

**PRESIDENT’S REPORT TO THE
BOARD OF TRUSTEES OF NORTHEASTERN ILLINOIS UNIVERSITY
SEPTEMBER 16, 2010**

TABLE OF CONTENTS

I. ACTION ITEMS

A.	Fiscal Year 2011 University Operating Budget	1
B.	Fiscal Year 2012 Operating and Capital Budget Requests	14
C.	Construction Approval for Admissions and Transfer Center	33
D.	Naming of Science Building for Dr. Bernard J. Brommel	35

II. INFORMATION ITEMS

A.	New Faculty Information	36
B.	Key Performance Indicators Progress Report for the Strategic Plan.....	40
C.	Strategic Planning: FY 2010 Workplan Results	41
D.	Strategic Planning: FY 2011 Workplan	51
E.	Update on the Energy Conservation Project	56
F.	Purchases between \$50,000 - \$100,000	58
G.	News and Events	
1.	NEIU Summer Community Relations	59
2.	Second Annual Summer Workshop Series	59
3.	Retirement Reception	59
4.	First Year, Transfer, and Family Orientation	59
5.	Student Life End of Year Celebration	59
6.	Great Service Matters Reception	60
7.	Dr. Bernard J. Brommel, 80 th Birthday Celebration	60
8.	The Thirty-Eighth Annual Chuck Kane Golf Outing	60
9.	U.S. News & World Report Rankings	60
10.	New Faculty Orientation	61
11.	Great Service Matters, Roof Top Celebration	61
12.	Class Act	61
13.	The NEIU Ask Me Campaign	61
14.	NEIU Academic Integrity Tutorial	62
15.	New Thirty Second Commercial	62
16.	Jewel Box Series	62
17.	Fall Into Fun Week	62
18.	Search Engine Marketing	63
19.	Social Media Initiatives	63
20.	Fall Advertising	63
21.	Diverse – Issues in Higher Education Rankings.	63

I. ACTION ITEM

A. FISCAL YEAR 2011 UNIVERSITY OPERATING BUDGET

Each year the Board of Trustees is asked to adopt the University's operating budget for the coming fiscal year. In June, the Board was presented with and approved a tentative operating budget that fulfilled the reporting requirements of the Illinois Board of Higher Education. As noted in the June report, the budget was completed prior to final action on fiscal year 2011 appropriations by the Illinois General Assembly, which are now approved and included in this report.

The development of the University's operating budget is based on the best estimate of available financial resources and the allocation of those resources to support the highest priorities of the University. Therefore, the budget is one of the primary tools for supporting the University's strategic plan and furthering the goals and action steps in that plan.

Before actual budget decisions are made, it is appropriate for the University administration, in consultation with the University Planning and Budget Council, to determine the overall priorities for budget development. The allocation of expenditures in this budget follows those established priorities.

In a larger sense, however, these priorities and the external environment facing the University form broader considerations. These broad parameters serve as general guideposts in budget development and are discussed in the next section.

Parameters for Budget Development

In 2007, the Higher Learning Commission communicated to the University that it lacked a comprehensive and cohesive strategic plan to guide planning and budget decisions. In the following years, the University community participated in developing such a plan. Annually, the University, through shared governance, develops budget priorities which communicate our plans and guide our decision process. When our strategic plan, budget priorities, and decision guidelines are considered in terms of the overall budget climate in the state of Illinois and at the University, certain parameters emerge that help guide overall budget development.

The first parameter for budget development is to assure that our decisions **Support the Strategic Plan**. Decisions included in this budget were made to further the Strategic Plan and the specific action steps included in that plan that were developed by the University community and endorsed by the Board of Trustees. Significant importance in this budget is placed on strengthening academic programs, increasing course offerings, supporting need-based student aid for our students with financial need, and improving the quality and availability of services to students.

