

## **Strategic Planning Implementation Annual Workplan Results Fiscal Year 2012**

Northeastern Illinois University's Strategic Plan includes Six Strategic Goals with broad Action Steps for each. As we implement the Plan, we annually select specific activities under each Goal for our University-wide focus. We chose the activities described below for FY 2012. In addition to these items, other activities have been implemented across all units of our campuses. Activities are numbered to correspond to Action Steps within the Strategic Goals.

**Goal One - Student Success:** Ensure student success from recruitment through graduation by creating a culture in which all members of the University community are engaged in attracting, educating, and graduating students who achieve the objectives for baccalaureate and graduate degrees.

1.1.1 Hire a full time graduate admissions recruiter to support enrollment growth in graduate programs.

*Action put aside until the transition of the Graduation College is complete.*

1.1.2 Create and implement a marketing campaign to support and enhance Graduate Program recruitment efforts.

*Successfully planned and implemented Graduate College Preview Events for the College of Education and the College of Arts and Sciences.*

*Developed marketing publications in collaboration with the Graduate College and the Marketing Department and sent targeted mail campaign materials to prospective students, applicants and admits.*

*Participated in the following Graduate College Fairs: Graduate and Professional School Fair (UIC); University Center (3); St. Xavier University Graduate and Professional School Fair.*

*Developed messaging and found ways to reach prospective graduate students from a wide range of ethnic demographics with special attention to the University's commitment to Hispanic and African American communities, by including Hispanic and African American media outlets for media advertising buys.*

*Worked toward increasing our social media presence and activity to engage current graduate students to promote retention, and to prospective graduate students to promote recruitment.*

1.1.3 Engage NEIU Alumni in the student admissions and recruitment process, as well as student engagement programs and activities.

*Alumni and Recruitment offices worked collaboratively to send a letter from Robert*

*Jordan (Notable Alumnus) in mid-May 2012 to admitted first-year students encouraging them to choose NEIU. Sent congratulations letter to newly admitted student (Also letter from Robert Jordan).*

*Alumni Relations and the Office of Enrollment Services worked collaboratively in the implementation of all university Open Houses.*

*Purchased and implemented NetSpark software, which allows direct communication with alumni and others.*

*Developed and implemented communications process directed at alumni and promoted enrollment opportunities.*

*Invited alumni to volunteer for Career Connections to share their real world experiences with students (November 2011 and March 2012).*

1.3.1 Evaluate the impact of current admission standards for undergraduates on the six-year graduation rate by developing and implementing a predictive model. Academic factors (high school GPA, high school rank, ACT scores, etc.) would be studied, while controlling for demographic factors (race, gender, age, parents' level of education).

*In Fall 2011, a committee made up of the Director of Institutional Research, the Associate Vice President for Enrollment Services and three faculty members representing the College of Education and the College of Arts and Sciences was formed with the charge of exploring the effect of changing the admissions requirements (most specifically, raising the minimum ACT score requirement criteria for entry into NEIU from 19 to 20). Particular emphasis was placed on how this change would affect the incoming student population with regard to gender, race/ethnicity, and retention and graduation rate.*

*Findings from this study will be presented early in the Fall 2012 semester to the Administrative Team.*

1.3.2 Promote First Year Experience as a signature program of the University.

*Presented NEIU's First Year Experience programming at two national conferences and two regional conferences.*

*Expanded the number of departments which offer First-Year Experience classes by two—History, and Communication, Media and Theatre. All three academic colleges now offer FYE courses.*

*Analyzed data related to the effect of enrollment in FYE classes upon retention. Results point to a positive relationship between completing an FYE class and retention to the second, third and fourth years.*

*Librarians met with FYE program coordinator to integrate library instruction and*

*information into FYE initiatives. The Library is now part of the FYE and Transfer Student Orientations, Family Orientations, “Class Act” and Open Houses. Librarians also conduct subject-specific bibliographic instruction sessions in FYE classes.*

- 1.3.3 Identify common student learning outcomes for students involved in student organizations and leadership programs and support programs and services for first year students.

