

**Strategic Planning Implementation  
Annual Workplan Results Fiscal Year 2013**

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 FY2013. 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 Develop, implement, and invest resources in a comprehensive enrollment management plan that engages the University Community.

- 1.1.1 Develop a strategic recruitment plan for graduate students; hire a Graduate Student Recruiter.

*Plan developed and implemented. Search for Graduate Student Recruiter position restyled for FY 2014.*

- 1.1.2 Establish a plan with policies and procedures for the recruitment and enrollment of international students.

*The Office of International Programs implemented a multilateral approach to international student recruitment, including*

- a) Working with federal and state agencies;*
- b) Attending international student educational fairs;*
- c) Developing 2+2 agreements with international constituents;*
- d) Exploring work with direct recruiters in foreign countries.*

- 1.1.3 Develop Key Performance Indicators to track hours attempted and hours earned for new first-year students; review with University Planning and Budget Council.

*The measure of hours attempted to hours earned was developed; proposed Key Performance Indicators are currently under review.*

- 1.1.4 Establish an Enrollment Services Student Advisory Committee.

*The ads in the Independent did not yield any student interest in serving on this group.*

- 1.1.5 Enhance relationship between Admissions and Alumni Relations to support recruiting efforts through alumni engagement.

*The Office of Alumni Relations and the Office of Admissions have strengthened their partnership to support recruiting efforts through student and alumni engagement. For*

*example, the Office of Alumni Relations participated in Open House events and distributed NEIU Alumni Association information.*

- 1.1.6 Develop and implement integrated public relations and marketing plans that support enrollment goals.

*Public Relations and Marketing have integrated in a number of ways as expressed by a number of sub-teams, which consist of members of both offices in the development and implementation of communications strategies.*

- 1.1.7 Deploy necessary technical infrastructure to support the University Web Site project. This includes contracting for a Drupal hosting provider as well as setting up an internal website (intranet).

*The web project is proceeding as planned. The contract with Drupal for hosting has been completed. The intranet site development is proceeding but is a lower priority than the external website.*

- 1.1.8 Develop baseline web traffic measurements for future assessment.

*The Marketing Department established a process for measuring and monitoring recruitment advertising and has measured three registration events to use as baseline.*

1.2 Build well-defined articulation agreements and foster strong relationships with community colleges and other colleges and universities to ensure clear transition pathways for transfer students.

- 1.2.1 Expand the development of articulation agreements, transfer guides and on-line course equivalencies and collaborate with Title V Transfer staff and Title III staff to focus on STEM programs for major feeder schools.

*Fall 2012 - procedure for creating, reviewing and finalizing transfer guides and articulation agreements for the College of Lake County, City Colleges of Chicago, Triton College, and Oakton Community College developed.*

*Twenty-one transfer guides in seven departments have been completed and are available on the Transfer Center website (Biology, Chemistry, Computer Science, Earth Science, Mathematics, Physics and Psychology) for three institutions (College of Lake County, City Colleges of Chicago, Oakton Community College, and Triton College).*

*Articulation agreements with the City Colleges of Chicago (for Biology, Computer Science and Mathematics) and the College of Lake County (for Biology, Chemistry, Mathematics and Physics) are under review.*

*Transfer Fairs and Advisor/Counselor "update" meetings attended at Oakton Community College, the College of Lake County, Elgin Community College, and Harold Washington, Wilbur Wright, Olive Harvey, Daley and Malcolm X of the City Colleges.*

- 1.2.2 Complete the degree audits for all undergraduate degree programs.

*Forty nine (49) undergraduate degree audits are completed.*

1.3 Raise undergraduate and graduate student recruitment, retention, and graduation rates, including those for students from historically underrepresented groups, to specific University benchmarks and goals.

- 1.3.1 NEIU-El Centro will recruit at least 100 additional first-year students from targeted High Schools and community centers.

*Participated in 32 recruitment events Spring 2012-2013 (community events and college fairs). In Spring 2013: Created D.A.L.E. (Developing Active Leaders for Education) through an innovation grant to recruit students in collaboration with Logan Square Neighborhood Association. Fall 2012 – 35 first-year students/4 transfers, Spring 2013 - 3 first-year students/2 readmits.*

- 1.3.2 CTC will recruit 2 graduate cohorts of teachers from partner schools for reading endorsement and M.A. programs in partnership with the Reading Department of the College of Education.

*Two cohorts established (one elementary school teachers, one secondary school teachers) totaling 40 students, at least two more cohorts will begin in Fall 2013.*

- 1.3.3 Develop, construct, and open the LGBTQA Resource Center and the Women's Resource Center, as components of the Angelina Pedroso Center for Diversity and Intercultural Affairs.

*Facilities Management has identified a possible solution by expanding Building B. A rough cost estimate has been developed and shared with Student Affairs. An identified funding source is needed and the project needs approval to proceed. Directors were hired in FY 2013 and significant programming was developed. The Pedroso Center physical expansion will occur during FY 2014.*

- 1.3.4 Form Student Advisory Committees specifically for Latino Students and African American Students recruitment initiatives.

*October 2012 initial African American Advisory Committee was formed. The Latino/a Student Advisory Committee will begin activities in Fall 2013.*

- 1.3.5 Develop and implement strategies to target students in jeopardy of losing financial aid due to unsatisfactory academic progress.

*New reports were developed to track Student Academic Process (SAP) status. A Financial Aid Consultant reviewed SAP policies and processes; recommendations will be implemented in FY 2014.*

- 1.3.6 Explore the feasibility of hiring a Financial Services/Financial Literacy Advisor to reduce the number of students who receive accounts receivable holds and leave the University.

*Inceptia's "Financial Avenue," an online financial literacy program was selected as Northeastern's financial literacy module. Financial Avenue will be implemented in Fall 2013.*

- 1.3.7 Present research findings to the University community on the impact of current admission standards for undergraduates on the six-year graduation rate.

*Presentation did not happen; will incorporate findings in FY 2014 in university-wide discussions related to retention.*

- 1.3.8 Review current international partnerships, bilateral agreements, and memoranda of understanding and explore new international partnerships which strategically address the needs of NEIU students and faculty; actively pursue multiple efforts for international student recruitment.

