Strategic Planning Implementation
Annual Workplan Fiscal Year 2017

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 have chosen the activities described below for FY2017. In addition to these items, other activities will be implemented across all units of our campuses. Activities are numbered to correspond to Action Steps within the Strategic Goals.

Goal 1 Student Success: Advance student success from recruitment through graduation by engaging all members of the Northeastern community.

1.1   Increase the enrollment of both undergraduate and graduate students.

   1.1.1   Alumni Relations will promote admissions-related events and will engage alumni teachers and counselors through promotional materials and university visits.

   1.1.2   Public Relations will promote student and faculty success with the news media and on the University website and social media outlets to draw attention to stories that convey institutional excellence.

   1.1.3   Increase international student admission by at least 5% over current numbers through targeting a minimum of 8 venues for the recruitment of international students, considering countries that possess potential for new markets for applicants, and broadening collaboration with at least 2 existing international partner universities.

   1.1.4   Increase graduate enrollment in the Daniel L. Goodwin College of Education by 5%.

   1.1.5   Broaden reach and enhance brand awareness that expresses pride and conveys special attributes of Northeastern to all our market segments in traditional and non-traditional Northeastern pull zones.

   1.1.6   Increase new student applications from traditional and non-traditional Northeastern geographic pull zones by 2%.

   1.1.7   Increase prospective student attendance at a Northeastern open house and other events.

   1.1.8   Implement five recommendations provided during the Verification Assessment completed by Financial Aid Services.

   1.1.9   Increase the new freshman conversion rate by 3%.

   1.1.10   Complete Guaranteed Admissions Agreements for two additional community colleges.

1.2   Increase retention and graduation rates for all students. Identify and implement high-impact practices for all students with a special focus on underrepresented populations.

   1.2.1   Alumni Relations will focus on student mentoring through the Doris Vrooman Alumni Mentoring Program and other opportunities for alumni and student mentoring and networking, including the Northeastern Alumni Association Internship Scholarship.

   1.2.2   Develop and implement departmental and divisional Assessment Plans that support the University's and Student Affairs Strategic Plans and Key Performance Indicators (KPI's) using a variety of assessment instruments including Collegiate Link and Baseline.

1.2.3   Expand paid internship opportunities and other engaged learning experiences for students through development of positions to support the Food Pantry, Civic Engagement and Community Service programs, Tree Campus USA, and Northeastern's community garden.

1.2.4   Develop training program for faculty and staff to provide mental health first-aid to students.

1.2.5   Implement the DreamUS scholars program.

1.2.6   Develop a vaccination policy for all students and manage the program for the University.

1.2.7   Restructure the Dean of Students services to support students living in the residence hall.

1.2.8   Review and expand the services offered in the Career Development Center to better support new and continuing students, as well as alumni.

1.2.9   Develop comprehensive multicultural mentorship programs for students.

1.2.10   Develop a training/professional development program for student employees in the Student Affairs division to prepare them for careers and employment beyond Northeastern.

1.2.11   Develop plan to renovate the Physical Education complex and review current Campus Recreation services to better support students and community members.

1.2.12   Continue to work with the African and African American Student Task Force to implement its recommendations in support of African and African American student success.

1.2.13   Review and develop a comprehensive student judicial affairs program.

1.2.14   Work with Student Government Association to develop and disseminate a "Student Bill of Rights and Responsibilities" with a focus on student-centered services, shared governance and best practices for student and university leaders to build and foster a culture of collaboration, mutual respect and collegiality across the University.

1.2.15   Develop and implement meal plans for faculty and staff.

1.2.16   Conduct research to identify best practices for African American student retention and graduation.

1.2.17   Refine fall-to-spring predicative analytic retention models with the Fall 2016 freshman cohort and provide fall-to-spring predictive scores to appropriate offices by the first day of spring 2017 registration.

1.2.18   Refine fall-to-fall (early) and fall-to-fall (late) predicative analytic retention models with the Fall 2016 freshman cohort and provide fall-to-fall (early) predictive scores to appropriate offices by the first day of fall 2017 registration.