*This item is in progress.*

- 1.4.1 Expand the advising hold from 45 credit hours to 60 credit hours for all undeclared students and all students on probation.

*This item is in progress. The decision was made not to increase the advising hold from 45 credit hours to 60 credit hours for all undeclared students. A more strategic effort has been made toward encouraging prospective COBM and COE students to pre-declare their major and meet with advisors in their respective college. The conversation will continue in FY 2013 regarding increasing the advising hold from 45 credit hours to 60 credit hours for all students on probation.*

*This activity was discussed in the Undergraduate Retention Intervention Team. It was determined that additional advising resources would be needed to increase this hold requirement..*

- 1.4.2 Implement AdviserTrac in all academic programs.

*This item is in progress. This year we created all AdvisorTrac “Advising Centers” and “Preferences” within Student Affairs, and full implementation is planned for FY 2013.*

*AdvisorTrac Training has been provided to the faculty in the Departments of Geography and Environmental Studies, Computer Science, English, Social Work and Linguistic. University Advising is also using this software for general advising.*

*The Center for Academic Writing (CAW) and the Learning Support Center (LSC) began piloting “TutorTrac”—a profile related to Advisor Trac. TutorTrac will allow for more efficient scheduling of tutors, provide students with easy access for locating and making appointments with tutors, and enable the CAW and LSC to collect and analyze data on tutoring.*

- 1.5.1 Conduct a comprehensive review of Student Affairs programs, services, and physical spaces to strengthen the Division’s ability to support the university’s mission through efficient and effective operations.

*This item is complete.*

- 1.5.2 Establish the diversity advisory council and resource centers for LGBTQ and Women students, as recommended by the Work Group on the Needs of Women and LGBTQ

Students.

*This item is in progress. The Directors of both the LGBTQ resource center and Women's resource center have been hired, and both centers will be developed in FY 2013. The diversity advisory council will be organized in fall 2012.*

1.5.3 Implement the U-pass program effective Fall 2011.

*Successfully implemented, Fall 2011.*

1.5.4 Review University placement exams, based on best practices, to ensure appropriate placement of students and decrease grading/placement time. Investigate on-line options.

*This item is in progress. The English Language Program tested and evaluated two testing systems and opted for the computerized version of ACCUPLACER.*

*Review of Mathematics placement exam will be deferred until FY 2013.*

**Goal Two - Academic Excellence and Innovation:** Develop an environment that supports curricular and pedagogical innovation aligned with the mission of the institution, the standards of the disciplines, student needs, and career and civic opportunities in a global society.

2.1.1 Finalize plans for renewal of graduate education, based on the report of the Task Force on Graduate Education and consultation with University constituencies.

*Acting Dean appointed.*

*Name of College changed to the College of Graduate Studies and Research.*

*Implementation plans, policies and procedures mapped out collaboratively by the Acting Provost, Deans, Associate Deans and Enrollment Services Officers.*

*Each Academic College appointed Graduate Education Liaisons to establish strong relationships between the Graduate College and the Academic Colleges.*

2.2.1 Finalize plans for a new set of requirements in general education, based on the report of the Task Force on General Education and consultation with University constituencies.

*The General Education Task Force primarily spent FY 2012 reaching out to all university constituencies to share what it had learned in its research and department visits during FY 2011. The communication focused on recognizing NEIU's General Education Program's current strengths while at the same time exploring changes that will help our students meet the Baccalaureate Goals and graduate as well-rounded, well-educated citizens.*

*The theme of FY 2012's University Day was "General Education Review and Revision:*

*Integrative teaching in the Liberal Arts and Sciences.*

2.3.1 Develop plans to establish a Master's in Social Work degree.

*Planning began in FY 2012. The Chair of Social Work began consultation with the mentors/advisors of the Council on Social Work Education (CSWE), and with Illinois Deans and Directors to discuss development and demand for MSW programs in Illinois. Research assistance with regard to feasibility was provided by the Office of Assessment and Program Review.*

2.3.2 Develop plans for new formats for course and program delivery on weekends, such as intensive offerings on Friday/Saturday/Sunday.