*Direct recruitment in China, El Salvador, Russia; and indirect recruitment (through counselors, agents, recruiters, or other means) in China and Indonesia.*

- 1.3.9 Implement an assessment management system that will allow for comprehensive planning and assessment of student co-curricular learning outcomes.

*Item is complete.*

- 1.3.10 Successfully integrate student health services and counseling functions, based on national best practices, to better serve NEIU students.

*Item is complete.*

- 1.3.11 Develop programs and services for parents and family members of first-year students as a way to engage them in the student success process.

*Six parent and family orientation programs have been scheduled for summer 2013, with three of the programs offered in Spanish. Additional programs will be developed during FY 2014.*

- 1.3.12 Develop strategies to enhance the student career development process, with a strong initial focus on first-year students.

*Item is complete. In FY 2013, career advisors introduced the career development process to first-year students during orientation and in FYE classes. Additionally, Academic and Career Advising staff introduced the Career Launch Program for undeclared undergraduate students.*

- 1.3.13 Implement a comprehensive orientation peer leader development program.

*Item is complete.*

- 1.3.14 Create a Student Advisory Board for the College of Graduate Studies and Research.

*The coordinator of graduate student activities identified candidates for the board and will be working on a first meeting for the fall semester.*

- 1.3.15 Develop Institutional Research capacity to use GIS (ArcGIS) software to map and analyze data relevant to recruitment and advertising goals.

*Computer station set up in IR for mapping and meeting with students.*

1.4 Create a system that provides intentional academic advising for all students across the University.

- 1.4.1 Present research findings on students enrolled in First-Year-Experience Programs in Fall 2012 in order to collaboratively determine even better advising and teaching strategies for our first year students.

*Scheduled for September 2013.*

1.5 Improve coordination among student and academic support programs and services with a focus on quality, customer service, and intentional integration with the curriculum.

- 1.5.1 Review Mathematics Placement exam.

*In FY 2013 Math Development and the English Language Program piloted ACCUPLACER, reviewed test results and set cut scores. Math Development will implement ACCUPLACER for students admitted to NEIU in Fall 2014. College of Arts and Sciences retained a consultant to work with faculty and Student Affairs staff to ensure smooth transition to ACCUPLACER testing.*

- 1.5.2 Implement ACCUPLACER as the on-line placement exam for the English Language Program.

*Exam piloted, See 1.5.1.*

- 1.5.3 Create a Student Library Advisory Committee to address increased opportunities for student engagement in the Library.

*To be completed in Fall 2013.*

- 1.5.4 Expand library hours to better accommodate students and faculty schedules outside of the classroom and to further promote the Library as a central place for research and community.

*Additional evening hours have been scheduled.*

**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 Develop a Statement of Objectives for the Baccalaureate Degree and a Statement of Objectives for the Masters Degree at NEIU.

- 2.1.1 Begin focused and concentrated work on preparing for the Higher Learning Commission's "Open Pathways" accreditation process.

*Initial design of cross-university team begun and new accreditation criteria distributed; Additional Location request submitted and approved by HLC; New federal compliance/HLC compliance rules reviewed and implemented.*

- 2.1.2 Begin work on NEIU's Higher Learning Commission "*Quality Initiative*": the Assessment of the University's Baccalaureate Goals.

*"Quality Initiative" accepted by the Higher Learning Commission in Fall 2013. A team of 4 faculty and 2 administrators (for support) will be leading the University Community in the assessment of our baccalaureate goals. The team has begun meeting regularly on campus in addition to attending Academy meetings.*

- 2.1.3 Finalize implementation of new College of Graduate Studies and Research based on the work of the Graduate Studies Task Force.

*Staff of CGSR and Enrollment Services reviewed, clarified and enhanced policies, procedures and practices. All departments with graduate programs met with CGSR staff to discuss future needs and current issues.*

- 2.1.4 Conduct searches for the Dean and Associate Dean of the College of Graduate Studies and Research.

*Dean Michael Stern was hired and began 7/1/2013. Will search for associate dean in FY 2014.*

- 2.1.5 Develop graduate program assessment guidelines and metrics in coordination with the Graduate Advisory Council.

*Preliminary Survey completed. One-stop shop set up to streamline hiring processes for GAs.*

- 2.2 Review and revise general education based on national best practices and successful innovations at peer institutions.

- 2.2.1 Propose and guide through governance the re-design for the General Education Program curricula which reflects the consensus of two years of work by the General Education Task Force.

*Governance processes have been completed through academic colleges and FACAC: concept approved; course design to begin Fall 2013.*

- 2.3 Review and revise discipline specific curricula based on national best practices and work force needs.

- 2.3.1 NEIU's College of Education will have a successful NCATE Accreditation visit in Fall 2013.

*Successfully completed, no areas of concern reported, and diversity target met: next accreditation visit in 2018.*

- 2.3.2 Work will continue on the development of the Master's Degree in Social Work.

*Development of MSW is underway. Program will go through governance in Fall 2013.*

- 2.3.3 Increase the number of graduate and undergraduate weekend-institutes and other creative scheduling of course/program offerings by 10%.

*Offered 5 creatively scheduled courses, surpassed the 10% goal. Fall 2012 semester weekend-institute classes increased 17% over Fall 2011. Spring 2013 semester weekend-institute classes decreased 2.6% over Spring 2012 offerings, but average class size increased from 16.3 students/class to 18.5 students/class.*

- 2.3.4 COBM will complete implementation of standards alignment plan for AACSB Accreditation.

*AACSB mentor visited COBM in February. Second assessment cycle completed. The entire faculty of the COBM achieved the status of "Academically Qualified". COBM has submitted the annual report of the implementation of its Standard Alignment Plan to the Accreditation Committee. The Initial Accreditation Committee of the AACSB requested a 2<sup>nd</sup> report in one year to address three small areas for enhancement or correction of data; this will be addressed in Fall 2013.*

- 2.3.5 Engage a consultant to advise on workforce needs for individuals with graduate degrees in the field of Higher Education.

*Hired consultant to review Doctorate in Special Education: report received in Spring 2013; Social Work plans to move forward through governance with MSW plans in 2013-2014.*

2.4 Support professional development opportunities for students through internships, international study, research, service learning, and career services.