In the strategic plan, the third strategic goal calls for the University to invest in faculty and staff to make NEIU a world-class metropolitan university and an employer of choice. A significant concern of faculty and staff is to know that their work at the University is worthwhile and supported and that their opportunity to continue their career at Northeastern is not jeopardized by budget considerations. The second parameter adopted in budget development therefore is to ***Support Faculty and Staff, Protect Jobs, and Avoid Employee Furloughs***. One of the major decisions included in this budget is to assure that financial resources provided to our academic colleges are sufficient to support the teaching and learning that is taking place in those colleges and to recognize enrollment growth by adding resources to the budget of each college. At the same time, given the current climate with state appropriations, the budget is developed to further Northeastern's goal to be an employer of choice by avoiding employee furloughs due to resource considerations.

One of the two main sources of operating revenue is student tuition, which is dependent on student enrollments. In this past fiscal year 2010, the University realized increased enrollments and resulting tuition revenue. However, budgeting tuition revenues from enrollment increases when those enrollment levels may not be sustained is a questionable budget practice. Therefore, the tuition revenue included in the fiscal year 2011 budget reflects only the sustained enrollment and tuition revenue levels from the prior fiscal year 2010. The third parameter in fiscal year 2011 budget development is to ***Assure That Enrollment Levels are Sustainable before Adding the Related Revenues into the Recurring Budget***.

The preparation of the annual University budget always involves uncertainties, resulting in the need to make assumptions and use estimates. Examples of typical uncertainties include student enrollment levels (discussed above), utility costs, emergency repairs, and unanticipated cost increases (vendors and supplies). The fiscal year 2011 budget includes these typical uncertainties plus new uncertainties related to appropriation reserves and the delay of state reimbursements; the combination of which Northeastern, and other areas of state government, have not had to deal with in the past.

In past fiscal years, the University would have received our last state appropriation payments in January to March, and rarely later than June. For the fiscal year ended June 30, 2010, it is possible that the University may not receive its final state payment until December, up to ten months later than normal. In addition, Controller Hynes met with the public university presidents and informed them that it was unlikely that public universities will receive any fiscal year 2011 cash payments from the state until calendar year 2011, at least six months into the fiscal year.

The following chart highlights the University's actual receipts from state appropriations for fiscal year 2010 and the estimated timing of the receipt of state appropriations for fiscal year 2011. In fiscal year 2010, the University received

**PRESIDENT'S REPORT TO THE
BOARD OF TRUSTEES OF NORTHEASTERN ILLINOIS UNIVERSITY
SEPTEMBER 16, 2010**

\$13.3 million, or 31 percent, of the total state appropriation within six months of the start of the fiscal year and \$31.1 million, or 72 percent, of the total state appropriation by June 30, the end of the fiscal year. It is estimated that the University in the current fiscal year 2011 will not receive any state payments until March 2011 and will, based on prior year cash receipts, receive only \$21.1 million, or 52 percent, of the total state appropriation by June 30, 2011. (It should also be noted that the fiscal year 2011 state appropriation is \$2.7 million below the prior year.)

**ESTIMATED CASH RECEIPTS FROM STATE APPROPRIATIONS
FY2010 AND FY2011**

FY2010 Cash Receipts From State Appropriations				FY2011 Estimated Cash Receipts From State Appropriations			
Month	Receipts	Cumulative Receipts		Month	Receipts	Cumulative Receipts	
		Dollars	Percent			Dollars	Percent
2009				2010			
July	-	-	0%	July	-	-	0%
Aug.	-	-	0%	Aug.	-	-	0%
Sept.	268.2	268.2	1%	Sept.	-	-	0%
Oct.	5,575.1	5,843.3	13%	Oct.	-	-	0%
Nov.	4,422.4	10,265.7	24%	Nov.	-	-	0%
Dec.	3,075.9	13,341.6	31%	Dec.	-	-	0%
2010				2011			
Jan.	4,486.5	17,828.1	41%	Jan.	-	-	0%
Feb.	-	17,828.1	41%	Feb.	-	-	0%
March	2,348.7	20,176.8	46%	March	3,737.5	3,737.5	9%
April	6,925.7	27,102.5	62%	April	11,020.7	14,758.2	36%
May	-	27,102.5	62%	May	-	14,758.2	36%
June	3,983.4	31,085.9	72%	June	6,338.7	21,096.9	52%
July	7,925.4	39,011.3	90%	July	12,611.6	33,708.5	83%
Aug.	854.6	39,865.9	92%	Aug.	1,359.9	35,068.4	86%
Sept.	884.0 *	40,749.9	94%	Sept.	1,406.7	36,475.1	90%
Oct.	884.0 *	41,633.9	96%	Oct.	1,406.7	37,881.8	93%
Nov.	884.0 *	42,517.9	98%	Nov.	1,406.7	39,288.5	97%
Dec.	884.0 *	43,401.9	100%	Dec.	1,406.7	40,695.2	100%