*Course in the M.A. in Special Education—Gifted offered in intensive, one-week format during summer 2011 and 2012.*

*LBS II offered back-to-back Saturday courses in Fall 2011.*

*Department of Literacy offered an intensive course in Summer 2012.*

*The Library has extended hours on Sundays in support of academic activities: the schedule has changed from 12 pm to 5 pm to 9 am to 9 pm on Sundays.*

*The College of Business and Management offered two Friday and Saturday undergraduate courses during the Spring 2012 semester for an enrollment of 79 students.*

2.3.3 Conduct comprehensive program reviews of all developmental programs (mathematics, ELP, reading, and writing).

*Comprehensive self-studies of the Mathematics Development Program, the English Language Program, the Developmental Reading Program and the Developmental Writing program have been completed.*

2.4.1 Establish a more proactive and intentional internship program that encourages students to participate in internships and other related experiences earlier in their college careers.

*The Applied Learning and Engaged Scholarship Committee (ALES) has continued its activities that encourage faculty to include internships and other forms of applied learning in their courses. The main strategy has been providing workshop/training for interested faculty and then offering competitive 'mini-grants' for the integration of engaged learning in their courses.*

2.8.1 Hire an instructional design specialist for the Center on Teaching and Learning to support development of programs using online technology.

*CTL hired a new instructional designer in January 2012. Thirteen faculty trained in*

*Summer 2012.*

- 2.8.2 Install an additional 80 wireless connectivity points throughout the University campuses.

*This project was completed. As part of this initiative additional wireless access points were added to the Library. UTS is continuing to monitor the wireless coverage and filling in areas that need more coverage. Additional areas being considered for coverage are conference rooms and other meeting spaces. In addition, campus bandwidth has also been increased to meet the growing wireless demand.*

- 2.9.1 Establish a task force to identify new curricula based on high workforce demand. Link a portion of new faculty searches to these curricula.

*The College of Arts and Sciences identified new curricula based on high workforce demands. Committees of chairs and coordinators developed a template to rank proposals and later evaluate submissions in the early spring. Thirteen innovative curricula proposals directly related to workforce demand were submitted and ranked. Five curricular proposals – Child Advocacy Studies (CAST) minor, Math MA, Applied Math (complex modeling), Graphic Design, and BA in Creative Writing—were found to be well-developed, ready to be instituted, and to have excellent potential for success in drawing new students to NEIU and preparing them well for the workforce.*

**Goal Three - Urban Leadership:** Work collaboratively with educational, social service, governmental, and business institutions in Chicago and the region to build upon NEIU's tradition of community involvement.

- 3.2.1 Create and implement an Alumni Association-sponsored community service and civic engagement program.

*Began work to build a collaborative relationship with the Office of Student Development and student organizations to expand the existing NEIU student led Community Service Day.*

*The University-wide Spirit Committee established new NEIU student/alumni traditions and activities to promote university and civic engagement.*

*Work began with Student Leadership Development to develop ways to enhance student and alumni participation in community involvement.*

- 3.2.2 Build additional connections with Albany Park.

*Academic Affairs and the College of Arts and Sciences underwrote and attended "NEIU Night" at the Albany Park Theatre Project performance in April 2012.*

*Several members of the NEIU community attended the annual dinner of the Albany Park*

*Neighborhood Council.*

*The Art Department worked with the Chicago Mosaic School in the creation and installation of the mosaic in the Pedroso Center and with Albany Park neighborhood organizations in participating in the 2011 art walk.*

*The Art Department also installed a gallery in a Foster Avenue storefront exhibiting student work; sponsored a two-day children's painting workshop for the 2011 Albany and continued participation in the Albany Park Sculpture Garden.*

*Roosevelt High School (a GEAR UP/CTC/NEIU partner in Albany Park since 1999) has improved its graduation rate over the last four years to 59.4% in 2011 from 41.8% in 2008.*

