deferral of some preventive maintenance activities as skilled trade positions are being held vacant until more funds can be made available for maintenance investment. Current efforts are focused on curtailing preventive maintenance activities within reasonable risk tolerances. An unfunded requirements (UFR) request is being submitted for the reduced levels of maintenance being planned for FY18 should additional funding become available.

Materials Management***Report approved, implementation in progress***

Task Force Recommendation: As more communication is done electronically, the need for traditional mail service declines. As a result, fewer resources are necessary for this program. There is also a decrease in demand for “instock” supply items. Materials Management should seek additional exemptions through Central Management Services (CMS), which could help reduce the resources needed. It is important to note that other functions provided by this program (e.g., furniture repair, surplus pick up) should not be reduced. In fact, the task force recommends better utilization of existing surplus items.

Charge from November Report: It appears that the unit already has begun implementing the steps recommended by the task force, with fewer resources devoted to mail delivery and stocking supplies. At the same time, the action plan doesn’t make it clear that the unit has fully aligned its staffing with the changing work environment. I would like to receive a detailed staffing and space utilization plan by 12/15/16. The space plan should address whether some of the space now dedicated to the unit could be used to reduce NIU’s off-campus footprint

Current Status: The staffing analysis makes a credible case that there are ongoing efforts to adjust staffing to balance in light of changing demand. The space analysis indicates opportunities for reducing NIU’s off-campus storage expenses by repurposing some of the storage space in the building. The unit should move forward to put together a plan for restructuring storage, working with the units involved.

Office of the VP for Administration and Finance***Implementation in progress***

Task Force Recommendation: This program is functioning well, especially since its recent transformation. However, the program does appear to have some excess staff. The Office is actively investigating process re-engineering and the task force believes that this investigation will enable a reduction in resources to occur.

Charge from November Report: The vice president’s office already has made some of the reductions recommended by the Administrative Task Force, and I do not believe further reductions are required. I am in partial agreement with the division’s plan to locate risk management and compliance in an Operations Office within the division. Risk management and compliance span virtually every division of the university, and no one division can own these broad issues. However, I agree that a Risk Management and Compliance Council is needed to pull expertise from across the university, that the council needs a convener who can organize efforts and lead accountability, and that the convener could come from this office. I would like to receive a draft of the proposal by 1/15/17, with the execution to be in place by 6/30/17.

Current Status: An Enterprise Risk Management (ERM) process has been constructed. The process involves an annual review cycle, which flows from risk identification to risk analysis, risk evaluation, risk mitigation plan development, mitigation resourcing and (as resources allow)

risk mitigation. The outcomes from each year's process, together with the identification of new issues, then inform the next year's cycle. This process involves the "risk owners" (i.e. those involved in the particular issue) together with a standing ERM committee. This team reviews risk information; assesses risk evaluation; helps identify cross-cutting risks; and reviews mitigation and control plans. The process also appropriately involves shared governance through the Resource, Space and Budget Committee. All of this work is supported by a core ERM team. Subject to Board of Trustees approval, this process will begin to operate in FY 18.

Parking Services

Report due May 15, 2017

Task Force Recommendation: Having adequate parking and an office that oversees that parking is important, but the program must improve its performance. The task force strongly recommends that this program utilize more technology to increase efficiencies. A mobile application for parking availability could be developed and more automation of payments and registration should be implemented. Making these changes will require costs upfront, but will likely save the university money in the long run.

Charge from November Report: I agree with the task force's recommendation to transform. Campus parking needs require assessment and solutions that coordinate with bussing systems, and include bicycle and pedestrian mobility. The action plan also calls for process re-engineering, reviewing communication policies and enforcement hours, and the use of technology to improve the customer experience. I expect a plan to address these issues by 5/15/17.

Current Status: This program has been going through a formal process reengineering review. A report on this overall assessment effort, and the changes being or considered for implementation, is in development. Many efficiency and effectiveness improvements have been undergoing implementation as they were identified and assessed as feasible/practical. These include improvements to online parking permit ordering and revised policies for parking space utilization.

Procurement Services

Report approved, implementation in progress

Task Force Recommendation: Materials, equipment, supplies, and service contracts are necessary for university operation. Completing transactions with vendors requires a substantial number of approvals in the current structure. This program is already undergoing a long-needed transformation. The task force strongly recommends that this transformation continue, be fully implemented, and then assessed for operational effectiveness and efficiency.

Charge from November Report: While Procurement Services was categorized as Transform and the Contracting Office as Sustain, the task force recommended that both are directed toward the common goal of improving contracting and procurement services. I agree with that direction. Plans have evolved since the narratives were composed last year. The action plan still calls for the contracting function to reside within a realigned Procurement office, but now no longer calls for a

separate Contracting Office. This new configuration should be fully implemented, then assessed for operational effectiveness and efficiency. I expect a plan to accomplish this by 2/1/17, to be implemented by 7/1/17.

Current Status: The Procurement Services Department has collaborated with the Office of the General Counsel to define the components of a fully integrated contract management function. This new function is approximately 75 percent developed, and is on schedule for full implementation by 7/1/17. Further analysis of the appropriate workflow and organizational structure will be required as new systems are implemented.

Risk Management

Report approved, implementation in progress

Task Force Recommendation: This program plays a crucial role on campus in managing liabilities and crisis management. A job this important requires more than a single employee to oversee the program. The task force supports transformation by cross-training other personnel so that knowledge and responsibility can be shared rather than managed by an individual. The university should continue to review all insurance levels to ensure that it is not over-insured in some areas and under-insured in others.

Charge from November Report: The vice president's office already has made some of the reductions recommended by the Administrative Task Force, and I do not believe further reductions are required. I am in partial agreement with the division's plan to locate risk management and compliance in an Operations Office within the division. Risk management and compliance span virtually every division of the university, and no one division can own these broad issues. However, I agree that a Risk Management and Compliance Council is needed to pull expertise from across the university, that the council needs a convener who can organize efforts and lead accountability, and that the convener could come from this office. I would like to receive a draft of the proposal by 1/15/17, with the execution to be in place by 6/30/17.

Current Status: An Enterprise Risk Management (ERM) process has been constructed. The process involves an annual review cycle, which flows from risk identification to risk analysis, risk evaluation, risk mitigation plan development, mitigation resourcing and (as resources allow) risk mitigation. The outcomes from each year's process, together with the identification of new issues, then inform the next year's cycle. This process involves the "risk owners" (i.e. those involved in the particular issue) together with a standing ERM committee. This team reviews risk information; assesses risk evaluation; helps identify cross-cutting risks; and reviews mitigation and control plans. The process also appropriately involves shared governance through the Resource, Space and Budget Committee. All of this work is supported by a core ERM team. Subject to Board of Trustees approval, this process will begin to operate in FY 18.

Task Force Recommendation: The narrative for this program demonstrates that the NIU fleet of vehicles for department use is considerably older than those at other universities. In part, this is evidence of the cost-effective impact of the maintenance done in-house at NIU Transportation. Given the significant expense in owning, replacing, and maintaining a fleet of vehicles, the task force recommends investigating the services offered and whether a third-party fleet management system could be used for some services. The task force recommends that the program explore other sources of revenue for new and different-sized vehicles that more comfortably and efficiently serve the many outreach and student excursion programs at a more cost-effective scale.

Charge from November Report: I agree with the task force's call for all of these programs to consider all options for reducing expenses, including the possibility of outsourcing some or all of their operations. I expect a preliminary description of options and their cost/benefit analysis by 2/1/17, to see which options should be seriously considered.

Current Status: A final report for the Transportation program is about 80% complete. Preliminary analysis of this program shows that a planned sequence of utilizing vehicles for various purposes throughout a 12-year life is more cost effective than leasing. This multiple-use/life-cycle concept, along with a deliberate process for validating the best option for meeting transportation requirements (i.e. using NIU vehicle, commercial rental, or mileage reimbursement for private vehicle), will be the core of this program's overall cost-reduction strategy.

Enrollment Management & Marketing and Communications

As a result of Program Prioritization, I established the Division of Enrollment Management, Marketing and Communications. It became clear to me that our marketing, branding and undergraduate student recruitment functions were not well-integrated and aligned, which was negatively affecting the university's ability to recruit first-year and transfer undergraduates. Because of the merger, decisions regarding student recruitment are now better coordinated, which will provide a clear, consistent message to prospective students as well as a smooth transition from students' initial contacts with the university, through admission, and ultimately matriculation.

Since the beginning of the year, the focus for the newly integrated group has been on improving yield (converting admitted to becoming enrolled students). The activities put in place are designed to provide some short-term incremental benefits, but will result longer-term in a new way of aligning, integrating and engaging resources to create greater market impact. The work has centered on four areas:

- **Process engineering**—achieving better integration of direct contact with prospective students and the marketing “air cover” that creates greater brand and mind share with our targets. Our well-coordinated advertising campaign to drive attendance to our first-year and transfer open houses helped contribute to a three-year high for first-year students in the spring session and a more than 50 percent increase in transfers at that open house.
- **Technology enhancements**—in particular, continuing to build out Undergraduate Admissions' CRM database (Hobson's Connect) by adding adult learner programs and graduate recruitment to the database in an effort to achieve greater synergies and impact across multiple recruitment segments.
- **Partnership engagement**—recognizing that “it takes a university to enroll a student,” the division has redoubled its efforts to engage university partners (in particular, the Alumni Association, the Council of Deans and the cultural centers) to enlist our partners in aggressive and coordinated outreach to prospective students. One immediate result was an alumni letter-writing campaign that saw alumni send almost 2,000 letters to prospective students. Another is cooperative work with the colleges to enhance our “down funnel” communications to include much more college- and program-specific communications.
- **Customer focus**—better defining the university's target market and how to coordinate marketing, financial aid, recruitment and scholarships is key to enhancing yield and ensuring financial sustainability. Our Admissions and Marketing teams are collaborating on go-to-market strategies that target specific geographic and demographic segments of our prospective student populations. In addition, work is being done on “net revenue

pricing” that will allow us to better project our tuition and fee revenue vs. costs over multiple years which will aid in our financial sustainability.

Advertising

Report approved, implementation complete

Task Force Recommendation: Advertising is extremely important to help increase enrollment and improve the reputation of the university. However, the narrative fails to provide evidence that the program is operating effectively and efficiently. The task force is concerned that advertising dollars are scattered across units within the university, which is inefficient. Funding for advertising buys needs to be centralized and leveraged more effectively. Resources are also necessary to assess the effectiveness of advertising buys. The task force recommends that more money should be devoted to ad buys, but not personnel, for this program.

Charge from the November Report: I agree with the task force’s recommendation to transform this program. The university needs to rethink the way it spends its advertising dollars so that they are maximized. Specifically, funding for advertising must be more centralized and expanded. The action plan calls for increasing the advertising budget and approval of an associate director of advertising. I support sending these funding requests to the EBC for evaluation.

Current Status: The associate director of advertising position was authorized, a search was conducted and an offer to the finalist has been made. At the same time, the university has issued an RFP for a media-buying firm to coordinate our ad buys, create greater efficiencies and increase our buying power. We hope that this is the first step toward centralizing all ad spending across the university. The university is increasing the paid media budget in FY18 through reallocation of existing budget across departments within the division, but only at around a \$50K increment. Incremental paid media spending remains an unfunded budget request.