1.2.19   Design and administer the Entering Student Questionnaire with the incoming first-time and transfer students in Fall 2016 to explore students' attitudes, academic skills, and

preparation for college. Analyze the reliability and validity of survey constructs using the collected data and refine the survey instrument.

1.2.20　The College of Arts and Sciences will create a retention and graduation committee which will inventory high impact practices that are currently used by CAS departments. The inventory will identify promising practices that can be widely implemented, and will be disseminated to all programs in college.

1.2.21　Infuse into the syllabi of the Seminar Course support offered by the Learning Support Center, thus raising the GPA of the incoming freshmen to 2.4.

1.2.22　Provide academic support to the students at CCICS in the new cohort, the ESCI grant, and the two Title V grants submitted, thus raising the GPA of the students served by the grant to 2.5 and their retention to 80%.

1.2.23　Pilot expanded discipline-specific writing tutoring.

1.2.24　Implement the StarFish by Hobson's Early Alert system, and pilot it during Spring 2017.

1.2.25　Implement a staff mentoring program for our cohorts to transition to declaring their majors.

1.3　Develop and implement strategies to support the transition and success of first-year and transfer students.

1.3.1　Alumni Relations will select four students to receive the Doris Vrooman Alumni Mentoring Scholarship, (See also 1.2.1) which provides mentoring relationships for alumni and first-semester sophomore students.

1.3.2　In cooperation with Academic Affairs, develop the Student Affairs Coaching retention program for first-year, first-generation students with the focus on eliminating institutional barriers and assisting students with academic, co-curricular and "life" issues.

1.3.3　Create, manage support, and evaluate a cohort of 24 students in two shared classes for General Admissions, CCICS, El Centro, Proyecto Pa'lante, and Project Success through collaboration with the Learning Support Center, Academic Advising, and faculty, thus, by the end of the semsester, 80% of the participants will earn an A,B, or C.

1.3.4　The Daniel L. Goodwin College of Education will propose two new FYE courses and move them through governance to approval so that they can be offered in the fall of 2017.

1.3.5　Increase the number of students participating in the Summer Transition Program.

1.3.6　Hire a student peer mentor for the second semester of freshman year that will work with cohorts to support retention.

1.4　Conduct a comprehensive review of all academic advising services, and implement intentional, coordinated strategies that reflect national best practices in advising to increase student satisfaction and success.

1.5　Increase bicultural/bilingual support in the areas of admissions, enrollment services, financial aid, student affairs, and academic affairs.

1.5.1   Hire a new administrative aide fluent in English and Spanish for International Programs in order to increase unit's productivity and capacity.

1.5.2   Hire a Coordinator of Admissions and Community Outreach.

1.6   Enhance the quality of service and communication to promote student satisfaction in all areas of the University with a focus on "points of entry," such as admissions, financial services, enrollment services, the website, and other critical areas.

1.6.1   Student Payment Services will explore the use of Constant Contact to send monthly reminders to students about balances due, and investigate the use of Touchnet to integrate Banner billing data with monthly email reminders to send student notices about specific balances due.

1.6.2   Technology Services will expand and improve the telephone answering system to enable faster and more useful processing of incoming phone calls.

1.6.3   Review the current Student Union Information Center services to serve as a "Welcome Desk" and main "hub" for customer service for the University community and Student Union clients.

Goal 2 Academic Excellence and Innovation: Implement and support curricular and pedagogical best practices aligned with the mission of the institution, student needs, the standards of the disciplines, and career and civic engagement opportunities.

2.1   Develop a Statement of Objectives for the master's degree, and explore adding the doctoral degree to the academic portfolio.

2.1.1   Map program goals from 25% of Master's programs to the University's Masters' goals.

2.2   Implement and assess the University Core Curriculum.

2.2.1   Seventy-five percent of all academic programs will produce an annual assessment report from TK20. Report will include feedback loop to support and guide academic innovation.

2.2.2   Develop a plan to assess both areas of the UCC, Engaged learning and Distributive learning. Build assessment process into TK20 and begin collecting data.

2.3   Support, create, and sustain interdisciplinary courses and programs that lead to higher levels of critical, analytical, and integrated learning.