*Officers of the Library attended an Albany Park community meeting to discuss the construction of a new Albany Park Library branch. The NEIU library will collaborate as much as possible with the community to provide needed services.*

*The College of Business and Management collaborated with the Albany Park Community Center to integrate community-based projects into FY 2013 courses whose focus is to facilitate the development of the Bryn Mawr business corridor.*

*The College of Education collaborated with the Albany Park Neighborhood Association to write a "Grow Your Own" Grant.*

*A faculty member in the College of Education is now a member of the Albany Park Community Center Board.*

*Developed partnership and purchased membership to work with the North River Commission, which has cultural and educational programs in the Albany Park area. Purchased advertising and participated in the North River Commission anniversary program.*

- 3.4.1 Review proposals submitted in response to the advertised Request for Information (RFI) and select a new location for El Centro.

*Proposals submitted were reviewed in Fall 2011.*

*The new site for El Centro was selected and land has been purchased. The Board approved the issuance of debt to finance the project. Zoning amendment and planned development applications are in process with the City of Chicago. Building design documents are being completed and construction bid documents are in the development stage. The ground breaking ceremony is scheduled for late Fall 2012.*

- 3.4.2 Advertise a RFI for renewal of the CTC lease which expires July 2013.

*The RFI for the CTC lease was publicly advertised and the lease for the extension for the Center at the current location has been completed.*

3.4.3 Explore funding options to support non-credit ESL workshops for community members at El Centro.

*Grant focusing on providing ESL services to the Latino community, from the Consulate General of Mexico for the Convocatoria del Programa IME-Becas 2012-2013 Educación para Adultos, was submitted in Spring 2012. NEIU-El Centro Campus was not selected. In FY 2013 will continue seeking funds for this important work.*

3.4.4 Generate awareness internally and externally of private financial support available to underrepresented and undocumented students.

*Undocumented GEAR UP and TRIO students and their parents were made aware of private financial support available to them. Over 4,000 GEAR UP students who graduated in 2012 were awarded over \$8 million in private scholarships, including Gates Millennium, POSSE, Dell and IEF, to name a few.*

*Through promotional items and public relations support, the University promoted and supported the DREAM Act. The public relations office provided NEIU t-shirts for students to wear at community events about the Illinois DREAM Act, which was intended to lead to the creation of a private scholarship fund for children of undocumented immigrants. Public Relations also published a photo and story in Insights about one of those events.*

*Development staff worked with Director of Scholarships on utilizing the NEIU Foundation's scholarships as a means of support for undocumented students.*

3.5.2 Re-launch the mass media campaign to build on the “Learn in the city. Lead in the world.” brand.

*Developed and implemented an advertising campaign with new media buys targeting the University's various constituencies in the greater metropolitan Chicago area.*

3.6.1 Promote and highlight successful NEIU Alumni to internal and external audiences.

*The College of Arts and Sciences highlights the accomplishments of NEIU alumni through news items distributed via social media, an avenue that effectively reaches both internal and external audiences. The College continues to promote alumni accomplishments in its Kaleidoscope newsletter and through the invitation of alumni to participate in and/or attend campus events such as the 20th Annual Student Research and Creative Activities Symposium.*

*The College of Education held its first endowed lecture, the Jean B. Carlson Memorial Lecture. The keynote speaker was Dr. Freeman A. Hrabowski, President of the*



*University of Maryland, Baltimore County. The lecture drew almost 200 people, including many alumni, retired faculty colleagues of Jean B. Carlson, current faculty and students.*

*Partnered with Telemundo for the series “Educacion a su Alcance” to feature several NEIU alumni in two half-hour shows that provided Latino families with a more in-depth view of the educational landscape in the United States. The shows aired in both Chicago and Washington, D.C.*

*Northeastern was recognized with an award from Telemundo honoring the University’s commitment to access to education.*

*Public Relations worked with a reporter to feature a recent special education graduate in the Chicago Tribune.*

*Development staff created and launched New@NEIU, an electronic newsletter that promotes the institution and the quality of our faculty, and highlights successful alumni.*

*Alumni Relations collaborated with Student Union to install a permanent NEIU Alumni Wall in SU218; wall features NEIU distinguished alumni that represent a verity of diverse accomplishments.*

*Alumni Relations promoted successful alumni through the Career Connections Day in Fall 2011 and Spring 2012. This event engaged over 30 alumni professionals who provided advice and counsel to over 70 NEIU students.*

**Goal Four - Exemplary Faculty and Staff:** Invest in faculty and staff to make NEIU a world-class metropolitan university and an employer of choice.