Community Outreach and Strategic Partnerships

*Report approved,
implementation complete*

Task Force Recommendation: The task force believes that the services of this program are best aligned with the Division of Outreach, Engagement, and Regional Development (DOERD).

Housing these services under this division will allow for a stronger, consistent voice to the university’s external constituents. Community Outreach and Strategic Partnerships is an unnecessary, duplicative program in the Division of Marketing and Communications. The task force recommends that Campus Communications partner with the DOERD to assess the communication needs for community outreach.

Charge from the November Report: I agree with the placement of this program in review and support the division’s elimination of the program and transfer of responsibilities to OERD. Any cost savings associated with the elimination should be provided to me by 12/15/16.

Current Status: As part of the university’s budget cuts, both the program and associated position has been eliminated. The division has worked collaboratively with the Division of Outreach, Engagement, and Regional Development on a new community relations structure (see the section on “Complex Conversations”).

Media Relations

Report approved, implementation complete

Task Force Recommendation: This program is important to promote the success of our faculty, staff and students, which, in turn, creates positive earned media for the university. The office appears to be staffed at appropriate levels, especially when one includes the media relations staff working directly in various colleges and offices.

Charge from the November Report: I disagree with the Administrative Task Force that this program is appropriately staffed. As such, the program should be enhanced instead of sustained. The program is important to continue improving the reputation of the university by promoting our impressive faculty, students and staff. Short-term, the focus will be on ensuring that new communications hires at the college level have dotted lines to this division. Such a reporting structure will ensure that there is strong alignment between the university and the colleges, and that the college communicators are capable of generating content that can be used for multiple purposes and distributed through multiple channels. Given the talent on campus, new hires might not be necessary to increase the staff of this program. I have instructed Vice President Teller to work with other divisions to look for opportunities to reallocate staffing and provide me with a plan to do so by 1/15/17.

Current Status: No additional staff or resources were identified for reallocation. The division will hold on requesting additional hires at this time because of current budget conditions. At the same time, the division has been able to enhance its assets in this area through several dotted-line and solid-line relationships with college communicators, as well as an agreement with the College of Visual and Performing Arts to pick up 25 percent of costs (and have access to a like percentage of time) for that college’s new director of marketing and communications.

Orientation and Family Services

*Report approved,
implementation complete*

Task Force Recommendation: Orientation and Family Services has recently undergone a significant transformation (moving from a one-day program to a two-day program), and the program should be evaluated over the next year or two to determine if the transformation has impacted enrollments and retention. The narrative makes the case to combine other programs’ orientations (e.g., international students, ESP/CHANCE) into one orientation, but the task force is uncertain that this consolidation makes sense given the specific focus of those programs. Additionally, the program currently is operating in a deficit and should strive to be revenue-neutral.

Charge from the November Report: I agree with the task force's recommendation to sustain and that the program should be revenue-neutral. A plan to achieve budget neutrality is due by 1/15/17.

Current Status: Historically, the confirmation fees collected by Orientation and Family Services were allocated for the support of both that program and First and Second Year Experience (FYSE). As a result, Orientation and Family Connections was challenged to meet the expectations and needs of confirmed students and their families, while also remaining revenue-neutral. Working collaboratively, the divisions of Academic Affairs and Administration and Finance have identified other resources to support FYSE at the current level. This will allow Orientation and Family Connections to retain the confirmation fees and operate in a revenue-neutral fashion. It will also enable this program to adopt a best practice of having online orientation modules, which will enable us to engage students before they come onto campus for their orientation experience. Finally, the unit is collaborating with CHANCE and college advisors to advance culturally responsive practices throughout orientation to ensure that all students have access to important orientation information, which gives all students a sense of community and that all students are academically and culturally affirmed.

General Counsel

The Office of the General Counsel provides guidance and representation to members of the Northern Illinois University Board of Trustees, administrative officers, faculty, staff and employees regarding official university business and operations.

The task force noted the importance of this office to the university's functions, but believed the office should be transformed. This transformation includes having the office spend more time focusing on legal matters and less time on non-legal matters that can be handled by other offices (e.g., FOIA, Clery Act reporting, procurement contracts). I concurred with most of the task force's recommendations, and gave the Office of the General Counsel instructions to rethink workload, reduce costs and provide justifications for the continuation of certain programs.

Collections

Report approved, implementation complete

Task Force Recommendation: The narrative does not make a strong case for why this program is needed. Although this program provides some training for students, it brings in limited revenue especially given the effort expended and program costs. The collections effort is being paid for twice since an external collections agency has already attempted to collect these debts.

Charge from the November Report: I need more information on this program to make a decision regarding whether it should be eliminated as the task force suggested. An analysis of the full costs associated with the program and whether the program nets revenue is due by 12/15/16. If the program is in the black, then I am supportive of maintaining it. However, if the university loses money from the program, then the program should be eliminated.

Current Status: The program generated roughly \$80,000 in actualized profit for the university in 2016, when comparing relative costs of the program against revenues received through the program. Given the academic component of the program, and the fact that the program nets revenue, the program will continue.

Dispute Resolution and Mediations, Litigation, Arbitration

*Report approved,
Implementation complete*

Task Force Recommendation: Although, the program's narrative states that the number of cases "remains at a consistent, but manageable level," the office should be able to reduce some financial expenditures by forming a litigation coordination team and streamlining processes through OnBase. The task force encourages this program to limit use of outside counsel whenever possible.

Charge from the November Report: I agree with the task force's suggestion to reduce this program. However, I also acknowledge that the university's litigation workload can be driven by external factors, and is not always within the university's control. Where appropriate, processes should be streamlined through OnBase, and any related cost savings should be identified by 12/15/16.

Current Status: Through the cost-conscious and efficient use of electronic records, including the implementation of OnBase, the Office of the General Counsel has seen a recent approximate 75 percent reduction in its reliance on paper records for litigation. The use of OnBase as a case-management software is allowing the Office of General Counsel to better respond to such litigation and to realize cost-savings around mail, postage, paper expenses and through a reduction in associated office supplies such as banker's boxes, labels, etc. In addition, the office's plan to share printers is expected to reduce these direct costs substantially.

Ethics

Report approved, implementation in progress

Task Force Recommendation: Although this program is state-mandated, the program narrative does not justify that a full-time employee is needed to be in compliance with the state statute.

Charge from the November Report: Since the Administrative Task Force report was written, new mandates from the state have led to an increased workload in this program. In addition, each public university is required under state law to have an ethics officer, who is designated by the president of the institution. As a result, I disagree with the task force's recommendation to reduce. A new ethics officer will be hired, and the reporting relationship will be finalized upon the hire of a permanent General Counsel.

Current Status: The search for a new ethics officer is in progress with the anticipation that the position will be filled by July 1, 2017. The existing ethics officer will shift back to an open position in the GC office. These two steps should reduce overall costs for the office.

Office of the Vice President/General Counsel

Report approved, implementation complete

Task Force Recommendation: The Office of the General Counsel is essential to the success of the university. After reviewing all of the narratives related to this program, however, the task force believes that the Office of the General Counsel may be more involved than necessary in functions managed by other programs, such as Contracts and FOIA Review. The task force recommends a thorough review of activities and functions led by this program, and a potential transformation of staffing and resource allocation to those activities.

Charge from the November Report: Although this program was placed in the Transform (neutral) category, I believe that the budget can be reduced. A reduction plan for this program is due by 12/15/16.

Current Status: The Office of the Vice President and General Counsel made several cost-cutting measures that will result in a baseline budget reduction of roughly \$150,000. Among the reductions and cuts was the non-refill of a pending retirement, reduction in the use of outside legal firms and elimination of cell phone stipends and certain software.

Human Resource Services

Human Resource Services (HRS) continues its efforts to increase its value to the campus community. That increased value comes from modernizing and automating services. It comes from the essential services provided to meet the expectations of Title IX and VAWA. It comes from the support provided to the campus community through Employee Assistance and Training. And it comes from the ability of HRS to provide a higher tier of professional services in recruiting, managing employee relations and addressing issues of pay equity.

As has been previously identified, the first step in this process is the successful implementation of software solutions that can automate personnel processes. The newly deployed applicant tracking system is an important element of that automation process. Other steps include increasing access to self-service functions in MyNIU, creating an electronic comprehensive onboarding experience for new hires and the online benefits enrollment process recently released by CMS. All of these steps, even with the learning curves associated with them, are beginning to change the dynamics for HRS, and are positioning the division for change that serves the campus community at a higher level.

Part of that change is the strengthening and linking of Employee Assistance and HR Training functions. In recognition of the importance of these areas, a much-needed career/educational advisor staff position has been approved, with the search now in progress.

Affirmative Action and Equity Compliance

Report deadline reset

Task Force Recommendation: Affirmative Action and Diversity Resources do not need to be housed under the same program. This program has already begun its transformation by refocusing on Affirmative Action and Equity Compliance functions. The task force believes that diversity resources for the campus, outside of affirmative-action-related compliance issues, should be coordinated by the new chief diversity officer.

Charge from November Report: I agree with the task force recommendation for transformation, and endorse the suggestion to refocus this program on guiding and enforcing the policies, procedures and laws that govern fairness, equality and related compliance for NIU. I am aware that this office is collaborating with the chief diversity officer to ensure adequate coordination of diversity resources during this transition, and I applaud these efforts. These transformations will allow AAEC to address the obligations associated with Title IX compliance as well as the collective bargaining negotiations and contract administration for NIU's employee unions. I have asked the vice president for Student Affairs and Enrollment Management and the executive vice president/provost to work together to facilitate an external review of their reporting units that contribute to compliance with the various statutes and policies that govern the NIU response to sexual misconduct, including but not limited to Title IX, VAWA and IL law. The external review should be scheduled no later than 5/15/17.

Current Status: The external review has been deferred for several reasons. The reorganization of Student Affairs under the Office of the Executive Vice President/Provost that includes Human Resource Services and Title IX has provided an opportunity for greater integration of services. There was a desire to allow these conversations to develop before inviting a review. The need to conduct the Campus Climate Survey, and to use those data to inform the university's path forward, provides additional rationale for deferring the review until the university has incorporated the findings into its action plans. Finally, the current fiscal circumstances led to a decision to postpone incurring costs for consultants. As a result, the external review should be scheduled no later than the end of the 2017 calendar year.

Employee Assistance

Implementation in progress

Task Force Recommendation: The task force feels that enhancing this program could boost employee performance and morale, and contribute to a positive culture across campus. Providing employees and managers with the tools, resources and training necessary to promote a healthy work environment could yield cost savings by reducing performance issues and employee turnover. Although this program is hiring a new director, it has long been under-resourced in relation to its importance.

Charge from November Report: I agree with the task force recommendation to consider the program for enhancement. It is important to NIU that all employees are supported in their work, and the Employee Assistance Program is a key element of that support structure. The action plan includes the merger of HR Training with the Employee Assistance Program, and seeks an additional staff member for the employee assistance functions. Both of these action steps have been approved and are now being implemented.

Current Status: HR Training has been consolidated with Employee Assistance. The staff position has been approved, and is in the process of being filled via a search process.