2.3.1   Write two NDP interdisciplinary course proposals.

2.3.2   By January 15, 2017 submit proposal for preparing for graduate study course and a proposal for career development course to Non-Traditional Degree Programs Advisory Council.

2.3.3   Submit proposal for BAIS Health Disparities interdisciplinary minor or concentration to FCAC by November 1, 2016.

2.3.4   By May 15, 2017 develop and submit to governance a policy that BAIS students be required to design and title a focus area for their individualized interdisciplinary curricula.

2.3.5   The HPERA Department will work with the College of Graduate Studies and Research to move the MPH through governance and to IBHE.

2.3.6   Secondary Education will move the new MAT program through ISBE and IBHE approval process, expanding it from just English/Language Arts Education to the other secondary certification areas.

2.3.7   Develop a new pathway into the College of Business and Management for non-business majors who seek a minor in business.

2.4   Focus on academic programs linked to regional economic development and workforce demands for the global society.

2.4.1   Submit possible speaker names for consideration by Daniel L. Goodwin in early Fall 2016, and begin the Daniel L. Goodwin Lecture Series in Spring 2017.

2.4.2   The EICS Department will launch the District 214 partnership for dual enrollment and a pipeline of future secondary education candidates. The curriculum will be finalized and D214 students will begin to take courses in their high school career paths.

2.4.3   Formalize Business program offerings at El Centro starting with entrepreneurship.

2.4.4   Develop the RN to BSN program and prepare for governance.

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

2.5.1   Alumni Relations will continue to partner with Career Development Services to provide career resources to students and alumni.

2.5.2   Student Affairs, in collaboration with Academic Affairs, develop a plan to coordinate student internships.

2.5.3   Work with UCC leadership to develop a plan to assess both areas of the UCC, Engaged learning and Distributive learning. Build assessment process into TK20 and begin collecting data.

2.5.4   Increase participation and preparation of tutors/mentors/coaches who assist students to succeed at Northeastern by creating a one credit course for tutor training that incorporates universal training and specific tutoring techniques for discipline, writing, math, and academic coaches.

2.5.5   Increase semester abroad participation for students at international partner institutions by at least 10% over FY 2016-17 numbers.

2.5.6   Develop a new student career Top 10 list of things to do to be best prepared for placement activities and acquiring a job.

2.5.7   Involve the COBM executive council in 40 hours of resume review, mock interviews, and other student contact.

2.6   Enhance and expand academic offerings and resources at CCICS.

2.6.1 Facilities Management will coordinate renovations at CCICS to provide new health and counseling services space, to provide ADA access to financial aid offices, and to provide an ADA accessible and gender neutral restroom.

2.6.2 Begin to offer Student Health and Counseling Services at El Centro and the Carruthers' Center for Inner City Studies.

2.6.3 Continue to explore the possibility of a shuttle service between the main campus and CCICS and El Centro and to take students to public transportation stops.

2.6.4 ICSE graduate program revisions will be moved through governance to approval.

2.7 Integrate culturally relevant pedagogy and content throughout the curriculum.

2.8 Increase high-quality hybrid and online curricula throughout the University.

2.8.1 Technology Services will implement the Google Hangouts application for instructional and faculty/staff conference purposes.

2.8.2 Increase by 25% the number of online general education courses and work with colleges to identify programs benefitting from the addition of online and hybrid courses.

2.8.3 Identify at least two degree programs to begin the faculty-development and course-design processes to offer a fully online degree program or hybrid degree program.

2.8.4 Present Quality Matters Rubric for peer review of all new online and hybrid courses to FCAA.

2.8.5 Complete the revision of the MBA curriculum with pricing and delivery options to include additional sites and online.

2.9 Prioritize resource allocation to learning resource centers and support centers.

2.9.1 Increase Non-traditional Degree Program tutoring program by hiring and training two additional graduate assistant tutors.

2.9.2 Develop common learning outcomes for Writing Intensive Program (WIP) courses and submit to governance for approval and future assessment.