* Estimated

In addition to the uncertainty regarding the timing of state payments to the University, there is also the uncertainty as to whether or not the Governor will further reduce (or “reserve”) our current fiscal year 2011 appropriation.

As a result, the fourth parameter for fiscal year 2011 budget development is to ***take a conservative approach to cash payments and salary and expenditure commitments to preserve cash for salaries and required vendor payments.***

For financial planning purposes, the cash flow situation means that the University will face uncertainties regarding when cash will be available to pay employee salaries and vendor payments. In past years, the steady receipt of student tuition and state funding allowed for two continuous funding sources. In fiscal year 2011 the University will support all fall operations with student tuition and the small amount of remaining fiscal year 2010 receipts from the state. Early spring operations will be supported by spring semester student tuition. The critical times for the University's cash flow will be November and December 2010, when fall tuition receipts have slowed, and February through March 2011 when spring tuition payments begin to subside and the need for state funding is critical. From March 2011 through the summer, the University will rely almost entirely on state funding and any delay or reduction will be troublesome for cash flow and payments to employees and vendors.

Fiscal Year 2011 Budget Overview

This budget presented to the Board considers the parameters outlined above and is based on fiscal year 2011 state appropriations, tuition and fees, grants and contracts, other local funds held by the University, and strategic priorities determined by the University community and endorsed by the Board.

As background, the Board adopted the University's initial fiscal year 2011 operating budget request in September 2009. The University's initial request included additional State funding for cost and salary increases and programmatic requests for implementing enrollment, retention and graduation strategies; enhancing teacher education and development; and supporting campus safety initiatives.

The request was forwarded to the Illinois Board of Higher Education and considered in the IBHE's higher education budget recommendations adopted January 26, 2010. The Governor presented his fiscal year 2011 budget recommendations to the Illinois General Assembly on March 10, 2010. On May 25, 2010, the Illinois General Assembly approved House Bill 859 which included the state fiscal year 2011 operating budget for all Illinois public universities, including Northeastern Illinois University. On July 1, 2010, Governor Quinn approved House Bill 859 as Public Act 96-0956 with certain item and reduction vetoes. For Northeastern, the Governor's budget reduction from the General Assembly level totaled \$2.7 million.

The total University budget is comprised of two main sections – unrestricted and restricted sources – based on definitions provided to all Illinois public universities by the Illinois Board of Higher Education and the Governor's Office of Management and Budget. The unrestricted operating budget includes revenues and expenditures from sources that are not explicitly restricted by statute, contract, or other requirement. The restricted operating budget includes revenues and expenditures from sources that are restricted by an external requirement, typically by the entity providing the funds or by a legal requirement.

Table 1 summarizes the fiscal year 2011 operating budget revenues, by source. Table 2 provides unrestricted and restricted expenditures by functional category (e.g., instruction, research) and by object category (e.g., personal services, travel). Table 3 presents the detailed operating budget from State appropriated funds and the University Income Fund. Table 4 presents the detailed budget for expenditures from local funds - contracts, grants, auxiliaries, and other locally held funds.

The University also presents in Table 1 an operating budget including only State appropriations and the University Income Fund. This budget includes the primary operating budgets for the majority of University departments and is discussed throughout the following paragraphs.