Employment

Implementation in progress

Task Force Recommendation: The narrative for this program includes little evidence of program quality or productivity, and is primarily focused on compliance issues. While the task force acknowledges the requirement to maintain compliance vigilance, it also supports the program's intent to automate the hiring process and manage positions online (online applicant tracking system), expand employee self-service functionality (PeopleSoft) and implement the online evaluation module (PeopleSoft). Every effort should be made to reduce the amount of manual paperwork processing in favor of electronic processing and automation.

Charge from November Report: Evaluation of this program is still pending.

Current Status: PeopleAdmin was launched March 1. HRS will continue to make minor tweaks with software developers at PeopleAdmin as needed, but the team reports no major issues while

noting that the campus has been responding very positively to this new enterprise system. It is very helpful for departments to be able to log in and see exactly where their transactions are in the process of approval, and to be able to review and evaluate job applicants and record such information electronically. Job applicants are responding very positively as well.

Insurance and Benefits

Implementation in progress

Task Force Recommendation: Although evidence of quality is not clear from the narrative, this program is essential for the university, and has adequate staffing.

Charge from November Report: I agree with the task force recommendation to sustain. The program is working well in a challenging environment to provide employees with needed services. The action plan calls for coordination with the state's Department of Central Management Services to move access to services online. I support this effort, and encourage it to move forward.

Current Status: The current Benefits Choice window will utilize the new electronic system implemented by CMS for making benefits selections. All of the state universities have worked with CMS on this long process; however, it is not clear how smoothly the implementation will occur. Our Benefits team is expecting to spend extensive time assisting employees with the system for the current Benefits Choice period.

Training

Implementation in progress

Task Force Recommendation: The resources allocated to this program have limited its ability to provide adequate professional development programming. Recently, the lack of programming has been more problematic because budget cuts have made it difficult for employees to go to conferences for professional development. The program is particularly important for the advancement of staff without other professional development opportunities. The task force recommends additional resources devoted to Training to increase professional development opportunities for all staff, and to implement a more substantial on-boarding for new employees.

Charge from November Report: I agree with the task force recommendation to consider the program for enhancement. It is important to NIU that all employees are supported in the skills they need to perform their work well, and the HR Training office is a key element in helping employees fulfil their potential. The action plan includes the merger of HR Training with the Employee Assistance Program, and seeks an additional staff member for the training functions. This funding request should now go to the EBC for evaluation.

Current Status: HR Training has been consolidated with Employee Assistance. The staff position has been approved, and is in the process of being filled via a search process.

Information Technology

Members of the university IT community, including the Division of Information Technology and the distributed IT staff across the university, have been involved in ongoing efforts to modernize our IT environment, protect core functions and bring cost-savings to the university. They have been doing so in a very challenging environment, dealing with an aging infrastructure, a shrinking workforce, rapidly changing technology, growing reliance on their services, and an exceptionally tight funding environment.

Given all of those challenges, I commend them for the accomplishments to date, and understand that many projects are still in progress. The team simply hasn't had the capacity to take on more. The progress to date represents important steps forward to responsibly manage our IT resources and to ensure that the campus has the services it requires:

- The AnywherePrints project has been rolled out and is now being refined and activated.
- Multiple systems are being moved into the cloud. This, in turn, is driving a resizing and restructuring of the IT workforce.
- We have worked out capital refresh plans for storage and Wi-Fi that should result in better coverage with no increase in costs.
- The restructuring of the Broadband Services has generated significant new revenues that have helped to underwrite some of the other pressing needs within the division.
- The division continues to move forward with restructuring of its cost model to replace chargebacks, with initial focus on Wi-Fi.
- The division is now investigating options for voice services.

Academic Technologies Support

Implementation in progress

Task Force Recommendation: The core academic applications supported by this program are integral to the student learning experience. Blackboard Learn provides a rich, online learning environment with nearly universal usage by faculty and staff. Students expect—and demand—24/7 access to this learning environment. Providing a recurring source of funds for salaries, hardware, and annual software licensing could enhance this program.

Charge from November Report: I agree with the Administrative Task Force recommendation to enhance academic technology support. Systems such as Blackboard and Qualtrics are essential to our academic mission. The action plan calls for solidifying funding for Blackboard, Qualtrics and other academic software, and eliminating redundancies in video-conferencing software. Those elements of the action plan that can be implemented with existing resources should move forward; the rest of the action plan should now go to the EBC for evaluation.

Current Status: Consolidating redundant video-conferencing software has already begun with reductions and removal of Polycom equipment and the removal of known instances of WebEx

and GoToMeeting. Experimental systems that can handle the need for room-based video – not well-suited to being serviced by current versions of Skype – have been deployed and are under consideration within DoIT. The true consolidation, however, will occur in FY18 when DoIT will work with Faculty Development and Outreach to consider the question of selection between Blackboard Collaborate and Adobe Connect. The next tangible stage in this work will occur in June when DoIT meets for its annual goal-planning session. At that time, initial plans and specific SMART goals will be set for the DoIT senior leadership team.

Application Development and Hosting

Implementation in progress

Task Force Recommendation: The narrative describes an excess of customized applications being developed. The task force urges the campus to utilize more of the packaged platform software systems already available.

Charge from November Report: For all three of these programs, I understand that the administrative task force is calling for long-term savings to the campus by restructuring our business practices and/or deployment of technology. I support those goals, and recognize that many of the opportunities for long-term savings require near-term investments. Therefore, all of these need to go to the EBC for prioritization against all of the university's other budget needs. That will require cost/benefit analyses for each project. I would also urge that the IT Steering Committee (ITSC) and related governance structures be used to conduct a comprehensive portfolio review of all of the proposed DoIT activities, to ensure that there is realistic alignment between the projects recommended to the EBC and DoIT staff capacity to execute those projects.

Finally, all of these activities imply refining the set of products available to the campus, whether it is apps, software, or communications. As choices are made, DoIT needs to ensure meaningful input from the university community. The IT governance structure is an important part of that, but it will also be important to hear from the faculty and staff directly impacted by the choices made.

Current Status: The university supports approximately 100 commercial and custom-written applications that primarily serve individual departments. This suite has grown over the years without an overall strategy. DoIT is now moving toward refining the suite by shifting away from multiple separate products and toward increasing use of the functionality provided by a small number of enterprise applications. Throughout FY17, DoIT has been working with departments to validate the need for ongoing support for these applications, exiting the platforms where the need is no longer crucial. Where departments still need specific support, DoIT has helped departments migrate to existing platforms such as Office 365, Blackboard. At the time of this writing, the number of decommissioned applications number is nearing 20. The work to finish assessing the full inventory of nearly 80 small applications will continue through the end of FY17. Completing the decommission of any remaining applications slated for retirement will occur throughout FY18.

Task Force Recommendation: It is important that faculty, staff, and students have access to highly-functioning computing resources. However, maintaining independent technology support units is creating unnecessary redundancies and increased costs. The task force calls for a systematic evaluation of all distributed IT support functions, including both personal/desktop support and classroom/computer lab support. The current organization and cost of a distributed model due to lack of central funding creates an inconsistent allocation of IT resources and support across the university. The task force does not have sufficient information or expertise to specify what configuration the university's IT support should have, but it recognizes that a transformation is required.

Charge from November Report: I support the task force recommendation for a comprehensive review of IT customer support, and appreciate the leadership in organizing the complex conversation. The IT managers have delivered a strong initial report. Their good work needs to be continued, with specific implementation steps identified for their recommendations. In particular, the unresolved issues of classroom technology management need to be addressed. I would like to receive a draft plan on these remaining issues by 2/1/17.

Current Status: Please see the update on the IT Customer Support Complex Conversation.

Task Force Recommendation: The university needs to reduce the quantity of documents moved around campus. In particular, the university must move to a more paperless system and develop a records management plan. Anywhere Printing does not seem to be working well (e.g., excessive wait times to fix printers) and should be reexamined. The university should consider moving Document Design Services to Creative Support Services to allow for more centralized design services and improve alignment with university branding standards.

Charge from November Report: I agree with the Administrative Task Force's placement of this program in the Reduce category, and understand that this includes two different kinds of reduction. First, I appreciate and support the efforts underway to reduce printing across campus, including the steps indicated for OnBase and AnywherePrints. Second, we still need to look at the role of Document Services, which might include the possibility of outsourcing our print functions or the enhancement of this area to provide services to external clients and increase its net revenues. I would like to receive a preliminary report on the feasibility of these or other viable options by 2/1/17. This could include a comparison of comparable schools' printing costs when using internal and external print shops.

Current Status: Updates are available in each of the three main areas of this service. The campus has certainly noticed the unmistakable movement to accelerate the adoption of centralized printing as a key form of cost-savings this year. Indeed, the Institutional Print Project

has turned out to be the most significant and disruptive IT project within DoIT this year. Delivery, installation and activation of the new Anywhere Printers is complete, and the first few weeks of printer pickup are now complete. Some performance-tuning is happening with the print queue software because of the new load but, in all, the project is proceeding on plan. DoIT estimates that the university will exceed its \$500,000 cost-savings target, and has multiple checkpoints established to validate the savings throughout FY18.

DoIT's recently created Architecture Review Board has given guidance for the renewal of the OnBase environments, which will happen in stages over a period of months. The first has just been completed, setting us on track for improved development capabilities. FY18 will see the entire OnBase infrastructure rebuilt and upgraded to current versions. It will also see the integration of DocuSign and a return to developing custom workflow capabilities for non-PeopleSoft-oriented business processes.

Finally, the review and decision on future directions for high-speed printing delivered through Document Services is still pending. A full report is in near-final stage but has been postponed because of the Institutional Print Project. Further elaboration of the direction for that group will be completed by the end of FY18.

Identity and Access Control

Implementation in progress

Task Force Recommendation: The university must have secure identity management systems. This program is functioning well with adequate staffing levels.

Charge from November Report: I support the task force's recommendation to sustain. The action plan calls for ongoing action to improve access and security for NIU's systems, including a consolidated multi-factor authentication system. Those elements of the action plan that can be implemented with existing resources should move forward; the rest of the action plan should now go to the EBC for evaluation.

Current Status: The plans to implement multifactor authentication (MFA) proceeded quickly this year and, in fact, the student implementation was accelerated somewhat in response to a concerted and prolonged phishing campaign originating in Nigeria. The implementation of MFA still requires some tuning as we are finding pockets of users who are (a) not asked to authenticate at all; (b) asked to authenticate too often; or (c) are found to be in unexpected segments of our network. Still, the overall implementation was a great success, immediately reducing compromised accounts from 270 per week to 0.

Multimedia Production and Support

Report received

Task Force Recommendation: The narrative suggests the program cannot be sustained without additional resources, and the task force does not see evidence that the program deserves more

resources. If this program is required to be maintained because of the contract with ESPN3, then the program should be moved to – and funded by – the intercollegiate athletics department.

Charge from November Report: I support the Administrative Task Force recommendation to either eliminate or reduce general revenues funding for this program. I would like to see a firm plan by 12/15/16 for reduction or elimination of this program.

Current Status: This has proven to be a particularly complex issue. The goals are to meet our contractual obligations while reducing support from university general revenues and increasing student involvement. A plan has been submitted, and discussion of that plan is under way.

Network Architecture and Support

Report due

Task Force Recommendation: Comprehensive and working Wi-Fi coverage is essential on today's college campuses. Students, faculty, staff, and guests expect access to Wi-Fi in their living and working environments. The task force acknowledges that the financial model that supports this program is flawed and in desperate need of repair. The task force strongly recommends that campus-wide Wi-Fi be a centralized commitment of the university thereby eliminating the chargeback model to programs.