Goal 3 Urban Leadership: Build upon Northeastern's tradition of community partnership and engagement by collaborating with educational, social service, governmental, philanthropic, and business organizations in Chicago and the region.

3.1 Collaborate with local and regional schools, community organizations, and parents to vertically align knowledge, skills, and dispositions across K-12 schooling in order to prepare students to succeed at Northeastern or other postsecondary institutions.

3.1.1 Expand partnerships with high schools to offer dual credit courses.

3.1.2 The Center for College Access and Success (CCAS) will build pathways to postsecondary through partnerships with 30 Chicago area high schools and community colleges to Increase the number of students who apply and enroll in postsecondary and to increase the yield to Northeastern from CCAS partner high schools with high application rates.

3.1.3   CCAS will increase the number of high school students who enroll in dual credit and dual enrollment classes by 5% over baseline.

3.1.4   Hold two workshops with parents from the 21 schools represented by the Little Village Collaborative to help them understand post secondary options.

3.2   Position and promote Northeastern as a leading Hispanic Serving Institution in the recruitment, retention, and graduation of Latino students.

3.2.1   Development will feature Latino scholarship recipients and their testimonies in communications with donors, alumni and friends to demonstrate the impact of philanthropy.

3.2.2   Public Relations will continue to support Marketing in its promotions of El Centro and its academic programs.

3.2.3   Organize strategic and focused one day campus visits and academic programming for students from the Chicago Public Schools and Cicero/Berwyn to expose 8th through 12th graders to Northeastern.

3.2.4   Identify students from partner high schools to become a part of the Northeastern cohort program in their freshman year.

3.3   Increase Northeastern's presence across diverse urban communities through intentional marketing.

3.3.1   Increase applications from African American students.

3.3.2   The Office of Cultural Events will promote the University through social media and advertising purchased from WBEZ, WFMT and WDCB radio and in print ads.

3.3.3   The Office of Cultural Events will enhance Northeastern's image in the community and highlight the University's commitment to excellence.

3.4   Encourage and support programs that expand understandings of our urban metropolis, with emphasis on our community partners.

3.4.1   Alumni Relations will add new alumni recognition awards during Northeastern Weekend 2016 that will provide an opportunity to recognize alumni community leaders and establish better community partners.

3.4.2   Collaborate with staff in Continuing and Professional Education on developing programs that better address the professional and personal development needs of community members, local businesses, and nonprofit organizations in the North River Area of Chicago.

3.4.3   The Counseling Department will launch a Rehabilitation Counseling cohort with at least 12 students at El Valor.

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

3.5.1   Add members to the COBM executive council who will provide access to the big accounting firms.

3.5.2   Obtain formal BOT and IBHE approval for the Master's in Public Health.

3.6   Enhance Northeastern's marketing and public relations plan, inclusive of community outreach, to expand internal, local, regional, national, and international awareness of our urban leadership efforts.

    3.6.1   Conduct planning for comprehensive University signage and way finding when funding is available.

    3.6.2   Conduct planning for monument signs at the four external corners of the main campus.

    3.6.3   Development will continue to coordinate two issues of InCommon alumni magazine, in print and online, highlighting stories of outstanding students, faculty and alumni to share with alumni and potential donors.

    3.6.4   Public Relations will promote appropriate faculty and staff members as experts in the news media, work with all divisions, offices and departments to encourage best practices on social media and enhance messages relevant for internal and external markets.

    3.6.5   Public Relations will expand, refresh and maintain the University's photo library.

    3.6.6   Market plan with international partner universities that combines SAELL+ exchange for 1-year exchanges.

3.7   Promote CCICS, El Centro, and CCAS as examples of Northeastern's commitment to urban leadership.

    3.7.1   Public Relations will work directly with the leaders of the locations to develop and update strategies.

    3.7.2   Increase web views and applications to the El Centro and Jacob Carruthers Center locations.

    3.7.3   Host a two-day college access and success conference in Fall 2016 for high school counselors, teachers and other college access professionals from partner institutions including members of community-based organizations to understand current trends in college access and to strengthen partnerships to support student success.