4.1.1 Create a working group to explore the concept of a university council and to develop a proposal for implementation.

*Working group formed – met monthly throughout the year. Proposal to the University community anticipated mid – fall.*

4.2.1 In response to the advertised RFI, select a consultant to examine University salaries compared to various peer groups. From this study and resulting report, develop a multi-year plan to bring the average salary for all University non-negotiated pay classifications to the median salary for identified comparison groups.

*Fox Lawson & Associates was selected through the competitive RFP process for this project in Fall 2011. University non-negotiated employees completed a Position Description Questionnaire (PDQ) and submitted these to Fox Lawson. NEIU study-related information was also submitted: benefits, retirement, job description summaries and salaries, etc. The data are currently being analyzed by Fox, Lawson and Associates and the report will follow.*

4.2.2 Create three new tenure track position in Arts and Science to keep pace with changes in work force demand and increases in credit hour production.

*Completed.*

4.2.3 Determine the appropriateness of employee background checks and implement new procedures to improve the efficiency of obtaining those reports.

*The Chicago Teacher's Center has centralized the administration of background checks for all CTC/NEIU school-based employees as well as any other employees of CTC's programs that work with students.*

*HR is currently testing HIRE RIGHT for background checks and broader implementation will follow.*

4.3.1 Create a working group to develop a proposal for an employee ombuds program.

*Completed. Proposal was completed and search process implemented during spring. First Ombuds began employment mid-July.*

4.3.2 Initiate the use of payroll data to assist financial managers in payroll budgeting and expense reporting.

*The payroll project is still under development and testing by UTS.*

4.3.3 Develop mid-management training sessions for Cognos reporting to improve data access and the use of the University's ERP data base.

*Multiple courses were delivered by the UTS Applications department to 25 University staff identified as high-potential Cognos users.*

4.4.1 Collaborate with Institutional Research and others on campus to develop a system that facilitates more information sharing of data being collected by different units on campus.

*The purchase of Desire to Learn (D2L), a new learning management system was approved by the BOT in their June 2012 meeting. The evaluation and selection of this particular system included over 25 faculty and staff. This purchase included an Analytics module that allows management and sharing of data across all units on campus.*

4.5.1 Establish a summer research program for faculty research.

*The Office of Academic Affairs established a Summer Research Stipend Program for the first time in FY 2012. Six proposals for the Summer Research Stipend were funded at \$5,000 each.*

*The College of Arts and Sciences through grant funding has supported 14 faculty and 51 students in their summer research projects. Additionally, they have initiated a program using Foundation Funds to support 7 more faculty and 11 more students in their Summer 2012 research projects.*

*The College of Business and Management awarded five summer research grants to faculty to conduct research with graduate students.*

4.5.2 Following from the Faculty and Staff Research Symposium, identify and publicize faculty research.

*The College of Arts and Sciences has begun to use the newsletter, Kaleidoscope, and social media venues to feature its faculty research and creative productivity.*

*Publicized NEIU's National Cancer Institute's research grant with Northwestern University both to the University community and the media. Stories were published in the Lawndale News and Hispanically Speaking News. The Public Relations office also pitched the ERIAL library research project to the media, which was featured in Inside Higher Ed, USA Today and the AP wire.*

*Insights articles were published about NEIU faculty authors, biologist Frederick Prete, mathematician Marian Gidea, and the Grow Your Own Teachers program.*

*These stories were adapted for pitches to the media. The Public Relations office also coordinated a community presentation by Frederick Prete at the Bartlett Nature Center in celebration of Earth Day.*

*Worked with reporters to secure media placements of the following faculty experts: Ed Stuart, economics; Michael Wenz, economics; Lisa Hollis-Sawyer, psychology; Shahrzood Mahootian, linguistics; Tony Adams, communications, media and theatre; Masami Takahashi, psychology; and others.*

*New@NEIU highlighted and presented information about faculty and student research.*

**Goal Five - Enhanced University Operations:** Provide a supportive learning, teaching and working environment by improving operating productivity, physical infrastructure, and environmental sustainability.