Charge from November Report: I agree with the Administrative Task Force recommendations to positively transform NIU's network infrastructure, and to create a new funding model to replace the chargeback structures. The action plan calls for a steady migration from a wired to wireless environment, and also calls for the elimination of the charge-back system for both. The new funding model should be delivered to me by the CIO and CFO by 2/15/17, and the new funding requests should now go to the EBC for evaluation.

Current Status: Progress has been made on the restructuring of the funding model for DoIT's services; more work remains to be done. The elimination of Wi-Fi chargebacks was completed in July 2016; however, more time will be needed for the campus to feel the benefits, and a long-term sustainable model has not yet fully evolved. The retirement of CFO Al Phillips precluded the completion of the funding model plan called for in the November report. As NIU recruits a new CFO, expected in the fall, one of his or her tasks will be to work with the CIO to complete this project.

Meanwhile, I have worked with DoIT and Administration and Finance to secure commitment of full funding for current Wi-Fi coverage. This will enable DoIT to replace wireless equipment that is now nearing its end of life. More importantly, the commitment to a stable source of equipment refresh, combined with careful design work in a representative sample of buildings and inspection of emerging wireless standards, has enabled DoIT to devise a plan by which it can fully cover all areas of campus with high-quality wireless coverage at no additional expense. Expansion of Wi-Fi coverage under this new design will be a key goal for DoIT for FY18 through FY20, at which time it expects the university to be at full coverage.

NIU Broadband Development Services

*Report received,
implementation in progress*

Task Force Recommendation: This program helps to support the university's mission of being a regional institution and is impressive, especially in terms of resources generated from grants. However, the task force believes that, given the external funding received by this program, it can remain strong with reduced university resources.

Charge from November Report: I support the Administrative Task Force recommendation that general revenues funding for Broadband Development Services should be reduced. I appreciate the DoIT action plan's call for greater external support and that you have been pursuing those efforts in recent months. I would like to see a new action plan for reducing general revenues funding that identifies strategic pathways and a cost/benefit analysis by 2/1/17.

Current Status: The Broadband team has embraced the call, and has not only become self-sufficient but is now providing support to the rest of the division. Detailed cost analysis performed as part of the DoIT FY18 budget submission indicates that Broadband is now subsidizing the cost of networking at NIU by approximately \$800,000 per year with every expectation that this amount will continue to increase. Keys to the turnaround are the expansion of the network into new markets; the development of new networking products; and the planned expansion of saleable products into the storage- and business-continuity planning spaces

Research Computing Support

Report due

Task Force Recommendation: There is internal growth opportunity for this program, but the program needs to be better marketed so it can be used more widely. The program serves an important function, especially as big data analysis continues to grow. The task force does not believe that this program is essential to the functioning of the university, but the increasing emphasis on big data analysis convinced the task force that this program should be sustained.

Charge from November Report: I do not fully agree with the task force recommendation to sustain the program, as it appears that transformation of the program is in order. In particular, the research computing support program in DoIT and the Center for Research Computing and Data in RIPS should be better integrated. I would like to see a joint proposal by the Vice Presidents by 2/1/17.

Current Status: Research Computing Support represents a very small part of DoIT's budget, and transformation in this area has been a low priority. Given the many other issues DoIT has been addressing, no significant progress has been made here. I accept that prioritization of time and attention, while continuing to believe that transformation of our research computing support is desirable. I have therefore extended the deadline to Oct. 1, 2017, for a joint report from the vice presidents.

Software Licensing and Distribution

Referred to EBC

Task Force Recommendation: Although this program will eventually be able to be reduced, the way the campus purchases software needs to continue to change before the reduction takes place. The program must continue moving toward more automation, which will eventually allow the program to function with reduced resources.

Charge from November Report: For all three of these programs, I understand that the administrative task force is calling for long-term savings to the campus by restructuring our business practices and/or deployment of technology. I support those goals, and recognize that many of the opportunities for long-term savings require near-term investments. Therefore, all of these need to go to the EBC for prioritization against all of the university's other budget needs. That will require cost/benefit analyses for each project. I would also urge that the IT Steering Committee (ITSC) and related governance structures be used to conduct a comprehensive portfolio review of all of the proposed DoIT activities, to ensure that there is realistic alignment between the projects recommended to the EBC and DoIT staff capacity to execute those projects.

Finally, all of these activities imply refining the set of products available to the campus, whether it is apps, software, or communications. As choices are made, DoIT needs to ensure meaningful input from the university community. The IT governance structure is an important part of that, but it will also be important to hear from the faculty and staff directly impacted by the choices made.

Current Status: More than 300 software packages move through DoIT to various parts of the university each year. The intent of the recommendations and action plans has been to move toward electronic purchasing, licensing and distribution as opposed to the more manual process currently employed. The initial vision called for integrating this with the chosen standard for desktop management, known as SCCM. Current staffing doesn't allow DoIT to move forward with this solution at this time. It is possible that an alternate means of achieving the same end can be arranged through another technology, known as AnywhereApps, though with somewhat less benefit. DoIT's determination of what can still be done in this area will happen in June at the division's annual goal-setting retreat.

Voice Services

Referred to EBC

Task Force Recommendation: Although some voice service system is still needed on campus, the demand for this service has declined substantially, in part due to the cost to departments to maintain phone lines. The current phone system is antiquated, and maintaining the equipment is expensive. The current model no longer appears to be sustainable. The task force strongly recommends that DoIT transform how voice services are implemented on the campus.

Charge from November Report: For all three of these programs, I understand that the administrative task force is calling for long-term savings to the campus by restructuring our

business practices and/or deployment of technology. I support those goals, and recognize that many of the opportunities for long-term savings require near-term investments. Therefore, all of these need to go to the EBC for prioritization against all of the university's other budget needs. That will require cost/benefit analyses for each project. I would also urge that the IT Steering Committee (ITSC) and related governance structures be used to conduct a comprehensive portfolio review of all of the proposed DoIT activities, to ensure that there is realistic alignment between the projects recommended to the EBC and DoIT staff capacity to execute those projects.

Finally, all of these activities imply refining the set of products available to the campus, whether it is apps, software, or communications. As choices are made, DoIT needs to ensure meaningful input from the university community. The IT governance structure is an important part of that, but it will also be important to hear from the faculty and staff directly impacted by the choices made.

Current Status: The university's phone system is out of date and in need of replacement. Both changes in technology and cost considerations have led us to conclude that a full phone-for-phone replacement is not appropriate. Instead, the university has drawn down 1,800 of 6,600 desk phones over a two-year period. FY17 saw the development, release and closure of an RFP for a new voice platform. At the time of this report, the 18 responses to the RFP are being read and scored.

Intercollegiate Athletics

In my November update, I concurred with the Administrative Task Force that the Division of Intercollegiate Athletics needs to become more self-sustaining. The task force also suggested that if the division could not be more self-sustaining, then we should consider eliminating a sport. As a result of the task force's recommendation, I gave the division a \$1 million budget adjustment in FY17 and an additional \$1 million adjustment in FY18 to meet the goal of becoming more self-sustaining. The division was able to meet this goal without having to eliminate a sport at this time. However, the possibility of eliminating a sport might be reconsidered at a later time if the division is unable to continue its efforts to be more self-sustaining.

To reach its budget goals, the division took several steps to reduce its reliance on state funding. Personnel costs have been decreased through position elimination and diminished support of cheerleading. In addition, there have been prioritized reductions to sport programs, administrative unit budgets and event operations programming.

To its credit, the division has also worked diligently since FY14 to enhance revenue opportunities through a variety of measures. Its multi-dimensional strategy, which has included outsourcing concessions and catering services, as well as introducing additional premium seating options and opportunities at football and basketball events, has allowed the division to increase revenue in each fiscal year. Additionally, starting in FY16, the division has hosted an annual fundraising event designed specifically to address funding student-athlete scholarships, the Victor E. Ball. The division has also engaged with its multimedia rights partner, Learfield Sports Properties, to more fully maximize the relationships in the areas of licensing royalties, sponsorship sales and ticket sales. Lastly, the division has engaged with other institutions to enter into additional game contracts that provide guaranteed operating revenue for participation in away competitions in football and men's basketball. Collectively, these initiatives have delivered additional resources to the division, and thereby mitigated the financial impact of declining enrollment, reliance on student fees and lack of reliable state funding. As a result, the division has been able to sustain operations at a level compatible competitive excellence both athletically and academically.

Convocation Center

Report approved, implementation complete

Task Force Recommendation: The narrative does not provide sufficient productivity data to justify the large number of full-time staff. The task force recommends relying less on full-time staff and more on extra help or student employment. Additionally, some functions such as event management and/or building services staff may be better handled by other campus entities.

Charge from the November Report: I support the task force's placement of the Convocation Center in the Reduce category. I have asked the associate vice president/director of Athletics to clarify operational areas for reduction and provide this information to me no later than 1/15/17.

Current Status: Since the Administrative Task Force's report, the Convocation Center has reduced staff through attrition, reorganization and a position non-renewal. The outsourcing of food services to Sodexo has generated revenue from commission-based sales and reduced both operational overhead costs and administrative risk.

Facilities

Report approved, implementation complete

Task Force Recommendation: This program is essential in a Division I intercollegiate athletics department. However, the department is encouraged to find ways to be more self-sustaining. The program narrative suggests that the department is overstaffed in the area of event/facilities management as compared to other MAC schools.

Charge from the November Report: I support the task force's placement of this program in the Reduce category. I have asked the associate vice president/director of Athletics to clarify operational areas for reduction and provide this information to me no later than 1/15/17.

Current Status: The staff has been reduced through a position non-renewal. Going forward, operations will function with a director and up to three full-time staff on flex schedules to allow for continuous facility operations and changeovers to meet the needs of the multiple users and seven-days-a-week operations of the facility with minimal overtime costs.

Sports Programs

Report approved, implementation complete

Task Force Recommendation: The intercollegiate athletics department is encouraged to find ways to be more self-sustaining. If that is not possible, then the department should consider eliminating a male, non-revenue sport.

Charge from the November Report: While great benefits come with having a competitive, robust athletics department, the increasing costs of such a program are difficult to sustain, especially in the current budget climate. I agree with the task force that the Division of Intercollegiate Athletics needs to become more self-sustaining. I have asked the associate vice president/director of Intercollegiate Athletics to provide me with a plan to make the department more self-sustaining, including increasing revenue and possible budget cuts. Based on that report, a decision on whether to eliminate a male, non-revenue sport will be made by 5/15/17. While Intercollegiate Athletics continues to flesh out its financial plan, I will hold off on any additional decisions pertaining to individual programs.

Current Status: As noted above, Intercollegiate Athletics has increased its revenue and reduced its spending in the last fiscal year. As a result, the division will not eliminate a sport at this time, but will continue to monitor the situation. However, the division is encouraged to continue to find ways to become even more self-sustaining. The recent announcement of the division's "Campaign to Sustain" should help accomplish this goal.

Task Force Recommendation: Although selling tickets is essential for an intercollegiate athletics department, this office does not appear to be efficient from a resource standpoint. Most of the tasks associated with this program seem to be outsourced already.