Goal 4 Exemplary Faculty and Staff: Invest in and support faculty and staff to foster a nationally recognized urban university and create a thriving work environment that makes Northeastern an employer of choice.

4.1   Intentionally recruit and retain faculty and staff who understand and support Northeastern's mission and the students we serve.

    4.1.1   Continue to review hiring processes for possible improvements, and finalize revisions to the Administrative and Professional Staff hiring manual.

4.2   Enhance scholarship, professional development, and training for faculty and staff.

    4.2.1   Develop a plan to increase the involvement of full-time and part-time faculty in the Social Justice Ally program.

    4.2.2   CAS will conduct an internal professional development workshop for chairs and coordinators.

4.2.3   Develop processes to implement the requirements of the University's Open Access Policy for faculty.

4.2.4   Provide a mechanism for subsidizing faculty open access publishing fees.

4.2.5   Enhance research "sharing" opportunities among the faculty by making the research collaboration opportunities (i.e., research lunch presentations) more visible.

4.2.6   Develop and implement an effective on-boarding process for new IRB members and ongoing professional development for IRB members.

4.2.7   Expand CTL professional development offerings that focus on the use of D2L tools and functions to enhance all modes of teaching (face-to-face, hybrid, and online) thus increasing the percentage of active D2L sections that use D2L Discussions (up to 33%) and D2L Dropbox (up to 60%).

4.2.8   Provide a workshop on retention for faculty and staff.

4.2.9   The Office of Cultural Events will seek out opportunities to highlight Northeastern faculty and share their accomplishments with the University, the public and the media.

4.2.10 The Jewel Box Series will find ways to collaborate with Ensemble Español and the Northeastern Art Gallery in order to cross promote programs.

4.3   Use support systems and programs to build and foster a culture of mutual respect and collegiality across the University.

4.3.1   Development will continue to support University departments and student groups in their fundraising efforts, providing expert consulting and planning to help make department and program-specific fundraising as effective and streamlined as possible.

4.4   Provide ongoing professional development to support culturally relevant pedagogical approaches from new faculty orientation onward.

4.4.1   Work with Academic Affairs to identify a faculty member to serve as Special Assistant to the Vice President for Student Affairs for African and African American Student Success and improve the retention and graduation of African and African American students.

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

4.5.1   Finalize outstanding policies regarding Human Resources processes.

4.5.2   Implement use of standard occupational codes (SOC) in Banner.

4.5.3   Implement FMLA tracking in Banner to ensure effective monitoring and assessment of FMLA using while meeting legal requirements.

4.5.4   Complete implementation of web payroll time entry. All departments except for the Police Department were completed in FY16.

4.5.5   Implement automated electronic reminders of approvals required for web time entry and electronic budget transfers.

4.6   Develop an effective application of shared governance at Northeastern

4.6.1   During the Fall and Spring semesters, implement continued meetings of leaders of shared governance bodies to address issues of trust and mutual expectations.

Goal 5 Enhanced University Operations: Improve operating efficiencies, physical and technological infrastructure and systems, and environmental sustainability in order to provide a supportive learning, teaching, and working environment.

5.1   Ensure that all classroom, laboratory, office, student, and support spaces accommodate current needs and long-term growth.

5.1.1   Complete planning for the Education Building when funding is made available.

5.1.2   Complete CDB roofing and façade work for PEC, BBH, and Building H when funding is made available.

5.1.3   Begin construction of the south campus utilities central plant when funding is available.

5.1.4   Continue LWH restroom upgrades currently in progress.

5.1.5   Complete the final annual BBH Lab renovation project.

5.1.6   Conduct ongoing repair and renovation projects using $500,000 operational funding recommended by UPBC and provided via budget control process when funding is available.

5.1.7   Complete phase one of LWH HVAC induction units replacement when funding is available.

5.1.8   Renovate the Student Payment Services Office space to reflect a new focus on financial services to students, when funding is available

5.1.9   Provide vestibules at BBH entrances / exits not containing them, and rebalance HVAC system to prevent uncontrolled influx of external air, and highly variable internal temperatures in offices near entrances, when funding is available.