5.1.1 Review and revise NEIU Foundation scholarship administration and the awarding process.

*Reviewed entire set of endowed and annual scholarship accounts within the NEIU Foundation; analyzed accounts in terms of the ability to award, documentation and/or guidelines for awarding, donor intent, gift acceptance policy requirements, and award amounts; documented scholarship criteria and established three-year rolling averages, which reflect specific awardable amounts.*

5.1.2 Incorporate Parking Operations business systems into Banner and other University operations, including collections. Test the direct integration of TickeTrak with the Sungard Banner system.

*This project was not completed because TickeTrak integration software has not been developed for Banner clients. This project will not be pursued at this time due to cost and uncertain functionality.*

*The electronic approval of service requests for Auxiliary Services is dependent on the development of a stable and defined University organizational hierarchy. Without the required hierarchy built into Banner, the electronic approval workflow cannot be implemented. The process to develop the hierarchy has been agreed to and is being implemented and tested in UTS before other areas will be asked to participate.*

5.1.3 Implement the electronic submission of preliminary budget information.

*UTS, Finance and HR have been working to establish the online budget processes. First, the University must complete the set up of the organizational hierarchy and security (See 5.1.2 above).*

5.1.4 Implement the recently developed new-hire checklist.

*The checklist has been distributed. HR is working other University departments to finalize the new hire procedures that will assist the unit heads on preparing for a new hire.*

5.1.5 Implement Automated Clearing House (ACH) payments to vendors in two phases. First, implement ACH payments for disbursements to faculty and staff (e.g, travel reimbursements) where these individuals currently receive their paychecks electronically and, second, implement ACH payments for all other accounts payable payments.

*The first phase, implementing ACH payments for disbursements to faculty and staff, has been completed. All travel and expense reimbursements made to faculty and staff who are currently receiving direct deposit payroll have been paid through ACH since June 4, 2012.*

*The Controller's office is currently working with the University's bank on an approach to electronically pay vendors that will benefit the University.*

5.1.6 Review all University processes to assure full compliance with Payment Card Industry (PCI) standards related to the acceptance of charge card information and the maintenance of financial records. This review will include the University Foundation and Alumni Association. This project will centralize the processing of charge card payments and potentially consolidate registration currently performed by various departments for sponsored activities.

*The charge card handling procedures of academic/administrative departments who*

*accept charge card payments are currently under review. Also planned is the scanning of computers in departments that support any charge card payment activity using software from TouchNet that can detect such information as saved charge card number, Social Security numbers, etc.. The NEIU box office now processes all online payments via TouchNet, which is fully PCI compliant.*

*The University developed and made publically available the first online “store” at NEIU using the TouchNet Marketplace software. This software makes certain non-credit courses available for registration and purchase using the fully PCI compliant TouchNet Payment Gateway. The functionality will be made available, using the online store method, for students to add money to the NEIU ID’s to print in the computer labs or make copies on campus. Work continues on other non-credit courses and department activities to develop as PCI compliant online stores.*

5.2.1 Form a campus work team to begin a preliminary investigation, including market research and feasibility studies, to explore options for adding a residential life component.

*The initial study that assessed local market condition and student demand was completed. The study identified the student demand for affordable housing in this area and confirmed student demand for residential facilities at Northeastern. The University will now begin exploring the various models for bringing student housing to Northeastern.*

5.3.1 Begin more focused discussion with the Student Affairs Advisory Board and collect survey data from the student body to identify programs and service areas students would like included in a “One Stop Shop”.