- 2.4.1 Develop new opportunities for student engagement abroad (e.g. service learning opportunities, internships).

*OIP has explored opportunities for service learning and/or internships in China, El Salvador, and Mongolia.*

- 2.4.2 Provide support for the development of at least four 2<sup>nd</sup>-Year courses which include applied learning opportunities in the curriculum.

*Did not complete because of final design of the new University Core Curriculum.*

- 2.4.3 Provide financial support for four additional peer mentors for the First-Year Experience Program.

*Funded and implemented.*

- 2.4.4 Develop and implement training for all new Graduate Assistants not currently receiving training from their programs.

*Streamlined hiring process of Graduate Assistants; training to be reconsidered in FY 2014.*

2.5 Support and create interdisciplinary courses and programs based on best practices and institutional strengths.

2.5.1 Implement the recently IBHE approved interdisciplinary Global Studies Program.

*Courses in General Education are highly subscribed. Will have full launch of Global Studies Education major in the Fall 2013 semester.*

2.5.2 Develop a First Year Experience course to be housed in the University Honor's Program.

*Honor's Program will develop a course in Fall 2013.*

2.6 Strengthen and integrate the University's academic offerings at CCICS, El Centro, and the University Center of Lake County through traditional and nontraditional means of program delivery.

2.6.1 Upon completion of bid documents, conduct competitive bidding and select the contractor, inclusive of MAFBE contracting goals, to perform construction of the new El Centro building.

*All El Centro contracts have been completed and construction is commencing with a planned Fall 2014 opening.*

2.6.2 Design and begin to implement a strategic plan specifically related to academic programming at the new NEIU-El Centro.

*El Centro Task-Force with respective sub-committees (Enrollment Management, Academic Planning, Community Outreach, Marketing, Student Support/Engagement, Budget, Facilities) appointed and meet regularly. Planning for first year (FY 2015) is almost complete.*

2.6.3 Explore, design and begin to implement innovations in the Inner City Studies Program's curriculum.

*Framework and timeframe for complete Academic Program Review (to be completed Summer 2013) determined; curricular change recommendations will be included.*

2.6.4 Improve distance learning capabilities between main campus and CCICS.

*Improvement of CCICS distance learning capabilities is underway. UTS continues to work with the Academic Affairs technology liaison to coordinate and implement distance learning priorities, including the improvement of distance learning capabilities at the University Center of Lake County.*

2.6.5 Explore and purchase appropriate state-of-the-art equipment to enhance our distance learning opportunities.

*Purchase, installation and testing of new Cisco telepresence/video conferencing equipment, LWH 2031; Purchase of telepresence/video conferencing units for CCICS and for El Centro completed; added additional Comcast data lines and conducted information sessions.*



- 2.6.6 Initiate a new degree completion program out of the College of Education at the University Center of Lake County.

*Human Resource Development program approved at UCLC, to be launched in Fall 2013.*

2.7 Utilize diversity as a curricular/pedagogical dimension integrated with global and cultural studies and throughout the curriculum.

- 2.7.1 Explore the development of an MBA partnership program with the Jagiellonian University Medical School (Poland).

*Academic changes at both Jagiellonian and at NEIU's College of Business and Management have resulted in the development of a new curricular proposal which is pending approval.*

2.8 Establish technology-enriched curricula to include hybrid and online courses.

- 2.8.1 Coordinate faculty development initiatives that use technology with the resources and staff in the MLRC and the Library.

*Total participation in Online I & II since June 2012: Online I – 215 trained; Online II – 34 trained. A new video editing room has been completed and is being managed by the Library's Multimedia Learning Resource Center (MLRC) and the CTL for student and faculty use. The Library is currently developing online tutorials as part of its Innovation Grant.*

- 2.8.2 Explore joining an on-line MBA Consortium.

*Consortium was canceled and project shelved indefinitely.*

2.9 Focus on academic programs linked to regional economic development and work force demands for the global society.

- 2.9.1 The College of Arts and Sciences will design a new major in the Art Department in Graphic Design, and another in the English Department in Creative Writing.

*The B.A. in Graphic Design will go to governance in Fall 2013. The BFA in Creative Writing is in development.*

- 2.9.2 A new major in Environmental Science will be submitted to governance committees.

*The Bachelor's Degree in Environmental Science has successfully passed through all levels of NEIU governance and will be presented to the Board of Trustees in Fall 2013.*

- 2.9.3 Re-articulate the relevance of our goals for general education/the goals for a liberal education and NEIU's Baccalaureate Goals with regard to regional economic development and work force demands for the global society.

*The General Education Task Force has developed a proposal and recommendations based on best practices of the AAC&U work on liberal arts and how it relates to*

*workforce preparedness. The proposal has been unanimously endorsed by all governance and constituency groups to which it's been presented.*

*One of the co-chairs of the task force is on the university's assessment team attending the Higher Learning Commission's Assessment Academy. Among other tasks, this team will support development of the assessment plan for the proposed general education curriculum (now called the University Core Curriculum, with the theme of Critical Inquiry and Public Engagement) and the co-chair will lead that development.*

**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.

### 3.1 Improve preparation for higher education by working with K-12 schools.

- 3.1.1 The College of Education will partner with Amundsen High School in order to provide leadership and support to faculty and administrators with the goal of increasing retention and graduation rates in that school.