Charge from the November Report: I disagree with the task force's placement of the Ticket Office in the Review category because increasing ticket revenue is one of the pathways for the Department of Intercollegiate Athletics to increase its ability to be self-sustaining, but believe that the operations should be reviewed to increase operational efficiencies. I have asked the associate vice president/director of Athletics to clarify areas for review and possible reduction and provide this information to me no later than 1/15/17.

Current Status: The final negotiations to restructure the IMG/Learfield Ticket Solutions agreement to be more sustainable from NIU's perspective is nearing its completion. IMG/Learfield Ticket Solutions is the outbound sales force for group ticket sales as well as new season ticket sales for NIU Athletic events. The modified terms include working to include lower revenue split percentages and to have a guaranteed staffing model in place to ensure that an outbound sales center is focused on revenue generation. The modified terms will include a commitment to Student Career Success through opportunities for internships. Lastly, modified terms will include language whereby if outbound sales staffing levels are not consistently maintained, NIU will not be responsible for sales commissions to IMG/Learfield Ticket Solutions. The agreement with IMG/Learfield is intended to increase revenue from ticket sales. Ticketmaster is the contracted ticket software provider for NIU Athletics and the Convocation Center box office, and its contract is being reviewed. The modification of the Ticketmaster agreement is integral in allowing outbound group sales and single game sales to increase, and will provide increased flexibility for our marketing efforts and ticket sales goals to align within the ticket sales operating system.

Outreach, Engagement and Regional Development

NIU is committed to its outreach-and-engagement mission and to the northern Illinois region. Program Prioritization has generated considerable reflection on the ways in which we fulfill those missions. The central role of the Division of Outreach, Engagement and Regional Development (OERD) in this work has led to OERD being deeply engaged in reflection on the overall structure and role of the division, as well as participating in multiple complex conversations:

- Community Relations
- Conference and Event Management
- External Programming
- Online/Off-Campus Credit Course Delivery
- School Connections

Initial decisions have been reached on the first four topics; the fifth, School Connections, is scheduled for reporting in December 2017. New units are now being developed for Community Relations, Conference and Event Management and External programs. A consistent theme is guiding development of these three new units: aligning and integrating responsibilities for the outreach-and-engagement mission while maximizing revenue generation both on campus and in the community. We can achieve better impact in areas such as Conference and Event Management and External Programming if we consolidate our efforts. OERD is the natural home for both, and I've directed that future planning in both areas should be built around central units located in OERD, which is charged with coordinating efforts with the rest of the university. OERD continues to take a lead in Community Relations, coordinating efforts across the university and with local communities.

Conversely, while I appreciate the work that OERD has done to promote online and off-campus academic programs at a time when few others in the university were attending to those needs, the proper home for those programs is Academic Affairs. There is consensus that the academic credit support functions in OERD should transition to Academic Affairs. Similarly, the marketing functions for online and off-campus credit programs have transitioned to the Division of Enrollment Management, Marketing & Communication.

Center for Governmental Studies

Task Force Recommendation: This program furthers the university's public service and engagement missions and is a valued partner to a variety of internal and external groups. The task force believes there are some redundancies between this program and the Research and Evaluation Policy Studies program in the College of Education and, therefore, recommends that the university explore whether increased synergies and efficiencies could be realized by combining these two programs. Of the two programs, the Center for Governmental Studies

(CGS) is larger and has a broader range of activities, so the task force recommends that the Research and Evaluation Studies program be moved into the CGS program if the decision is made to combine the two programs.

Charge from November Report: I agree with the task force recommendation to transform this program. I understand that both CEDU's and CGS' action plans recommended against the task force speculation that CGS and the College of Education's Office of Research, Evaluation and Policy Studies might be merged, and, that instead of merging, REPS is being dissolved. I accept those recommendations. However, I believe that we should go deeper in considering the future of CGS and explore whether it can better serve the university through increased collaboration and integration with faculty researchers across the University.

Current Status: The Center for Governmental Studies (CGS) has taken steps in the direction indicated. Several years ago, CGS absorbed the Public Opinion Laboratory, a survey research call center. The call center predominantly supports two contract public health research projects based in the College of Health and Human Sciences. As part of the current budget exercise, CGS and CHHS are discussing how to transition the call center to CHHS and retain only a minimal survey research function within CGS. This will better connect all of the support functions of these public health projects while retaining a small-but-experienced survey research capability in CGS to support the rest of the campus. That makes this an instance where localization, rather than centralization, is being used to improve efficiency and effectiveness. The larger question of how best to connect CGS to faculty researchers remains under consideration.

**Office of the VP for Outreach, Engagement
and Regional Development**

Report received

Task Force Recommendation: This office serves an important part of the university's mission to serve the region, but there appears to be little logic to the programs that fall under it. Some of the office's operations are also handled by colleges (e.g., external programs) and there seems to be some administrative redundancy with a large number of senior administrators. While the delivery of online or adult for-credit courses was once seen as an ancillary task, this has changed over time, and the task force believes that this division is no longer the appropriate division to provide oversight for adult, regional, and online degree programs. These should be treated as core elements to the university's academic mission. This office has great potential and the task force believes the transformation of the organizational structure of the office will identify inefficiencies and better promote programs that fall under it.

Charge from November Report: This is still in progress and I have asked Vice President Kaplan for a draft proposal by 2/1/17.

Current Status: Vice President Kaplan submitted a proposal as requested, articulating a streamlined vision for the division and increased integration with other divisions. Ongoing discussion has been somewhat overtaken by events as the division absorbs the impact of budget

cuts on itself as well as on potentially related units. The creation of three new units within OERD – Conference and Event Management, External Programs, and Community Relations – adds additional uncertainties such as reassignment of personnel from other divisions, financial models for distribution of revenues and increased involvement of, and support for, NIU faculty, staff and students. Discussions are continuing as the development process proceeds.

WNIU/WNIJ, NIRIS

Report received

Task Force Recommendation: This program provides excellent regional exposure for the university, but it is difficult to tell from the narrative how much the program relies on university funding. As with the intercollegiate athletics department, the task force encourages this program to find ways to become more self-sustaining. The program may need to engage in additional fundraising given the declining federal support for public radio.

Charge from November Report: The division and station need to develop a plan to modify the station's relationship to the university. Outcomes may include reduced reliance on appropriated funds through a combination of decreased expenditures, increased sponsorships and fund-raising and the possible development of a media collaborative and deeper synergy with relevant academic units on campus. I understand that developing options will require feasibility evaluations and planning to execute. I look for a feasibility study and recommendation on the preferred option by March 1, 2017, with implementation to begin by July 1, 2017.

Current Status: The plan submitted by the division and the station calls for a mix of approaches aimed at addressing the primary Program Prioritization concerns of connectedness across campus and sustainability. Increased revenue through fundraising efforts has helped to offset a reduction in appropriated funds, though to maximize these efforts, NPR will need appropriate development staff for FY18. Further efficiencies have been made through expenditure reductions across NPR operations.

Discussions involving a media convergence center have been under way for some time. Those discussions grew in intensity this semester, with the radio station, the Northern Star and the Northern Television Center establishing an NIU News Media Collaborative that creates greater student integration across platforms. NPR has established *Public Radio 101* to aid in training and skill development for students each semester. Students are now part of the fabric of WNIJ news with appropriate guidance from veteran journalists. The project is enriching their student experience while diversifying NPR's coverage. Beyond journalism, NPR is working with relevant NIU units to bring NIU "content" to the general public. This includes broadcasting student and faculty recitals; conducting interviews and programming with top student ensembles; and supporting the promotion of campus-wide events through PSA, community calendars, daily almanacs and feature stories. Further collaborations have developed with university-licensed stations across the state to increase local reporting capacity while implementing efficiencies in station operations.

I am encouraged by this progress, and call on the parties to continue to work toward a long-term goal of a fully integrated media convergence center. That report will be due by the end of the calendar year.

Research & Innovation Partnerships

The task forces strongly affirmed both the centrality of research and artistry to NIU's mission, and the centrality of the Division of Research and Innovation Partnerships to sustaining our research and artistry efforts. The task forces also affirmed the importance of innovation, entrepreneurship and engagement as elements of our research and artistry mission.

This clear message has been echoed in recent months. We have successfully concluded a national search for a Vice President for Research. In the current budget reduction process, RIPS is the only division to be protected from any additional reductions. Targeted investments and reallocations of RIPS funds have been directed to support the research efforts of the faculty, catalyze the formation of research clusters and recruit and retain faculty in key research areas. We seek to do more as the budget permits. Many of the programs in RIPS have been referred to the EBC for potential enhancement.

**Center for the Interdisciplinary Study
of Language and Literacy**

*Report approved,
implementation in progress*

Task Force Recommendation: The task force encourages the Center to become more self-sustaining by continuing to apply for grants/contracts and reducing reliance on university resources. The narrative addresses a key cost saving opportunity by phasing out the CISLL Graduate Certificate program and instead supporting the Graduate Certificate program for Post-Secondary Reading (GCPSR), which is fully online and national in scope.

Charge from November Report: CISLL has done excellent work in language and literacy and is becoming self-sustaining. Vice President Blazey and I both agree that CISLL should be reduced with the goal to reduce general revenue funding and increase grant support instead. I would like to receive a draft of the proposal by 12/15/16 that identifies a reduction in O2 funding, and a timeline for that reduction (whether or not grant support has been secured). I invite you to set a realistic date for that reduction that allows a reasonable opportunity to write proposals and secure funding. At the same time, I would expect O2 reductions to take place no later than 06/30/18.

Current Status: CISLL had already been working to reduce financial dependence on the university through increased external funding. A two-year reduction plan that will begin in FY19 includes termination of a selected set of CISLL operations and transfer of other operations from central funding to indirect returns associated with grant activity. In FY19, core funding will be reduced by eliminating a graduate student fellowship that is no longer needed; reducing funding for planning grants and pilot grants now that several funded grants are in place and proposals are in queue; and eliminating funds for clerical help now that centralized services are available

through RIPS. In FY20, core funding will be further reduced by moving one of the two center research associate positions and the two co-director teaching buyouts from direct to indirect funding. Current and submitted grant activity indicate that indirect funds should be available for the movement. If the indirect returns are insufficient, CISLL leadership will reduce operating expenses further and/or seek funding from other sources. The target central funding level will provide resources for compensating the two co-directors and a research associate, as well as providing a minimal operations budget. This represents an appropriate guaranteed funding level for CISLL to continue as a platform for attracting and hosting sponsored research. In FY20, and in preparation for the FY21 budget, CISLL and RIPS leadership will reevaluate the level of central funding.

Innovation

Referred to EBC

Task Force Recommendation: This program has potential to bring in substantial money for the university. As a research institution, it is imperative to have an active program in innovation. However, the program was created recently without the appropriate resources for it to be successful. For example, the university cannot afford the attorneys to protect NIU's intellectual property with the current funding level for this office.

Charge from November Report: I agree that the program should be considered for enhancement. Innovation is an important part of our mission, and also contributes to our strong teaching, outreach and engagement functions. The action plan calls for strengthening IP protection and launching an innovation center, with funding requests for staffing and start-up for the innovation hub, as well as for patent work. These funding requests should now go to the EBC for evaluation. Also, strong efforts should be made with external partners (e.g., Ideal Industries) to support this program.