*This item is in progress. The Vice President for Student Affairs spent his first semester conducting a number of meetings with students and student leaders to assess student needs. In addition two student town hall meetings were held during FY 2012, which yielded a number of student priorities. During FY 2012, a number of “one stop shops” were developed –the Pedroso Center for Diversity and Intercultural Affairs, which combined diversity-related services and programs into one physical space, and the Learning Support Center, which combined a number of academic support functions into one physical space.*

5.4.1 Develop and implement a planned approach to web/technology redevelopment.

*The Departments of Special Education, Literacy and Educational Inquiry and Curriculum Studies have invested in iPad learning laboratories and iPads.*

*The website of the Educational Inquiry and Curriculum Studies has been developed. Staff members of the Chicago Teacher’s Center were trained in the use of on-line collaborative tools on the Google Apps for Education Platform*

*University-wide technology planning continues to evolve. A mechanism has been established by UTS for technology projects to be requested by the University community. A process for prioritizing those projects is being developed.*

*Worked to develop an RFP to redevelop the University's Web property so that it is an effective marketing tool and developed an interim plan to address immediate Web concerns and needs such as incorrect and outdated information.*

*Purchased third-party solutions to help improve the Website in the interim.*

*Hired additional personnel to manage the Website, its design, programming, and content.*

*Marketing and University Technology Services (UTS) worked to acquire the technology and permissions necessary to make Website improvements and move Web services to the new designated CMS.*

5.4.2 An RFP was developed and published for replacing the NEIU phone system. The responses to the advertised RFP will be analyzed and a solution chosen by Fall 2011 for implementation beginning late 2011.

*The new phone system has been installed and is currently being tested by a small group of users. Full implementation is expected during Fall 2012.*

5.4.3 Explore utilizing Banner as the system of record to generate and maintain student/employee ID card information.

*Project deferred to FY 2013 due to other Banner priorities (server migration, etc.).*

5.5.1 Conduct a space audit of offices in Student Affairs with focus in FY 2012 on Career Services, Dean of Students, and Student Activities.

*This item is complete.*

5.5.3 Increase the number of family friendly and gender neutral restrooms on campus.

*The number of gender neutral restrooms was increased to four. Changing tables have been ordered and will be placed in six restrooms upon delivery.*

5.6.1 Complete the comprehensive package of energy conservation measures to reduce energy consumption and to promote environmental sustainability.

*This project was completed in July 2012.*

5.6.2 Replace the current motor pool reservation system by making "on demand" reservations directly through a selected car rental agency, lowering maintenance costs, reducing liability exposure, and "right sizing" vehicle availability with seasonal demand.

*This task was completed. Enterprise rental vehicles are ordered on demand to meet Motor Pool needs. All leased vehicles have been returned.*

5.6.3 Replace gas powered parking enforcement vehicles with alternative fuel vehicles.

*This project was not implemented due to concerns with the use of electric vehicles to provide emergency services in cold weather.*

5.6.4 Create marketing initiatives to enhance the University's image in terms of environmental sustainability.

*Made undergraduate and graduate recruitment publications more accessible online and more environmentally friendly.*

*Identified standard recycled stock for University use. Developed and implemented special "thinking green" tagline to promote our use of this stock, our continued use of soy-based inks, and other sustainable efforts the University achieves in recruitment publications.*

*Purchased and implemented an e-publishing tool to facilitate the online publication of recruitment materials and the reduction of print materials, thereby reducing the University's environmental footprint.*

5.7.1 Develop and implement a University-wide security strategy for the effective and efficient integration of building access control and security camera deployment.

*University Police has contracted with a consultant to conduct a Physical Security Assessment which began in late Fall 2011 and is approximately 75% complete. University Police anticipates that the assessment will be completed by Summer 2012 and will provide recommendations that will assist University Police, Facilities Management and University Technology Services in creating an integrated security system for all campuses.*

5.7.2 Integrate 'N Alert' emergency contact system with registration process for 'opt-out functionality'.

*Enrollment Services and University Technology Services created a pop-up window in NEIUpport that will prompt all students and employees to register for N Alert upon NEIUpport login at the beginning of each semester. The new system was implemented for students enrolled in Summer 2012 classes and will be fully rolled out in time for the Fall 2012 semester.*

**Goal Six - Fiscal Strength:** Enhance the University's financial position by reducing reliance on state general funds and student tuition, diversifying revenue sources, and strengthening institutional relationships with federal, state, and local governments, and private sponsors.