*Amundsen High School Partnership - The following strategies have been initiated and are ongoing:*

- 1) *Kagan Collaborative Learning Strategies Beginning of Year Sessions Kagan, an educational leader in collaborative teaching strategies, provided a training for High School and University Faculty.*
- 2) *Critical Friends Groups (CFG) operationalized  
CFGs are bi-weekly 90-minute sessions aimed at teacher development around increased classroom effectiveness and focused instruction.*
- 3) *Instructional Rounds observations begun  
Peers visit classrooms in small groups, studying students, teacher, task, and environment to provide collective picture of school practice. Data from rounds is used to identify and address school trends.*
- 4) *Coordinated Field Trips for AHS STEM students to NEIU.*
- 5) *Student Placement  
Several student observers, clinical students, and student teachers are currently placed at Amundsen.*
- 6) *NEIU – Amundsen Exchanges  
On March 8, 2015, twenty-seven COE faculty and staff visited Amundsen to learn about the partnership and to consider additional ways that we can exchange expertise. On March 14, 2013, Principal Pavichevich was a featured panelist for the COE Roundtable on Education for the Future. Both of these events have caused the COE Faculty and Administration to consider new initiatives for the partnership.*
- 7) *New Initiatives (spring and summer 2013)  
A member of the Amundsen Administrative team has been accepted into the Educational Leadership master’s degree program at NEIU.*

*NEIU is beginning to partner with the elementary schools that are feeder schools to Amundsen.*

- 3.1.2 The College of Arts and Sciences, in collaboration with the Chicago Teachers' Center will explore, develop and pilot a joint summer program for High School students.

*This initiative was tabled until FY 2014.*

- 3.1.3 The College of Arts and Sciences will develop, market and implement content-based professional development programs for teachers.

*The English Department has pioneered professional development seminars for teachers; TESL has developed and implemented summer professional development workshops for teachers.*

*CAS is offering five special intensive courses in summer 2013 for teachers (and others).*

- 3.1.4 The Chicago Teacher's Center through its partnership with District 299 and 21 Chicago Public High Schools will increase the college readiness, graduation rates and postsecondary enrollment rates of those schools.

*95.5% FAFSA completion rate for GEAR UP CPS partner high schools (Source: CPS).*

*5,217 GEAR UP seniors across 21 Chicago Public High Schools – 84% graduated (Source: CPS).*

*Postsecondary enrollment rate (PSE) of GEAR UP class of 2011 (N=5,217 Seniors): PSE Enrollment in Fall 2011 = 57.6% (N=2,527) Source: National Student Clearinghouse (NSC). PSE Enrollment within one year after Graduation = 65.8% (N=2,885) Source: National Student Clearinghouse (NSC).*

*Persistence Rate from Freshman (Fall 2011) to Sophomore (Fall 2012) for those that enrolled in Fall 2011 = 63.7% (Source: National Student Clearinghouse, NSC).*

3.2 Review and integrate the University's outreach and community service functions, with special emphasis on the unique programs provided by CTC, CCICS, and El Centro, to strengthen our community partnerships.

- 3.2.1 Offer community education programs and services at CTC, CCICS and El Centro such as: ESL, technology, health, housing, tax preparation, naturalization, financial aid and scholarship opportunities, etc.

*The Ladder Up tax program for low income students and community members was rolled out in January 2013 at our main campus.*

*CTC has held workshops and programs in financial literacy, financial aid and scholarship opportunities and technology in many communities throughout Chicago and in Cicero/Berwyn as well as at the CTC site.*

*In 2011, CPS students received 24 Gates Scholarships, 12 of the 24 were GEAR UP students from the 21 GEAR UP high schools, most of which are classified as “persistently low-achieving schools” by the State of Illinois.*

*El Centro – ESL continuing, health fair, tax preparation workshop, financial aide workshop, scholarship workshop.*

*CCICS – conducting workshops in conjunction with community leaders.*

*COE – Financial aid and scholarship workshop.*

- 3.2.2 Offer professional development programs for Chicago area teachers and administrators at CTC in such areas as Intensified Algebra, Inquiry-based instruction, STEM (computer programming, robotics, game design), common core, etc.

*Teachers across Chicago schools (District 299) and from Cicero/Berwyn (District 98,99 and 201) participated in intensive professional development in Intensified Algebra, Inquiry-based instruction, STEM, arts integration, and common core.*

- 3.2.3 Develop opportunities for collaboration between faculty and student affairs staff in the development of student civic engagement initiatives.

*Item is complete, but work will continue! The biggest success has been through the Reimagining Food Initiative which has grown into a collaborative partnership between the College of Arts and Science and the Division of Student Affairs. As a result many opportunities for the collaborative work have been and are in the process of being developed. Partnerships between FYE faculty and Student Affairs also continue to grow. Faculty are also working with Student Affairs more intentionally to encourage students in their courses to participate in civic activities. An example here is found with a faculty member in biology giving extra credit for students who participated in a national volunteer week event.*

- 3.2.4 Through participation in the AASCU Campus and Community Civic Health Initiative, conduct a comprehensive review of existing civic engagement activities at the University.

*Item is in progress. There have been discussions between Student Affairs and each of the academic deans and some preliminary meetings with a few departments to discuss their existing areas of engagement. During FY 2014 summer we will begin using the Community Benefit Inventory for Social Accountability (CBISA) so that we can begin inventorying data here related to community engagement.*

- 3.3 Encourage and support research projects that focus on such contemporary urban issues as education reform, immigration, economic development, and the environment.

- 3.3.1 Host co-sponsored conferences that address contemporary issues in interdisciplinary areas (eg. Water “Nexus” Blue Energy Conference, Art in Response to Violence, Innovative Curricula and Educational Trends).

*Nexus 2013, an International Water Nexus Summit ran at NEIU main campus March 6-7, 2013; there were between 750 to 1000 participants and attendees who learned about issues related to water, its conservation, its use in urban planning, manufacturing, etc.*

*The Forbidden Art (Sztuka Zakazana) Exhibit from the Auschwitz-Birkenau Museum was offered on campus in October 2012.*

- 3.3.2 Integrate community-based projects into COBM courses to facilitate the development of the Bryn Mawr Corridor.

*Community-based projects, focusing on facilitating the economic development of the Bryn Mawr business corridor, were integrated into marketing research and advertising courses for the 2013 academic year.*

3.4 Strive to make NEIU, as a designated Hispanic Serving Institution, an institution of choice for Latino students.

- 3.4.1 Engage prospective and current students, faculty, staff, alumni and friends with the University through free social media networks.