Revenues

As shown in Table 1, the general University operating budget financed from state appropriations and the University Income Fund (student tuition) will increase \$4.6 million, or 5.7 percent. This is the result of a decrease of \$2.7 million in state funding and an increase of \$7.3 million in student tuition, primarily from increased enrollments and tuition increases. The tuition revenue estimate for fiscal year 2011 includes a reduction of \$500,000 due to the extension of the tuition guarantee program for students in their fifth and sixth years in the guarantee program.

Fiscal year 2011 state appropriations for Northeastern total \$40.7 million. The appropriation decrease is due to the elimination of the federal stimulus funding of \$4.2 million and the decision by Illinois Board of Higher Education staff to limit the decrease in state funding due to the stimulus reductions for all Illinois public universities to 6.2 percent. Without this decision, Northeastern would have experienced an additional decrease in state funding of nearly \$1.5 million.

Table 1 also shows slight increases in overall local unrestricted and restricted operating budgets. Increases are expected in student fee programs and sales and services to students and staff, while a decrease is expected in auxiliary sales and services, due to the outsourcing of vending operations.

Decreases also are expected in state and federal support for grants and contracts. Some local funds are restricted either by the provider (grants and contracts) or the terms under which they are collected (fees) and may not be used for general operations. These amounts are preliminary estimates of grants and contracts that will be awarded to the University or projected fee revenue that will be available for expenditures during the fiscal year. In most cases, fiscal year 2011 grants and contracts are estimated based on actual fiscal year 2010 revenues.

An area of continuing concern with the fiscal year 2011 budget is the status of the state's need-based student aid program, the Illinois Monetary Award Program

(MAP). The MAP program is administered by the Illinois Student Assistance Commission (ISAC). There was serious concern this past year that funds would not be available for spring semester awards. The General Assembly and the Governor eventually approved spring semester awards but did not increase student grants for fiscal year 2011. This means that the MAP awards will continue the trend of supporting a shrinking percentage of student tuition and fees. Included in this budget, and discussed later, is a University program to provide modest financial aid support for Northeastern students with financial need.

Expenditures

As mentioned above, the operating budget funded with state appropriations and the University Income Fund is the primary source of funds for most University departments.

As noted on Table 1, the University operating budget will increase \$4.6 million in fiscal year 2011, primarily the result of increased student enrollments and tuition increases. The largest allocation of these resources, per the first parameter of budget development identified above, is to provide \$2.2 million to the three academic colleges (Arts and Sciences, Business and Management, and Education) to support increasing student enrollments, additional course sections, and related instructional costs. Each of these colleges has gone several years, and experienced significant enrollment and programmatic changes, without increases in budget authority. The allocation of these funds to the colleges will provide them with the budget authority to sustain faculty and staff positions and current course sections. In addition, \$200,000 is allocated to the Provost's office to support additional course sections related to the change in activity hour.

The budget also includes \$400,000 allocated to strategic planning initiatives, \$200,000 each to a permanent pool and to a recurring pool as discussed in the fiscal year 2012 budget request. These funds will be allocated to support specific strategic initiatives outlined in the fiscal year 2011 University work plan, also on the September Board agenda. The budget proposal also includes \$200,000 to initiate a University administered, need-based student financial aid program to assist Northeastern students with demonstrated financial need to pay for tuition and fees.

Funds also are allocated for unavoidable cost increases, such as increasing lease costs, risk management, and other operational requirements, and for an unallocated reserve of \$740,000.

Because of the unusual uncertainties with the fiscal year 2011 budget, we are hesitant to add ongoing costs to our fiscal year 2011 budget. As a result, a base salary increase is not currently being planned for non-negotiated employees but will be revisited in January when the result of the November election and any news on a mid-year reduction is known, and when the tenor in Springfield

**PRESIDENT'S REPORT TO THE
BOARD OF TRUSTEES OF NORTHEASTERN ILLINOIS UNIVERSITY
SEPTEMBER 16, 2010**

7

regarding higher education budgets may be clearer. There are also collective bargaining negotiations taking place with 4 of our 5 unions that could have budget implications in fiscal year 2011.