5.1.10   Renovate existing space to provide new restrooms that are gender neutral and ADA compliant, in BBH and at CCICS.

5.1.11   Renovate existing space at CCICS to provide ADA compliance in Financial Aid area.

5.1.12   Coordinate renovation of bookstore space with Follett.

5.1.13   Replace outdated classroom projectors in BBH.

5.1.14   CAS will partner with Facilities Management to renovate BBH102. Title III grant funds will be used.

5.1.15   If funding is approved, begin to plan for the first phase of the Library master space plan.

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

5.2.1   Continue to coordinate involvement and development of University Police, Technology Services, Facilities Management, Student Payment Services, and other areas of Finance and Administration during first year of student residential life operations.

5.2.2   Coordinate implementation of University "One Card", providing students with one card for identification, security access, and financial features such as meal plan.

5.2.3   Open Northeastern's first residence hall and develop programs and services to support students living the residence hall while continuing to engage commuter students.

5.2.4   Attain budgeted occupancy, leading to a financial gain for the institution. Create a community to connect students to campus. Foster programming that begins to increase retention.

5.2.5   Modify and adapt library services and policies where appropriate to meet the needs of students in the new residence hall.

5.3   Invest in and implement technology applications and infrastructure to maximize academic and operational goals.

5.3.1   Deploy wireless access control, plan for Identity Management Replacement, and establish authentication structure when funding is available.

5.3.2   Continue discussion and negotiations to conduct planning and begin to move existing University server room to a new location that is not beneath a leaky HVAC mechanical room.

5.3.3   Reorganize Technology Services HELP Desk support to provide evening service, and new service ticketing software for incident tracking and assessment.

5.3.4   Roll out institution-wide implementation of Qualtrics, an online survey tool. Roll out will include developing a training course with UTS, putting all IRA staff through the training, re-educating community on protocol for administering online surveys (e.g., presenting at Administrative Team and Dean's councils).

5.3.5   Ensure that software, tools, Wi-fi access and online assistance is available to students, faculty and staff.

5.3.6   Complete implementation of the Institutional Repository (IR) for faculty and student research. Provide guidance, services and information to the University community regarding issues related to scholarly communications.

5.4   Establish environmental sustainability as a key element of Northeastern's identity through green design and activities such as increasing recycling, reducing waste, conserving energy, and digitizing processes.

5.5   Streamline and redesign operational and financial workflows and processes to improve service quality and productivity.

5.5.1   Continue reorganization of parking processes, policies, and practices including improving the registration process for event and visitor parking, and reviewing customer services policies, procedures, and practices.

5.5.2   Continue to inventory paper forms and strategize replacement with electronic processes.

5.5.3   Implement the University Technology Advisory Council to assist with technology project prioritization and coordination.

5.5.4   Develop a plan to implement budgeting in Self-Service Banner when funding is available.

5.5.5   Implement time and effort reporting for grants when funding is available.

5.5.6   Implement Touchnet electronic student payment plan.

5.5.7   Continue replacing the Fiscal Agent Handbook and Administrative Memorandum Series with contemporary approved policies.

5.5.8   Develop and publish on the CGSR website the guidelines that govern graduate student financial support.

5.6   Ensure the continued safety and security of the University; that all facilities and infrastructure, including technology and critical data, are protected; and that campus security and emergency preparedness are continually monitored and enhanced.

5.6.1   Complete the university-wide security strategy for the effective and efficient integration of building access control and security camera deployment.

5.6.2   Continue to implement the prioritized recommendations from the security assessment.

5.6.3   Continue to implement the Banner Disaster Recovery project to be located at the new El Centro campus.

5.6.4   Conduct a comprehensive review of existing Honeywell card access system for implementation of a more secure proximity card ("prox card") system.

5.6.5   Review and ensure contemporary PCI compliance for the University, including all network functionality and credit card readers in Student Payment Services, Parking Services, and the Student Union.

5.6.6   Continue steps to implement smartphone connectivity to faculty, staff, and students for University security, safety awareness, and reporting functionality.