*The Latino/a Student Recruitment Advisory Committee will become active in Fall 2013.*

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

*The Development Office created a brochure of endowed and annually-funded scholarships, including those available for underrepresented and undocumented students, which was widely circulated to the University community and posted online. The Office conducted "Foundation 101" workshops for the College of Arts and Sciences, the College of Education, and the College of Business and Management, during which, Development communicated that most NEIU Foundation scholarships do not require U.S. Citizenship.*

*The Development Office helped make the case for Academic Works software, which will provide a searchable database of all scholarships, awards, and other financial aid opportunities available to students and prospective students regardless of citizenship. The Office also provided NEIU Admissions with the percentage of NEIU Foundation Scholarships open to undocumented students and dollar amount available for a project with the Mayor's office.*

*A new website specifically for undocumented students was created by the Marketing Department. This is a one stop shop for information that will help educate and support students.*

- 3.4.3 Develop and implement fundraising and communications plan for the opening of the new El Centro Campus.

*The Director of Major Gifts collaborated with the Interim Director of El Centro and El Centro Project Coordinator to devise and implement a fundraising strategy. This included the crafting of a case for support for El Centro scholarship opportunities, community programs, and community spaces. In addition, the Vice President for Institutional Advancement secured a pledge commitment of \$25,000 for the El Centro Scholarship.*

*Director of Marketing has been appointed to the Steering Committee for El Centro and also chairs the sub-committee on marketing for the El Centro project. A proposal for advertising has been created by the team and submitted for consideration. The Director of Public Relations has engaged the Avondale community by presenting to Alderman Colon's ward and representing NEIU at other community organization meetings.*

*The marketing and public relations offices worked with University Events to coordinate and execute the Ground Breaking Ceremony for the new El Centro building.*

- 3.4.4 NEIU-CTC will host Northeastern Fridays for GEAR UP and TRIO students from partner schools.

*Between 7/1/12 and 3/31/13, 2,184 7<sup>th</sup>-9<sup>th</sup> grade GEAR UP students from Chicago Public schools spent the day on NEIU's campus for a college visit.*

*Over the last 12 months, 3,406 K-12 GEAR UP students have been on NEIU's campus for a college visit.*

*300 TRIO and GEAR UP students attended the STEAM (Science, Technology, Engineering, Architecture and Math) Conference on NEIU's campus in May 2012 and we expect 500 students to attend the same conference in May, 2013.*

- 3.5 Develop a brand for NEIU that expresses pride and conveys the University's special attributes.

- 3.5.1 Use targeted electronic communications to convey the University's brand and to engage alumni.

*The Offices of Alumni Relations and Development increased the number of messages sent to alumni and friends via electronic communication through the use of NetCommunity Spark. There has been greater consistency in messaging about the University and its accomplishments. In addition, the use of e-communications has been an effective tool used to inform the external community about events at the University.*

*Partnering with the Development Office, the Marketing Department developed e-creatives to send through NetSpark engaging alumni, donors and friends. In addition, the Marketing Department has worked to enhance the web presence for alumni relations and social media participation.*

- 3.5.2 Develop and implement a communications plan highlighting the leadership role and function of the Office of the President to external communities.

*A communications plan for the Office of the President was developed, approved and implemented. A website for the Office of the President was launched and includes a welcome video featuring the University President.*

*The University's first President's Report was completed and distributed in June. It is a new premier piece for the University and will be shared with other university presidents, legislators, professional organizations, donors, Board of Trustees, Foundation Board, etc.*

3.5.3 Implement strategies to increase the number of “followers” in social media.

*The Marketing Department redesigned the Admissions Facebook page and it includes an “Apply” link and other important information, such as financial aid. In addition, public relations and marketing are working together to use social media to share University messages and stories.*

3.6 Implement a marketing and public relations plan to communicate the University's brand to external and internal audiences.

3.6.1 Focus the University's communication plan to emphasize the University's special attributes.

*The Marketing and Public Relations creative team has identified five core brand messages for the University... Learn, Belong, Achieve, Transform, and Lead. These messages and core words are being integrated into all of the branding communications such as the new website, recruitment materials, social media, etc.*

*With the goal of enhancing and protecting the University's Brand, the Marketing Department has updated and improved the brand guide.*

*The Marketing and Public Relations teams worked together to promote the recent Newsweek Best Investment recognition. This national recognition is now highlighted in all of our publications and on our website/social media outlets. In addition, banners are being created to hang outside of University buildings.*

3.6.2 Enhance New@NEIU to promote student, faculty, and alumni accomplishments.

*The Development and Alumni Communications Manager led the production of bi-monthly publications of New@NEIU. Each e-newsletter issue was sent to all email addresses in the Institutional Advancement relational database. Issues highlighted examples of excellence among faculty, students and alumni. Appeals for content were regularly requested from deans and department chairs.*

3.6.3 Construct a new marquee on Foster Avenue.

*Will be incorporated as part of the FY 2014 university signage project.*

**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 Build a culture of mutual respect and collegiality across the University and its multiple locations throughout Chicago.

- 4.1.1 Assess campus climate with regard to civic engagement through the AASCU “Campus and Civic Health” Initiative.

*The Personal and Social Responsibilities Inventory (PRSI) was administered during FY 2013 to learn more about how the NEIU campus climate compares to our peer institutions. Work will continue.*

- 4.1.2 Schedule Provost’s Council Meetings at CCICS, CTC, El Centro and UCLC at least once per year.

*Provost’s Council Meetings were held at CCICS, CTC and El Centro in FY 2013.*

4.2 Utilize innovative approaches to recruit and retain faculty and staff committed to student success.

- 4.2.1 Using the results of the salary study, develop a multi-year plan to address salary issues within available resources.

*Not implemented. The salary study was based on salary ranges and did not yield the results necessary to develop a viable multiyear plan. In addition, operating budget challenges further complicate the development of a multi-year plan.*

- 4.2.2 Explore the effectiveness and expand the use of recruitment packages like *HigherEd.com*.

*Effective publication campaigns were utilized this year in our recruitment efforts for 17 new tenure-track faculty.*

4.3 Provide support systems and programs (including customer service training) that foster a positive work environment for all.

- 4.3.1 Develop and implement a plan for highlighting and recognizing faculty and staff accomplishments.

*COBM initiated an Outstanding Faculty Teaching Award.*

*We began a new tradition of Celebrating the Faculty at a Reception prior to commencement ceremonies, recognizing grant writers, sabbatical and educational leave recipients, faculty who will be promoted and/or tenured in Fall 2013, emeriti and excellence award winners.*

- 4.3.2 Initiate “Library Service Matters” training and standards for all library staff to promote quality customer service to all library users.