Following approval of the operating budget by the Board of Trustees, the University is required to submit a copy of the budget to the Illinois Board of Higher Education (IBHE) and to the Governor's Office of Management and Budget. This is in response to an IBHE policy that is intended to "expand and enhance public university annual budget review, approval and oversight." In addition, the NEIU Office of University Budgets will prepare a detailed University budget for all departments and offices and provide a copy of that budget to each trustee and administrative office. Lastly, three copies will be placed in the University Library for review and use by the entire University community. Regular reports will continue to be made to the Board of Trustees regarding State funding levels and any events at the State level or other actions that affect the University budget.

**PRESIDENT'S REPORT TO THE
BOARD OF TRUSTEES OF NORTHEASTERN ILLINOIS UNIVERSITY
SEPTEMBER 16, 2010**

Table 1

**NORTHEASTERN ILLINOIS UNIVERSITY
Fiscal Year 2011 Operating Budget
(With Comparable Data Provided for Fiscal Year 2010)**

	FY2010	FY2011	Change	
			Dollar	Percent
<u>Unrestricted Operating Revenues</u>				
<i>State & University Income Funds</i>				
State General Funds Appropriations*	\$ 43,401,900	\$ 40,695,200	\$ (2,706,700)	(6.2) %
University Income Fund	37,597,400	44,921,000	7,323,600	19.5
<i>State / UIF Unrestricted Revenue</i>	\$ 80,999,300	\$ 85,616,200	\$ 4,616,900	5.7 %
<i>Local Unrestricted</i>				
Student Fee Programs	\$ 5,200,000	\$ 5,400,000	\$ 200,000	3.8
Sales & Services - Student/Staff Services	3,400,000	3,500,000	100,000	2.9
Sales & Services - Auxiliary	3,000,000	2,700,000	(300,000)	(10.0)
Grants & Contracts-Education	750,000	734,000	(16,000)	(2.1)
Indirect Costs Recovery	1,200,000	1,200,000	-	-
<i>Local Unrestricted Revenue</i>	13,550,000	13,534,000	(16,000)	(0.1) %
Total Unrestricted Operating Revenue	\$ 94,549,300	\$ 99,150,200	\$ 4,600,900	4.9 %
<u>Local Restricted Operating Revenue</u>				
Local Grants & Contracts	\$ 600,000	\$ 600,000	\$ -	- %
State Grants & Contracts	2,500,000	2,400,000	(100,000)	(4.0)
Federal Grants & Contracts	27,600,000	27,808,000	208,000	0.8
Private Grants & Contracts	1,800,000	1,800,000	-	-
Total Local Restricted Operating Revenue	\$ 32,500,000	\$ 32,608,000	\$ 108,000	0.3 %
Total Operating Funds	\$ 127,049,300	\$ 131,758,200	\$ 4,708,900	3.7 %

* FY2010 includes American Recovery & Reinvestment Act of \$4,154,200.

**PRESIDENT'S REPORT TO THE
BOARD OF TRUSTEES OF NORTHEASTERN ILLINOIS UNIVERSITY
SEPTEMBER 16, 2010**

Table 2

**NORTHEASTERN ILLINOIS UNIVERSITY
Fiscal Year 2011 Operating Budget
by Function and Line Item**

Functional Categories	Unrestricted				
	General	University		Restricted	Total
	Revenue	Income Fund	Local		
Instruction	\$ 27,671,900	\$ 19,634,381	\$ 1,913,300	\$ 3,000,000	\$ 52,219,581
Organized Research	185,500	157,668	45,700	375,000	763,868
Public Service	507,700	575,540	1,644,900	12,172,000	14,900,140
Academic Support	3,446,500	4,129,518	666,850	40,000	8,282,868
Student Services	1,447,500	1,781,363	5,041,400	16,850,000	25,120,263
Institutional Support	2,765,700	9,429,741	1,470,200	55,000	13,720,641
Operations and Maintenance	3,597,800	8,375,089	163,000	-	12,135,889
Independent Operations	-	-	2,588,650	116,000	2,704,650
Medicare	-	837,700	-	-	837,700
Health Insurance Reserve Fund	1,072,600	-	-	-	1,072,600
Total	\$ 40,695,200	\$ 44,921,000	\$ 13,534,000	\$ 32,608,000	\$ 131,758,200