5.6.7   Complete emergency plan for the El Centro.

Goal 6 Fiscal Strength: Enhance Northeastern's financial position by diversifying revenue sources and by strengthening institutional relationships with donors, public and private entities, and alumni.

6.1   Increase external funding, including grants, which supports programming critical to Northeastern's mission.

6.1.1   Corporate and Foundation Relations will identify an additional 50 prospects and submit at least 30 proposals.

6.1.2   CAS will increase fundraising (external and internal) by 5%.

6.1.3   Secure Workforce Innovation and Opportunity (WIOA) approval by January 2017 for CAPE's two certificate programs to provide funds to eligible adults.

6.1.4   Developing a proposal to build the necessary infrastructure that would support an expanded research capacity.

6.1.5 Work with McAllister and Quinn to increase and diversify the university's grant portfolio as measured by a 5% increase in external funding and an increase in number of proposals submitted.

6.1.6 Submit pre-application to HHMI for Inclusive Excellence in Science to significantly increase Northeastern's capacity for effective inclusion of all students in science, especially those who come to college via nontraditional pathways in collaboration with CAS.

6.1.7 The Office of Cultural Events will apply for grant funding in 2016-17 to support one or more of its concert programs.

6.1.8 The Office of Cultural Events will increase overall revenue by 5%.

6.2 Strategically plan for future Title V and other Minority Serving Institution grant applications using data and outcome analyses from current funds.

6.3 Increase advocacy efforts with federal and state governments to secure appropriations for the University.

6.3.1 Maintain fiscal strength via adequate reserves when funding is available.

6.3.2 The Northeastern Alumni Association will continue to partner with Illinois public universities in the Advocacy Consortium of Public Illinois Alumni Associations in order to unify and advocate for Illinois public education, mobilize alumni, and share resources for effective grassroots advocacy and civic engagement.

6.3.3 The Northeastern Alumni Advocacy Committee, under the auspices of the Northeastern Alumni Advisory Board, will continue to partner with the Executive Director of Government Relations to organize an annual Alumni Advocacy Day as well as other coordinated advocacy initiatives.

6.4 Increase private, corporate, foundation, and other philanthropic support for the University.

6.4.1 Institutional Advancement will launch the public phase of *Transforming Lives: The Campaign for Northeastern Illinois University* with the production of support materials including a brochure, video, and website, and will produce a public launch event as well as other events to communicate the goals of the campaign and encourage giving.

6.4.2 Development will continue efforts to secure private donations to the Northeastern Foundation and will raise no less than $1.5 million.

6.4.3 Institutional Advancement will participate in the planning of the University's sesquicentennial celebration and will ensure that the rollout of the *Transforming Lives* campaign and the sesquicentennial are complementary.

6.4.4 Development will meet the $500,000 goal for the Goodwin Gift Challenge by December 31, 2016, and will widely publicize this success, along with the communication of the 2017 goal for the Goodwin Gift Challenge.

6.4.8 Development will coordinate Northeastern's participation in the nationwide social media day of giving, #Giving Tuesday, on November 28, and will plan and implement a social media day of celebration specific to Northeastern in Spring 2017.

6.4.9   CCAS will increase private, corporate and foundation support for its programs as measured by increased dollar amount over baseline, increased number of proposals submitted and increased number of successful proposals.

6.4.10   Host one fundraiser event for El Centro.

6.5   Generate revenue by leveraging Northeastern's assets (such as space rentals, fees for services, and continuing education programs) while continuing to prioritize University needs.

6.5.1   Alumni Relations will continue to promote public rental spaces and continuing education to alumni through various channels.

6.5.2   Student Union, Events and Conferences Services and Campus Recreation will continue to increase revenue collected from rental space and community programming.

6.5.3   Develop a new accounting system for Campus Recreation operations.

6.5.4   Offer both a Veterinary Assistant and Pharmacy Technician program in the fall of 2016 at the El Centro Location.

6.5.5   Begin planning to offer an additional certificate program, medical billing, to begin either summer or fall of 2017.

6.5.6   Increase CAPE revenues and individuals served by 20%.

6.5.7   Complete the rental space fee plan for El Centro to generate revenue.

August 11, 2016