*All library public service desk employees have taken the American Library Association core service standards and added additional criteria for their desks. Each library public*



*service desk has had meetings with his or her staff to review the service standards. The Library conducted a workshop for public service staff with the University Ombuds to practice active listening techniques and dealing with upset patrons.*

4.4 Increase collaboration and accountability across all units of the University.

- 4.4.1 Regularly use Provost's Council meetings to strengthen and enhance ties between Human Resources and Academic Affairs.

*HR senior staff attended Provost's Council meeting in June, will continue with this practice. Hiring packet preparation for new faculty worked out, so that new faculty are assigned ids and email accounts before their arrival at NEIU.*

- 4.4.2 Develop complete organizational chart which includes all employees at NEIU.

*The Provost is exploring the organizational chart put together by the Presidential Fellow as a possibility.*

4.5 Create a climate in which support for scholarship, professional development, and training is provided to faculty and staff based on best practices.

- 4.5.1 Offer workshops in which faculty can showcase successful innovative instructional approaches.

*During 2012-2013, the CTL offered 25 faculty workshops. Five workshops were led by faculty who shared their own innovative practices:*

- 4.5.2 Offer grant-writing services including: writing support groups, establishing a common data set and institutional narrative database, and faculty development workshops and seminars.

*Regular discussions regarding the integration of CTC grant-writing experts with faculty on all campuses; will implement in FY 2014.*

- 4.5.3 Increase the number of stipends from the Office of Academic Affairs for summer research from eight grants of \$5,000 each, to 12 grants of \$5,000 each.

*The CAS had funded 11 non-STEM faculty-student summer research projects at \$1,000 each; 6 faculty summer research stipends for STEM initiatives for a total of \$9,000 in addition to another summer research stipends for 9 STEM initiatives (funded through a Title III grant) for a total of \$10,500.*

*The COBM has funded two faculty research stipends for a total of \$3,000.*

*12 grants of \$5,000 each were awarded for Summer FY 2013.*

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

5.1 Streamline and redesign operational workflows and processes with the intent of improving service quality and productivity.

- 5.1.1 Contract with NCURA (the National Council of University Research Administrators) to provide a full peer review of the College of Graduate Studies and Research, Office of Research and Sponsored Projects in accordance with national standards, including: grants submission processes and grants management-support processes.

*Postponed/suspended until the ORSP is fully staffed.*

- 5.1.2 Implement HireRight I-9 Solution to better manage employment eligibility and related state and federal regulatory compliance and streamline on-boarding of new employees.

*The University uses HireRight for background investigations. HR will begin using HireRight for I-9 verification for new employees and then update I-9 data for existing employees.*

- 5.1.3 With the Office of Institutional Research, integrate Standard Occupational Code data with NEIU position data to improve accuracy and productivity.

*All occupational codes have been developed, assigned to a Northeastern title, and entered into Banner.*

- 5.1.4 Develop and launch the Foundation 101 workshop and the Development/Alumni 101 workshop to inform faculty and staff about best practices and ways to enhance their relationships with the NEIU Foundation and Development/Alumni Relations.

*The Office of Alumni Relations and the Office of Development created and launched its Development and Alumni Relations 101 Workshop in March 2013. It has been presented to CAS and will be presented to COE and COBM in the fall.*

*The Foundation 101 workshop was devised and produced for the College of Arts and Sciences, College of Education, and College of Business and Management between November 2012 and February 2013. Extensive information packets were provided and feedback forms were collected after each workshop.*

- 5.1.5 Develop and implement new guidelines for fiscal agents of the NEIU Foundation accounts.

*In the Foundation 101 workshops, definitions, practical “do’s and don’ts”, and fiscal agency assignments and updates were widely covered for the audience of current fiscal agents, alternates, and administrative assistants. This information was included in Foundation 101 packets as well. In September and October 2012, Development sent “fiscal agent packets” to all fiscal agents of endowed and annual scholarships.*

- 5.1.6 Implement realignment of marketing and public relations functions into an integrated communications unit.

*To facilitate support with brand management, a Communications Ambassador group was created. Chaired by the Directors of Marketing and Public Relations, they will meet regularly in order to support the work related to brand and message management.*

- 5.1.7 Implement Single Use Account (an e-payable solution) to pay vendors.

*The Controller's office learned that it would be cost prohibitive to implement the Banner modifications necessary to do this work. The office has since learned that there is a new feature (Payment Exchange) with Banner Version 8.5 which has similar functionality as the Chase SUA. This option will be explored in FY 2014.*

- 5.1.8 Implement pay cards to eliminate the issuance of paper checks for faculty and staff who do not have direct deposit. All payments to faculty and staff will then be credited either to the direct deposit account or to the pay card when funds are disbursed.

*This is still under discussion with the University's banking provider and legal counsel. Implementation is planned for FY 2014.*

- 5.1.9 Incorporate Emergency Loan receivables into Banner as a prototype for future integration of non-student receivables.

*Once testing of this new detail code and process is completed in the Pre-Production Test Database, the automated check-cutting process will be moved to the production database in Banner. Implementation is planned for the Fall 2013 term.*

- 5.1.10 Develop the stable organizational hierarchy necessary for extending the utility of the Banner system.

*Pilot organizations for this project have been identified starting with the implementation of web time-entry. After this phase, electronic processing will be extended to other areas and processes.*

- 5.1.11 Issue new employee parking permits to improve integrity and fiscal strength of the parking enrollment program.

*On hold until FY 2014*

- 5.1.12 Conduct a comprehensive review of the student activity fee allocation process.

*Re-scheduled for FY 2014.*

- 5.1.13 Initiate service improvements in the Office of Human Resources.

*Additional staffing has been hired in payroll to improve customer service and a labor relations specialist has been hired to provide additional staff resources in that area.*

- 5.2 Add a residential life component consistent with the mission of the University.

- 5.2.1 Develop a timeline and plans for implementation of residential life component, consistent with University goals and the recommendations of the student housing feasibility study administered during FY2012.