Current Status: RIPS has been working to develop partnerships, particularly IDEAL and Discover Financial Services.

Institute for Nanoscience Engineering and Technology

*Report approved,
implementation in progress*

Task Force Recommendation: AcTF recognizes this is a strong interdisciplinary program but insufficient data related to student involvement. Excellent program but the AcTf does not believe that Institute should be consuming scarce resources at this time.

Charge from November Report: Vice President Blazey and I agree with the task force's recommendation to reduce InSET. I support efforts to end the dedicated funding for InSET and redirect those funds towards other research initiatives. This redirection should take place as soon as current commitments to InSET can be wound down, and the process complete by 06/30/17.

Current Status: The reallocation of dedicated funds away from InSET has been completed. To bring a structured conclusion to the Program Prioritization process for research centers, the Division of Academic Affairs and Division of Research and Innovation Partnerships have developed a review process for those centers placed by the program review task forces in the “Reduce”, “Transform” and “Review” categories by the task forces, including InSET. The review will build on the Program Prioritization process, with a tighter focus on the mission of research centers to provide added strength to a research area that takes work beyond that which can be achieved by individual efforts in that area. These reviews will determine whether InSET and other centers should continue, and set expectations for those that do continue.

NIU Press

Report due July 1, 2017

Task Force Recommendation: Although the NIU Press has published some impressive books in niche areas, the sustainability of university presses in general is questionable. The ability of the NIU Press to generate outside revenue and rely less on university resources is highly unlikely. This program may be a non-essential service that the university cannot afford to afford.

Charge from November Report: The NIU Press makes a valuable contribution to the scholarly community and enhances our reputation. However, I agree in part with the task force recommendation that NIU’s contribution to the cost of the NIU Press needs to be reduced. I look for a plan to do so to be delivered by 7/1/17 and implemented as soon as feasible.

Current Status: I have requested a significant reduction in the cost of the press. While we consider alternative operating models, costs have been significantly reduced through attrition. Staff numbers have decreased from seven to five while operations were maintained through process re-engineering and outsourcing. At present, RIPS is engaged with an outside consultant to develop a long-term sustainable strategy.

Research Compliance

Referred to EBC

Task Force Recommendation: This program is run competently and appears to have adequate resources. The program can be more efficient by using OnBase. Even with potential cost savings, this program is essential for a research institution and should be sustained.

Charge from November Report: Vice President Blazey and I agree that Research Compliance should be considered for enhancement rather than sustained at its current level. Research compliance is critical for the safety of our research community, and for continued federal support. The action plan offers staffing scenarios for addressing overall compliance needs as well as the particular needs of the animal care facilities. These funding requests should now go to the EBC for evaluation, where I believe they should be given particularly urgent attention.

Current Status: An emphasis on laboratory safety continues through policy and curricular development. This fall, UNIV600 will offer professional training in laboratory safety to graduate students. The course will improve lab safety and the competitiveness of our students. This represents a distinctive strength, as the course may be unique to NIU.

Sponsored Projects Administration

Referred to EBC

Task Force Recommendation: This program is essential at a research institution and has the potential to help faculty and staff secure significant grant money. Additional resources to this program will provide the university with a positive return on investment, attract and retain excellent faculty and staff, and enhance the university's reputation.

Charge from November Report: I agree that the program should be considered for enhancement to maintain the effective functioning of our external funding. The action plan calls for implementation of the PeopleSoft Grants module, and staffing support for SPA, including new staff and professional development. RIPS should investigate if some of the data analysis needs can be met by the new Institutional Effectiveness office. In parallel, the funding requests should also go to the EBC for evaluation.

Current Status: Despite the absence of additional resources, RIPS has been reassigning duties to establish an electronic records group. This fall, the group will introduce more online features for proposal development and notification.

Student Affairs

The Division of Student Affairs has undergone significant transformation since the beginning of the program prioritization process. Prior to Program Prioritization, the unit was part of the Division of Student Affairs and Enrollment Management. Because of the need to better integrate our marketing and undergraduate recruitment efforts, I established the Division of Enrollment Management, Marketing and Communications. Additionally, I moved the cultural centers to the Office of Academic Diversity, Equity, and Inclusion to create better synergy in our efforts to provide a diverse and safe campus-learning environment. These decisions allowed the university to eliminate a vice-presidential position.

The Division of Student Affairs now reports to the Executive Vice President and Provost, and it has restructured the reporting lines of its programs to better implement the division's mission. The Division of Student Affairs and the Division of Academic Affairs have worked hard to improve integration between their programs. Such collaborations are reflected in several programs below, including the merger of Campus Child Care with the Child Development Lab and new initiatives by Housing and Student Life Services with the Office of Student Engagement and Experiential Learning (OSEEL). I applaud the efforts that the two divisions have undertaken to date to better integrate, and believe that continued collaboration will enhance the curricular and co-curricular experiences of our students.

Advocacy Services

Report approved, implementation on hold

Task Force Recommendation: This program is required per the Violence Against Women Act. The program has recently undergone a transformation by moving from Wellness Promotion to Counseling and Consultation Services. The task force believes this move is appropriate and the new reporting arrangement should be given the opportunity to work. Between compliance requirements and the increased focus on sexual assault on campus, this program is necessary and will likely need more funding in the future. There are opportunities for this program to better coordinate with other units on campus, particularly the newly transformed Affirmative Action and Equity Compliance office.

Charge from the November Report: I agree with the task force's placement of this program in Transform. I have asked Vice President Weldy and Executive Vice President and Provost Freeman to work together to facilitate an external review of their reporting units that contribute to compliance with the various statutes and policies that govern the NIU response to sexual misconduct, including but not limited to Title IX, Violence Against Women Act (VAWA) and Illinois law. The external review should be scheduled no later than 5/15/17.

Current Status: The external review has been deferred for several reasons. The reorganization of Student Affairs under the Office of the Executive Vice President/Provost that includes Human Resource Services and Title IX has provided an opportunity for greater integration of services.

There was a desire to allow these conversations to develop before inviting a review. The need to conduct the Campus Climate Survey, and to use those data to inform the university's path forward, provides additional rationale for deferring the review until the university has incorporated the findings into its action plans. Finally, the current fiscal circumstances led to a decision to postpone incurring costs for consultants. As a result, the external review should be scheduled no later than the end of the 2017 calendar year.

Campus Childcare Services

Report approved, implementation in progress

Task Force Recommendation: This program provides high-quality childcare to the community, in particular students. It is an important program to attract and retain students, faculty, and staff. The program has the potential to grow as demand for childcare is great. Although the task force does not necessarily recommend merging this program with the Child Development Lab because their missions are different, the two entities should consider opportunities for synergies. The university should consider housing both in the same facility. The task force recommends enhancing the program by investigating the ability to expand the facility's capacity, providing more competitive salaries, and hiring more staff to meet the significant demand for childcare services.

Charge from the November Report: I agree with the task force's recommendation that this program should be considered for enhancement as it provides a valuable service to the university community, particularly students with children. The task force recommended exploring possible synergies with the Child Development Lab in order to expand childcare services. I have asked these two units to deliver a proposal by 3/1/17 to increase synergies or merge the two programs.

Current Status: Family and Consumer Sciences (FACS), an academic program in the School of Family, Consumer and Nutrition Sciences, and Student Affairs have proposed merging the Child Development Laboratory (CDL) and Campus Child Care into one unit overseen by FACS beginning in Fall 2017. This merger would take place over a two-year period. This collaboration would expand the number of experiential learning opportunities for students studying child development in a modern facility; support continued growth in the number of students studying child development; provide additional space for research involving young children; and continue to perform the critical mission of providing high quality child care for members of the NIU community. Additionally, the number of children this new unit could accommodate would increase to meet high demand, specifically for infants and toddlers. The new entity will build on the award-winning (i.e., ExceleRate Illinois Gold Circle of Quality rated and ExceleRate Illinois Award of Excellence in Family and Community Engagement) strengths of both centers by emphasizing the importance of consistent learning environments for children and continued support for building relationships with families and children. The proposal will go to the Executive Budget Committee for consideration.

Counseling and Consultative Services

*Report approved,
implementation in progress*

Task Force Recommendation: The mental wellbeing of students is of utmost importance to promote health, happiness, and academic success. Even with declining enrollments, demand for this program is increasing and will only continue to grow as community partners and the local hospital lessen their mental health services. The program provides 24/7 coverage and is an important resource for students who experience crises at night or on weekends, and also helps to mitigate university liability with respect to students at risk of self-harm or harming others. NIU should be a national leader on improving student mental health, which will improve retention of students experiencing mental health and substance abuse problems. The task force recommends additional resources be provided for increasing staff and a review of salary competitiveness.

Charge from the November Report: I agree with the task force that this program should be considered for enhancement. This program is essential for the mental health of our students and the demand for the program's services are growing. The program's request to hire additional staff should be sent to the Executive Budget Committee (EBC) for review. Additionally, the program should continue exploring partnering with an outside company to provide on-call coverage. The program should provide a recommendation regarding the feasibility of such a partnership by 1/15/17.

Current Status: Counseling and Consultation Services will partner with ProtoCall, a leading service provider for college and university campuses, to provide customized on-call mental health resources for the campus community. These enhanced services will create an opportunity for greater access to mental health care outside of normal business hours. This partnership will contribute to the prevention of significant mental health emergencies and support increased retention and academic success for NIU students. The partnership should be in place by Fall 2017. CCS continues to experience increased demand for daytime services, and a detailed plan to create additional staff positions is being submitted to the Executive Budget Committee (EBC).

Direct Health Services

Report approved, implementation in progress

Task Force Recommendation: This program is hiring a new director and will likely undergo a significant transformation to review staffing models and organizational structure as well as efficient means of addressing the health care needs of students. The program might consider moving to more physicians' assistants or hiring more staff under nine or ten month contracts since demand is significantly reduced during the summer. Certain aspects of the program could be considered for outsourcing, although the task force does not have enough information to know whether outsourcing would be more efficient financially.

Charge from the November Report: Vice President Weldy has communicated to these programs that we are exploring outsourcing. I have asked to have an RFP out for review by 1/15/17. No decision on outsourcing will be made until we get a better sense of the financial

feasibility and service quality in such a move. In the interim, I have asked the vice president to make other cost reductions to these programs as appropriate.

Current Status: No proposals were received on the published RFP for Health Services. I have asked Procurement to examine why we did not receive any proposals. That report is due by June 30, 2017.

Strategic analysis on the future of the lab has been completed. Currently, certain lab tests are sent out to a third-party entity that reports the results back to Health Services. Beginning this summer, those lab tests that are currently performed in-house will also be sent to a third party, and the Health Services testing lab will be closed. Work has already begun toward implementation of this decision.

Health Services is finalizing an RFP for third-party billing that will be released this summer so that most health insurance plans can be accepted by Health Services by the fall.

Strategic analysis on the future of the pharmacy is ongoing, focusing on revenue generation and the impact of third-party billing within the pharmacy.

Disability Services

Referred to EBC

Task Force Recommendation: As the number of students with disabilities continues to grow, supporting them appropriately in a central office is key to recruiting and retention. This program helps NIU to be an inclusive university. The program is significantly understaffed and will only continue to be more so as the definitions of disabilities broaden and the population of students with disabilities continues to increase. The program also must adhere to a rising number of federal and state mandates, which taxes capacity even further. The task force recommends providing enhanced resources to expand facilities to make them more accessible and increase staffing.