6.2.1 Strengthen relations with government agencies to increase university grant funding opportunities and resources for economic development.

*On-going communications and collaboration with city, state and federal government agencies and staff continue. Hosted several visits to NEIU by elected officials and arranged for elected officials to participate at NEIU events.*

*The Chicago Teacher's Center has strengthened its relationship with the U.S. Department of Education, the Illinois State Board of Education and the Illinois Board of Higher Education as evidenced by the fact that they have exceeded the annual objectives in their funded programs.*

*In addition, the Chicago Teacher's Center, together with the Colleges of Education and Arts and Sciences, was awarded support for ENLITEN, a national professional development project, to redesign the bilingual and ESL programs in partnership with schools, and to develop a new English as a New Language master's degree.*

6.2.2 Advance University construction needs with elected officials.

*Discussions continue with Alderman Margaret Laurino and City of Chicago's Housing and Economic Development Office concerning residential hall in the 39<sup>th</sup> Ward. City of Chicago Tax-Increment Financing (TIF) funds are being considered for this project.*

6.2.3 Increase earmark requests for University special projects.

*No federal earmarks for Fiscal Year 2012 were considered by congressional offices for consideration.*

6.2.4 Create a study group to analyze appropriate performance measures in light of the new statutory requirement to phase in performance based funding for state universities in Illinois, starting with the FY 2013 budget.

*Group not formed. NEIU participated in IBHE study group and performance based funding was implemented in Spring 2012.*

6.4.1 Establish the NEIU Alumni Association Board of Directors.

*Identified eight alumni to serve on the Advisory Board and hosted initial welcome dinner in the President's Office (March 2012).*

*Proposed and reviewed Advisory Board structure and member roles and responsibilities.*

6.4.2 Increase Alumni Association memberships by 50% from nearly 500 upgraded members in FY 2011 to 1,000 upgraded members in FY 2012.



*Alumni membership grew to 700 current members.*

6.4.3 Recruit additional Foundation Board members.

*The Foundation added two new members to the Board and identified an additional prospective member for FY 2013.*

6.4.4 Create an advisory board to redefine and grow the NEIU Unrestricted Fund.

*Institutional Advancement underwent a change process to clearly define, title and market the Leader Fund, previously identified as the NEIU Unrestricted Fund or Area of Greatest Need. The inaugural appeal for the Leader Fund was mailed in November 2011, resulting in a return of more than \$25,000.*

6.5.1 Continue to review the fundraising infrastructure in order to increase philanthropic giving by 5%.

*Re-aligned existing IA staff duties to include an Executive Assistant for Development Communications and placed Business Manager in charge of development operations.*

*Created fundraising plans for University and three academic Colleges in order to match Development actions, events, and mailings with University and College fundraising priorities.*

*Created annual solicitation calendar to integrate and schedule solicitations with “soft touches,” i.e. communications about NEIU that do not request philanthropic support.*

*Produced a luncheon event for scholarship recipients to meet scholarship donors.*

*Hired Director of Major Gifts in February 2012.*

*Raised \$1,012,339.79 in cash, \$61,909.50 in pledges and \$20,089.46 in pledges for a total of \$1,094,338.75, which represents a 47.39% increase over FY 2011.*

- a. Established two new endowed lectures*
- b. Established eleven new scholarship/award funds*
- c. Increased corporate sponsorship for Kane Outing to highest net profit since the NEIU Foundation took over coordination of the event in 2006.*

6.6.1 Enhance the private rental program to raise \$75,000 in FY 2012.

*In FY 2012, the private rental revenue total was \$100,385.85 (an increase of 45% from FY 2011).*

8/27/12