*The market research/feasibility phase has been completed and work is proceeding in the development phase. The next step in the process will be the development of an RFP for a development partner. This will be done in early FY 2014.*

5.3 Identify locations and develop facility plans for future student service centers, such as a cultural center and a “One Stop Shop.”

- 5.3.1 Identify and contract an architectural firm to develop a master space plan which recommends a broad vision for space planning in the Library and prioritizes areas/floors/services that need short and long term improvements.

*The Library completed the QBS process and selected Cannon Design to develop a master space plan for the building. Funding was approved by the Board of Trustees and the project was started with a campus visit by Cannon Design on April 25. Work will continue during the summer and fall semesters and a master space plan should be completed by December 2013.*

- 5.3.2 Finalize the planning and construction of a café in the Library and develop strategies to integrate library outreach efforts into this space.

*Plans for the Library Café have been approved and a contract has been finalized with Café Descartes. The initial infrastructure work (electrical and plumbing) has begun and construction will be completed during the summer 2013. Library outreach strategies will be developed and implemented for fall 2013.*

5.4 Invest in technology infrastructure to support academic and operational goals.

- 5.4.1 Complete a functional disaster recovery system that will enable Banner (Internet Native Banner) to run in the event of a catastrophic failure of the production NEIUworks system.

*UTS has bought and is using a local data replication device to replicate our Banner database. Plans call for the full disaster recovery site in the new El Centro facility.*

- 5.4.2 Deploy an eBooks system to selected faculty that provides access to a wide variety of electronic textbooks. From this trial, determine how to more widely deploy.

*Deferred until FY2014*

- 5.4.3 Expand the capacity of the IR Webpage to better address internal data needs.

*The early stages of this work were begun through a collaboration between IR and the Department of Computer Science; however, this item will be moved to the FY14 workplan.*

- 5.4.4 Deploy virtual desktop technology to classrooms and selected student labs. Add workstations to enhanced classrooms (those which have no computer workstation, but have a projector and podium). These will support the standard NEIU software set and enable faculty to not have to bring a laptop to present class materials.

*Will deploy to a subset of classrooms/computer labs prior to fall 2013.*

- 5.4.5 Explore and pilot wait-listing in Banner.

*The Departments of Psychology (PSYC) and Social Work (SWK) in the College of Arts and Sciences; courses in Finance (FINA), Marketing (MKTG), and Management (MNGT) in the College of Business and Management; and courses in Educational Foundations (EDFN) and Elementary Education (ELED) in the College of Education were all represented in the pilot.*

- 5.4.6 The College of Graduate Studies and Research and the Library will design and implement the electronic submission of all graduate theses.

*Initial system configuration has been completed. The College of Graduate Studies and Research is finalizing the submission and approval processes. Electronic submission of all graduate theses will be finalized for the fall 2013 submission period.*

- 5.4.7 Finance and Administration and Academic Affairs will deploy the new Learning Management System.

*D2L has been purchased and implemented.*

- 5.4.8 Increase electronic course evaluations and response rates.

*Electronic Course Evaluations: Trends for Survey and Response Rates over Ten Semesters. While the response rates have not improved over the full time period, the total number of surveys administered, has increased significantly. The purchase of a new e-survey system is imminent and should significantly improve response rates.*

- 5.4.9 Integrate NetSpartk software into alumni and fundraising efforts.

*NetCommunity Spark implementation has been phased in the latter part of FY13 to coincide with multiple Alumni Relations initiatives, including email communication, new membership levels and the 2013 reunion in October.*

- 5.5 Ensure that all classroom, laboratory, office, student, and support spaces are appropriate to accommodate current needs and long-term growth.

- 5.5.1 Select an architect and proceed with planning the new Education Building. Complete related south campus utilities infrastructure planning.

*The University has contracted for the engineering work needed to bring utilities to the site of the new education building. The conceptual design is nearing completion. Work*

*continues with the Capital Development Board to contract with the architect for the design of the Education Building with design work commencing in fall 2013.*

- 5.5.2 Complete renovation of the Organic Chemistry and Human Anatomy science labs. Determine two labs to be renovated in summer 2013. Complete planning and begin construction for planned August 2013 completion.

*Renovations on the Organic Chemistry and Human Anatomy labs are complete with certain ventilation issues still to be resolved. The Vivarium and Marine Organism Laboratories will be renovated in summer 2013.*

- 5.5.3 Plan and complete initial renovation to the CCICS Auditorium.

*Design is complete and construction will take place during summer 2013.*

- 5.5.4 Finalize selection of architect through the QBS process and contract for the development of the Ronald Williams Library master plan. Support/work with the Library on the Master Plan.

*The architect for the Library Master Plan project has been hired and work on the plan has commenced.*

- 5.5.5 In collaboration with representatives from all vice presidential areas, form an advisory committee to address space issues and to develop a master plan to determine current and long-term growth needs of the University.

*A vision for the south section of the main campus was completed. A complete facilities master plan was deferred.*

- 5.5.6 Redesign the lobby area of the PE Complex (with Campus Recreation).

*Item is in progress. We have done some initial upgrades to TV and furniture but the reconfiguration plan is in the preliminary planning stages with facilities management.*

- 5.5.7 Student Affairs and Finance and Administration will collaborate on the Alumni Hall renovation process.

*Planned substantial completion date is September 16, 2013.*

- 5.6 Establish environmental sustainability as a key element of NEIU's identity.

- 5.6.1 Conduct the energy measurement and verification audit to verify the energy savings produced by the energy conservation project. Continue the energy conservation program by updating lighting and HVAC components that were not covered as part of the original project.

*The energy conservation project is complete, including measurement and verification. Other energy conservation measures continue, including the installation of solar panels on the PE Building.*

- 5.6.2 Continue to investigate the possibility for a 4-day work/class week for the summer sessions, excluding the use of, at least, the Bernard Brommel Hall.

*Tabled to FY2014.*

5.7 Ensure that the University community is safe and secure; that facilities and infrastructure, including technology and critical data, are protected; and that plans are in place to continuously monitor and enhance campus and emergency preparedness.

- 5.7.1 Complete development and begin implementation of a University-wide security strategy for the effective and efficient integration of building access control and security camera deployment.