Charge from the November Report: I agree with the task force's recommendation to enhance as the program is under-resourced. The program's requests to hire a braille specialist and for increasing captioning services should be sent to the EBC for review. Additionally, the office is located in an unacceptable location. A plan to move the office to a more suitable location must be in place by 5/15/17.

Current Status: A job description for a full-time adapted materials coordinator has been generated and will be submitted to the Executive Budget Committee before the end of May. Regarding increasing captioning services, a group of individuals across campus who have interest in centralizing closed-captioning services for the university has been meeting for several months. This team has formulated recommendations to move a centralized closed-captioning operation forward, and a proposal will be submitted to the Executive Budget Committee for review by mid-June.

In terms of relocating the program, a team with representatives from across the university is working to create and implement a multi-year, phased space reallocation plan that strategically clusters and positions student services. The space planning goals are to support student academic and career success; optimize access and service provision; enhance recruitment efforts; and, overall, better meet the needs of current and prospective students. Priorities for the space reallocation project include relocating Disability Resource Services as per Program Prioritization recommendations

Health Services Support and Office Operations

*Report approved,
implementation in progress*

Task Force Recommendation: The hiring of a new director will allow this program to transform some of its services and business practices. The program has the opportunity to centralize IT, possibly outsource billing, and identify more affordable health care plans for students. These reforms may reduce costs.

Charge from the November Report: Vice President Weldy has communicated to these programs that we are exploring outsourcing. I have asked to have an RFP out for review by 1/15/17. No decision on outsourcing will be made until we get a better sense of the financial feasibility and service quality in such a move. In the interim, I have asked the vice president to make other cost reductions to these programs as appropriate.

Current Status: No proposals were received on the published RFP for Health Services. I have asked procurement to examine why we did not receive any proposals. That report is due by June 30, 2017.

Strategic analysis on the future of the lab has been completed. Currently, certain lab tests are sent out to a third-party entity that reports the result back to Health Services. Beginning this summer, those lab tests that are currently performed in-house will also be sent to a third party, and the Health Services testing lab will be closed. Work has already begun toward implementation of this decision.

Health Services is finalizing an RFP for third-party billing that will be released this summer so that most health insurance plans can be accepted by Health Services by the fall.

Strategic analysis on the future of the pharmacy is ongoing, focusing on revenue generation and the impact of third-party billing within the pharmacy.

Holmes Student Center

Report received, revision requested

Task Force Recommendation: The Holmes Student Center (HSC) is the central hub of the campus and needs substantial upgrades and transformation. Because the narrative discusses the HSC as a whole, it is difficult to evaluate different units under the HSC. The task force

encourages the university to consider remodeling many of the heavily-used student areas as well as outsourcing areas including food services, the hotel, and the bookstore if doing so would increase financial stability.

Charge from the November Report: I agree with the task force's recommendation to transform. The HSC is the hub of the campus and, as such, we need to make it a comfortable place for people to study, relax, eat, and converse. I support the proposed remodel of the first floor and want the option of outsourcing of food services, the hotel, and the bookstore to be examined. No decision on outsourcing will be made until we get a better sense of the financial feasibility and service quality in such a move. A report on the issue is due to me by 1/15/17.

Current Status: The plan is being revised. The new plan is due August 15, 2017.

Housing and Dining

Report received, revision requested

Task Force Recommendation: Because this unit is such a large and complex department, the task force is challenged to assign an appropriate categorization for this program. Little useful data on housing is provided in the report as the narrative focuses primarily on dining. Housing and dining already appear to be undergoing a transformation as they are being split into two separate units and a new director of the campus dining program will be in place by fall 2016. Based on the limited information available to the task force, this transformation seems appropriate. In terms of housing, the task force is not able to evaluate the current housing plan and whether it is sufficient due to a lack of information in the narrative.

Charge from the November Report: I agree with the task force's recommendation to transform the program. These two programs have split since the narratives were written. I am pleased that the new director of campus dining has been hired and would like an assessment of the university's current dining services. Additionally, I look forward to receiving the comprehensive housing plan that is being developed. Both reports are due by 3/15/17.

Current Status: In July 2016, Housing and Residential Services (HRS) and Campus Dining Services (CDS) were established. CDS brought together all food service operations on the campus. A new executive director was hired to oversee the merging of the operations as well as to develop a comprehensive dining strategy for the campus. A proposed dining strategy has been submitted to institutional leadership. One final component for consideration is the recommendations that will be completed by the dining consultants who are part of the HSC renovation planning. Upon receipt of those recommendations, CDS hopes to finalize the strategy and create a plan to operationalize the vision. That plan will be presented to me for my consideration by June 30, 2107.

Housing and Residential Services has focused on enhancing the on-campus living experience. The department is moving forward with its collaborative effort with Office of Student Engagement and Experiential Learning (OSEEL) to bring together the academic

elements of the Themed Learning Communities with the existing residential learning communities. In Fall 2017, four of these comprehensive learning communities will be available for students. Housing is also launching a community focused on health and wellness as well as working with the College of Law to provide a designated community for law students at the Northern View apartment complex. Additionally, Housing has worked with International Programs to designate two floors of Neptune for international student housing and to offer incentives to international students to live in on-campus housing.

Northern Star

Report due December 15, 2017

Task Force Recommendation: Although the future of print journalism is uncertain, this program provides excellent experiential learning opportunities for students. Alumni consistently reflect on it positively. The task force strongly encourages the university to no longer charge the program \$30,000 rent for its office space and still allow the Star to maintain its independent voice.

Charge from the November Report: I agree with the task force's recommendation to sustain and that the Star should be moved to a new location. A plan to move the office to a more suitable location must be in place by 5/15/17. I encourage the possible development of a media collaborative and deeper synergy with relevant units on campus.

Current Status: In terms of relocating the program, a team with representatives from across the university is working to create and implement a multi-year, phased space reallocation plan that strategically clusters and positions student services. The space planning goals are to support student academic and career success; optimize access and service provision; enhance recruitment efforts; and, overall, better meet the needs of current and prospective students. Priorities for the space reallocation project include relocating the Northern Star as per Program Prioritization recommendations.

Additionally, the Northern Star is now part of a larger conversation with WNIU/WNIJ and the Northern Television Center on the development of a new Media Convergence Center. That report will be due by the end of the calendar year.

Office of Nontraditional Student Services and Military Services

Report received, revision requested

Task Force Recommendation: This program has recently undergone a transformation. It is too soon to tell whether the transformation is a success, so task force recommends that the program be allowed to continue the transformation. The program should assess effectiveness after the transformation is complete.

Charge from the November Report: I agree with the task force's recommendation to transform the program and would like a report assessing the effectiveness of the recent transformation by 1/15/17.

Current Status: The plan is being revised. The new plan is due August 15, 2017.

Pharmacy Services

Report approved, implementation in progress

Task Force Recommendation: The program provides necessary medications in support of the Health Care Services at the university. The task force encourages a review of staffing models including moving to ten-month contracts and/or limited hours when student use is lowest. Certain aspects of the program could be considered for outsourcing or automation, such as a secure prescription vending machine being used at other universities.

Charge from the November Report: Vice President Weldy has communicated to these programs that we are exploring outsourcing. I have asked to have an RFP out for review by 1/15/17. No decision on outsourcing will be made until we get a better sense of the financial feasibility and service quality in such a move. In the interim, I have asked the vice president to make other cost reductions to these programs as appropriate.

Current Status: No proposals were received on the published RFP for Health Services. I have asked procurement to examine why we did not receive any proposals. That report is due by June 30, 2017.

Strategic analysis on the future of the lab has been completed. Currently, certain lab tests are sent out to a third-party entity that reports the result back to Health Services. Beginning this summer, those lab tests that are currently performed in-house will also be sent to a third party, and the Health Services testing lab will be closed. Work has already begun toward implementation of this decision.

Health Services is finalizing an RFP for third-party billing that will be released this summer so that most health insurance plans can be accepted by Health Services by the fall.

Strategic analysis on the future of the pharmacy is ongoing, focusing on revenue generation and the impact of third-party billing within the pharmacy.

Student Government

Report due May 26, 2017

Task Force Recommendation: The student government provides valuable services to students and is an important part of shared governance giving students a voice in university operations. However, the budget for the executive staff appears to be excessive, and funding for the student organizations it sponsors varies widely. Because its funding comes from student fees, the task force recommends that the student government engage in an internal analysis of its own spending

to ensure that it is a responsible steward of its budget, with the goal of reducing student fees if possible.

Charge from the November Report: I agree with the task force's recommendation to reduce this program, specifically as it relates to student fees. I have asked Vice President Weldy to convene a group to make a recommendation on reducing fees; the proposal is due by 2/1/17.

Current Status: This program will be considered as part of a broader review of non-academic student fees. A committee comprised of staff and students is charged with creating a holistic student fee structure and development process that is transparent; provides appropriate alignment of resource allocations; meets the financial needs of the institution; is easily understood by students and parents; and includes the appropriate student and constituent input. The committee will provide a comprehensive review and assessment of the student fee structure and process as well as an analysis of an implementation of an enrollment deposit. This review will include all student fees currently in NIU's fee structure as well as an analysis of the advantages, challenges and feasibility of implementing an enrollment deposit. All recommendations must be made in the context of our current tuition structure and able to adjust to potential changes to that structure. Together, the tuition, fees and enrollment deposit (if implemented) need to be both comprehensive and cohesive. The committee's report is due May 26, 2017.

Students' Legal Services

Report due May 26, 2017

Task Force Recommendation: This program provides valuable pro-bono legal services for students to help them prevent and overcome legal issues. The task force recommends further review to determine whether services can be transformed by charging a modest fee for more time consuming activities, such as representation in court outside of the county. The program should also consider policy changes that hold students accountable for missed client appointments and court appearances in order to maximize the resources this program is allocated by the Student Association.

Charge from the November Report: I disagree with the task force's recommendation to transform. I believe student fees associated with this program should either be eliminated or substantially reduced. I have asked Vice President Weldy to convene a group to make a recommendation on reducing fees; the proposal is due by 2/1/17.

Current Status: This program will be considered as part of a broader review of non-academic student fees. A committee comprised of staff and students is charged with creating a holistic student fee structure and development process that is transparent; provides appropriate alignment of resource allocations; meets the financial needs of the institution; is easily understood by students and parents; and includes the appropriate student and constituent input. The committee will provide a comprehensive review and assessment of the student fee structure and process as well as an analysis of an implementation of an enrollment deposit. This review will include all student fees currently in NIU's fee structure as well as an analysis of the advantages, challenges

and feasibility of implementing an enrollment deposit. All recommendations must be made in the context of our current tuition structure and able to adjust to potential changes to that structure. Together, the tuition, fees and enrollment deposit (if implemented) need to be both comprehensive and cohesive. The committee's report is due May 26, 2017.

Student Life Services

Report approved, implementation in progress

Task Force Recommendation: This program oversees certain important areas that influence recruitment and retention, including Greek Life, the Student Association, community service, and leadership development. However, the narrative focused primarily on Greek Life, so it was difficult to determine the quality of these other offerings, the cost of maintaining them, and how many students actually participate in the other programs. As many of these functions seem to duplicate services offered by other programs (e.g., community service, leadership training), the task force recommends reviewing these potentially duplicative programs to identify areas for collaboration with other programs, increase efficiencies, and reduce any redundancies. This review will allow the program to refocus on the most essential aspects of its mission.