*University Police, University Technology Services and Facilities Management representatives developed a Request for Proposal and received bids on consultation services to assist the university in developing a university-wide security strategy. In April 2013, the bid was awarded and the consultation work began, with a final report expected during the summer of 2013.*

- 5.7.2 Complete the Police Department accreditation process using policing standards developed by the Illinois Chiefs of Police Association.

*This project has been delayed as a result of the retirement of numerous personnel and it is anticipated that this project will resume summer 2013.*

- 5.7.3 Evaluate and, if necessary, replace the Code Blue emergency phones in an effort to convert them to VOIP.

*VOIP Code Blue phones have been purchased and installed.*

**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.

6.1 Support faculty and staff efforts to secure external funding that strengthens curricular and community development.

- 6.1.1 Establish working definitions for the development of certificate and continuing education offerings.

*Faculty Council on Academic Affairs has been developing working definitions for the development of certificate and continuing education offerings.*

*A set of CPA Exam Review courses was under development, but is on hold until a standard university policy for contract courses and non-credit-bearing courses is determined, hopefully in summer 2013.*

- 6.1.2 Foster partnerships with external constituents in order to offer opportunities for contract courses, workshops, etc. on all campuses.

*The Ladder Up tax program for low income students and community members was rolled out in January 2013 COE developed a partnership to offer the Exercise Science master's degree with a local school district.*

*COE launched the Amundsen High School partnership project that involves a faculty-in-residence, and numerous student and faculty exchange activities in FY 2013.*

*COE entered into a partnership with the Chicago Grassroots Curriculum Task Force to institutionalize an annual spring curriculum conference for our undergraduate and graduate candidates.*

- 6.1.3 Submit grant applications to the Center for International Business and Education Research and to the Coleman Foundation for the establishment of a Center for Entrepreneurial Leadership.

*Center for International Business Education and Research (CIBER) federal awards were cut by the federal government, so no proposal was submitted.*

*Letter of Intent will be submitted to the Coleman Foundation in August 2013.*

#### 6.4 Develop and implement the infrastructure for fundraising programs and alumni relations.

- 6.4.1 Implement the new El Centro Campus Campaign to endow a scholarship and develop community support.

*The El Centro Campus Endowment balance increased to over \$17,000 in FY 2013. Also, \$25,000 donation received from an anonymous donor.*

- 6.4.2 Add a minimum of five new members to the Alumni Advisory Board.

*Since FY 2012 the Office of Alumni Relations has recruited and added five new members to the NEIU Alumni Advisory Board.*

- 6.4.3 Add two new members to the NEIU Foundation Board of Directors.

*The NEIU Foundation added two new members to its Board of Directors.*

- 6.4.4 Enhance and integrate alumni relations and fundraising plans.

*The Office of Alumni Relations continues to collaborate with the Office of Development to integrate its annual plan, goals and program calendar. Quarterly the offices check in to ensure that its communications strategies, programs and goals are aligned and coordinated.*

*Development and Alumni Relations annual plans and calendars were reviewed and updated in concert for Fiscal Year 13, enhancing current strategies and adding new programs. Development enhancements included the introduction of an event for NEIU faculty and staff donors at the President's home, launching a new webpage for faculty and staff donors, production of the NEIU Foundation's first annual report, creation of postcards using faculty ambassador photos and testimonials, launching new webpages*



*for COBM, CAS, and COE that include development and alumni-specific content, launching new giving societies and enhancing the stewardship program.*

- 6.4.5 Continue work with College Ambassadors and expand the number of ambassadors.

*On going.*

- 6.4.6 Develop a Student Alumni Committee to lead the development of a culture of philanthropy among the student body, as well as assist the NEIUAA to develop programming to bring together students and alumni.

*The Office of Alumni Relations is working closely with Student Affairs, in particular with the Office of Student Leadership and Development on programming for current students. The work of developing a committee is ongoing.*

- 6.4.7 Engage Alumni Advisory Board to participate by engaging and mentoring prospective and current students to impact program-focused initiatives.

*They are working on mentoring programs.*

- 6.4.8 Implement new Giving Societies and other stewardship activities targeted to retirees, donors, and others.

*Development is in the midst of planning a program to further engage our population of emeriti and retired faculty and staff, which will result in increased connectivity and more prospective donors for the university.*

*The new giving societies have been implemented in Raiser's Edge and all reporting is based on them.*

- 6.5 Increase corporate, foundation, and other philanthropic support for the University.

- 6.5.1 Craft outline of a foundation/corporation solicitation program and identify funding prospects.

*Foundation and corporate solicitations were sent out on behalf of the Chuck Kane Memorial Golf Outing within its existing sponsorship framework. In FY 2013, the total corporate sponsorship for the Kane Outing increased. The El Centro fundraising project raised new potential corporate sponsors. The Development Office provided support for university units seeking foundation grants and provided timely information for grant reports.*

- 6.5.2 Develop outline of a corporate sponsorship program.

*By focusing its efforts on El Centro, the Development Office was able to create the base of a foundation/corporation solicitation program and a corporate sponsorship program. The first set of proposals in support of El Centro were sent before the end of the fiscal year.*

6.6 Increase private support from individuals (including faculty, staff, alumni, and others).

6.6.1 Identify and quality 50 new major gift prospects.

*We have increased the number of major gifts prospects to close to 100. This is 50 more than what we had when the FY 2013 began.*

6.6.2. Grow number of new donors by 10%.

*The number of new donors increased by more than 47%. This is a significant improvement over FY 2013.*

6.6.3 Increase number of paid memberships in the alumni association by 25%.

*The NEIU Alumni Association launched and implemented an enhanced membership program with three additional upgraded membership levels for a total of five. The NEIUAA participated extensively in the May Commencement. Graduates were welcomed into the Association and received free, upgraded memberships for a year.*

*While the percentage of paid memberships has not increased in FY 2013 by 25%, overall Alumni giving improved over FY 2012.*

6.6.4 Increase revenue by 5% (including unrestricted, restricted, pledges, and in kind donations).

*The revenue increase is anticipated to be almost 14% higher than the previous year.*

8/29/13