Charge from the November Report: I agree with the task force's recommendation to reduce and support eliminating the redundancy in leadership development and community service between this program and the Office of Student Engagement and Experiential Learning. I have instructed the heads of both programs to develop a realignment and reduction plan. A draft of the proposal is due by 1/15/17 with the execution to be in place before the end of the fiscal year (6/30/17).

Current Status: The Office of Student Engagement and Experiential Learning (OSEEL) and Student Life Services (SILD) developed a plan that will reduce redundancy and lead to program realignment. In terms of reducing redundancy, SILD is collaborating with other campus entities (e.g., College of Business, Honors Program) to improve the efficiency with which leadership programs are offered, and is developing a survey and focus groups to identify any potential service and volunteerism redundancies. Additionally, the Committee on Service and Service-Learning will be reinstated to advise the university on community-based engaged learning; coordinate the university's multiple programs involved in community engagement and service learning; recommend progressive changes that will advance the service-learning programs; and assist with the assessment and evaluation of the community engagement initiatives. In terms of realignment, the Huskie Alternative Breaks (HAB) program will now reside in OSEEL with an immediate goal of expanding the program and better establishing links to the curriculum, the Human Diversity requirement and NIU PLUS. SILD will take the lead on the programmatic efforts associated with the residence hall's Leadership and Service Living-Learning Community connecting it to the Huskie Food Pantry (e.g., food insecurity) and the Leadership Academy. As a campus partner, OSEEL will work with academic departments to connect courses to this community in Phase Two of the new "Learning Community" model, which merges existing Living-Learning Communities and Themed Learning Communities. I am requesting an update

regarding the implementation of the proposed changes in Fall 2017 with a final report due in Spring 2018.

Wellness Promotion Mandates

Report approved, implementation in process

Task Force Recommendation: Although the functions of this program are required by law (e.g., Title IX education), there appear to be several offices on campus that already do or could be serving these functions (e.g., Advocacy Services, Affirmative Action & Diversity Resources).

Charge from the November Report: I disagree with the task force's recommendation to place this program in review. This program should be reduced with the understanding that some functions within this program are essential. I have asked Vice President Weldy to develop a plan to reduce this program (and Wellness Promotion Services) that demonstrates agreement among collaborating parties, including risk management. The plan is due by 2/1/17.

Current Status: The closing of Wellness Promotion is on track to be completed in early summer. Essential services have been reassigned to Title IX, Campus Recreation, Student Affairs and Health Services.

Wellness Promotion Services

Report approved, implementation in process

Task Force Recommendation: The health and wellness of students are important factors in their success. However, the narrative does not provide sufficient evidence that this program is having an impact on student wellness. The task force recommends reviewing the program's functions and processes to determine effectiveness and identifying opportunities to better serve NIU students. In addition, there may be possibilities to reduce administrative costs and increase synergy with other units.

Charge from the November Report: I disagree with the task force's recommendation to transform. This program should be reduced with the understanding that some functions within this program are essential. I have asked Vice President Weldy to develop a plan to reduce this program (and Wellness Promotion Mandates) that demonstrates agreement among collaborating parties, including risk management. The plan is due by 2/1/17.

Current Status: The closing of Wellness Promotion is on track to be completed in early summer. Essential services have been reassigned to Title IX, Campus Recreation, Student Affairs and Health Services.

University Administrative Services

The programs under University Administrative Services are part of my immediate office or directly report to me. The Administrative Task Force placed my office in the reduce category. Over the past year, we have taken several measures to do so, including reducing several office staff, travel, entertainment and fees for memberships and associations. Given the difficult budget climate that the university faces, I will continue to look for cost-cutting measures within both my office and those offices that report to me.

Internal Audit

Sent to the EBC

Task Force Recommendation: This program serves an important function, but the task force sees no evidence of a need for enhancement. The unit would benefit from an IT auditor, but such an addition is a minimal investment, and the task force does not believe it rises to the level of enhancing the program.

Charge from the November Report: I agree that this program should be sustained, and support the task force's suggestion of possibly hiring an IT auditor. This request should be sent to the EBC for consideration.

Current Status: Given the current budget situation, the hiring of an IT auditor has not been approved at this time.

Public Safety

Report accepted, but not approved

Task Force Recommendation: A recently changed protocol requires two dispatchers on call at all times (as opposed to one, as was previously the case), which has increased costs. However, the task force notes some potential investments that produce savings over time (such as more automatic-locking buildings, as identified in the Identity and Access Control Program), which will offset the costs of increasing dispatcher staffing.

Charge from the November Report: I agree that this program should be sustained. The task force suggested that some cost-savings could be created by increasing the number of automatic-locking doors in buildings on campus. I agree, and have instructed Chief Phillips to submit a plan to the EBC for review by 1/15/17.

Current Status: Given budget constraints, the university is not going to invest in increasing the number of automatic-locking doors in buildings on campus at this time. However, I have instructed the chief of police to find grant money that can help cover the costs of this initiative. In addition, a restructuring plan to increase the efficiency and effectiveness of this department has been developed which will result in significant savings while maintaining public safety.

Special Events

Report approved, implementation complete

Task Force Recommendation: There are a number of units on campus that can handle event management. Therefore, this program can be absorbed elsewhere. The task force encourages the university to consider creating a new conferencing office that would oversee the function of this program, but combine it with several other units on campus, which would lead to greater efficiencies.

Charge from the November Report: This program is part of the Conference & Event Services complex conversation.

Current Status: Although the complex conversation regarding Conference & Event Services is still ongoing, I made the decision to eliminate this program and the position associated with the program as part of the university's budget cuts. The functions provided by this program will be absorbed by the new Conference & Event Services unit.

State and Government Relations

*Report approved,
implementation complete*

Task Force Recommendation: An important program given the current climate in the state, this program has adequate resources.

Charge from the November Report: I believe that this program needs to be transformed, and am currently considering several options to do so. I will release a reorganization plan by 2/1/17.

Current Status: Because of the pending retirement of the associate vice president for state and government relations and board liaison this summer, I have reorganized the duties of this position to have a greater emphasis on board liaison and chief of staff duties. The position will continue to have liaison duties with our lobbyist in Springfield. Political science professor Matt Streb has been hired to refill this AVP position and its expanded role and will begin duties June 1, 2017. Any decisions on further restructuring of state and government relations will be made after the legislative session to best meet the needs of the emergent circumstances.

University Advancement

The message that clearly resonated from the Administrative Task Force's report regarding University Advancement is that we need to enhance or sustain our philanthropic initiatives to help the university navigate the current budget crisis in the short term and to grow and invest in our programs in the long term. Indeed, even with limited resources, we are trying to do so. University Advancement programs have the potential to provide excellent returns on investment. As such, we need to make sure that they are healthy to help the university prosper.

Vice President for Advancement Catherine Squires has conducted a thorough review of her division, and has made a few changes. Specifically, a board relations officer position was upgraded to director of Board Relations and chief of staff. This new position will not only coordinate more closely oversight and management of the NIU Foundation Board of Directors, but also be highly engaged and influential in the develop of the next capital campaign. The position is currently in recruitment and expected to be filled by June 1, 2017.

Moreover, the NIU Alumni Association and NIU Foundation are actively seeking additional ways to become more efficient, and even combining functions, especially in the area of financial services. Such a change will initially reduce some costs; however, the mandate to grow fundraising will necessitate the ultimate expansion of the financial services area to accommodate volume and complexity.

Donor Relations

Report approved, implementation in progress

Task Force Recommendation: This program has lost staff that is currently slated to be replaced to maintain positive relations with donors and continue cultivation. The current practice of hiring students to replace lost full-time staff is not sustainable, and will eventually have a detrimental effect on fundraising.

Charge from the November Report: I agree with the task force's statement that the current practice of hiring students to replace lost full-time staff is not sustainable. As such, the funding requests for full-time staff in Donor Relations should go to the EBC for evaluation.

Current Status: The division has filled one of the positions, and is working on a plan to reengineer the team. That plan is currently in the final stages of development, and the division expects to have positons in place by August 2017.

Fundraising

Report approved, implementation in progress

Task Force Recommendation: Given the history of decreased appropriations from the state, and the concern that this trend will continue, it is imperative that the university develop alternate

funding streams, including private donations. The old adage that “it takes money to raise money” applies here. This program is understaffed and, as a result, is not able to contact sufficient numbers of potential donors necessary to raise the amount of money that it could with appropriate staffing. As a result, the university is missing out on substantial revenue.

Charge from the November Report: I agree with the task force’s placement of this program in the Enhance category. Given the return on investment in hiring gift officers, this program should submit to the EBC the requests to hire new gift officers that were put forth in the division’s action plan.

Current Status: Four new front line fundraising positions were approved for the colleges previously without them (Law, Health and Human Sciences, Education and Visual and Performing Arts), as well as a new regional position. Since September 2016, four of the positions have been filled: Teri Gensler (internal transfer from CLAS) is the first-ever Regional Major Gifts officer, and was replaced in CLAS by Ray Earl-Jackson (new hire). Judy Schneider (internal transfer from Gift Planning) is the new gift officer for COE. Kristin Scott-Miller (new hire) is the first-ever gift officer for VPA. Still open are Law and HHS, as well as a senior director for COB, as Anthony D’Andrea was promoted to senior director for College Based Advancement, which is a central office function.

NIU Alumni Association

*Report approved,
implementation in progress*

Task Force Recommendation: The program is important to the university and is performing well. There is a strong relationship and partnership with the NIU Foundation that should be continued. Though university budget cuts have increased the demand for a coordinated relationship with alumni, the program is able to secure revenue through corporate partnerships and outside investment. Therefore, the task force recommends that the program be sustained.

Charge from the November Report: I agree with the task force’s placement of this program in the Sustain category. I look forward to working with the new executive director, and expect this program to increase alumni engagement in the future. Further, in discussions with the VP for university advancement, it is clear that efficiencies are possible through a more deliberate alignment of college-based alumni relations efforts to the Alumni Association. I have asked for the analysis to be done once the new executive director is on board, and a plan is developed to address this opportunity.

Current Status: Collaboration between the NIU Foundation and the NIU Alumni Association is quite strong. The two entities at both the staff leadership and board levels are integrated and working together strategically at a very high level on the priorities of the university: enrollment, corporate development, capital projects and unrestricted revenue. There are operational discussions about potentially merging, and very tactical plans to involve alumni in enrollment/yield activities as well as fundraising, especially with affinity groups who are also

aligned with university recruitment efforts. A principal achievement in the past six months has been the successful recruitment and hire of Reggie Bustinza as the new executive director of the NIU Alumni Association. In his first few months, Reggie has successfully developed a reorganization strategy that will be implemented over the coming months and in consideration of the previously mentioned consolidation opportunities between the NIU Foundation and the NIU Alumni Association. Specifically, he will invest in Corporate Sponsorship/Partnerships, Alumni Engagement and Affinity Group support with an eye toward cultivation as well as engagement. Also, efforts will be under way soon to align college-based alumni relations programming to the Alumni Association. In addition to providing strategic alignment, this will serve to further coordinate programs as well as measure alumni engagement effectively.