Line Item Categories	Unrestricted				
	General	University		Restricted	Total
	Revenue	Income Fund	Local		
Personal Services	\$ 39,622,600	\$ 28,767,901	\$ 3,623,550	\$ 7,700,000	\$ 79,714,051
Contractual Services	-	10,754,075	5,640,400	5,754,000	22,148,475
Travel	-	345,128	38,600	120,000	503,728
Commodities	-	980,799	671,100	330,000	1,981,899
Equipment	-	1,673,002	1,217,200	180,000	3,070,202
Telecommunications	-	695,251	425,100	12,000	1,132,351
Operation of Auto	-	17,115	17,000	-	34,115
Awards/Grants/Tuition Waivers	-	515,430	266,500	16,850,000	17,631,930
Permanent Improvements	-	334,599	-	-	334,599
Benefits/Social Security/Medicare	-	837,700	476,450	1,662,000	2,976,150
Health Insurance Reserve Fund	1,072,600	-	-	-	1,072,600
Other/PI	-	-	1,158,100	-	1,158,100
Total	\$ 40,695,200	\$ 44,921,000	\$ 13,534,000	\$ 32,608,000	\$ 131,758,200

Table 3
 NORTHEASTERN ILLINOIS UNIVERSITY
 SUMMARY OF UNIVERSITY OPERATING BUDGET - STATE APPROPRIATIONS AND UNIVERSITY INCOME FUNDS
 JULY 1, 2010 TO JUNE 30, 2011

	2010-11 Budget	Personal Services	Contractual	Travel	Commodities	Equipment	Telecomm	Oper of Auto	Awards & Grants	Perm. Imprv	Soc Sec/ Medicare
INSTRUCTION											
General Academic Instruction	41,166,445	38,684,858	1,147,091	112,620	236,719	810,343	174,814	-	-	-	-
Requisite/Prep Remedial Instr	2,295,708	2,022,024	93,250	17,550	41,933	9,350	12,571	-	99,030	-	-
Admissions/Registration/Records	1,884,910	1,702,917	113,000	50	51,000	-	17,943	-	-	-	-
Instructional Support	1,959,218	1,742,958	109,309	27,750	42,181	17,675	19,345	-	-	-	-
Total	47,306,281	44,152,757	1,462,650	157,970	371,833	837,368	224,673	-	99,030	-	-
ORGANIZED RESEARCH											
Individual & Project Research	118,351	82,059	14,800	7,448	7,889	5,855	300	-	-	-	-
Supp for Organized Research	224,817	224,817	-	-	-	-	-	-	-	-	-
Total	343,168	306,876	14,800	7,448	7,889	5,855	300	-	-	-	-
PUBLIC SERVICE											
Community Services	1,007,486	762,861	160,879	8,710	41,420	8,000	25,616	-	-	-	-
Public Service Support	75,754	73,754	-	-	-	-	2,000	-	-	-	-
Total	1,083,240	836,615	160,879	8,710	41,420	8,000	27,616	-	-	-	-
ACADEMIC SUPPORT											
Academic Administration	2,516,164	2,222,612	155,712	68,600	37,475	15,750	16,015	-	-	-	-
Library Services	3,773,835	2,453,758	561,000	9,500	19,000	713,651	16,926	-	-	-	-
Academic Support	1,286,019	399,659	753,942	10,000	111,079	3,750	7,589	-	-	-	-
Total	7,576,018	5,076,029	1,470,654	88,100	167,554	733,151	40,530	-	-	-	-
STUDENT SUPPORT											
Social & Cultural Development	674,762	584,762	65,000	6,000	6,000	3,000	10,000	-	-	-	-
Counseling & Career Services	781,839	737,403	26,330	5,000	7,806	-	5,300	-	-	-	-
Financial Aid Administration	759,578	737,946	10,770	-	9,612	250	1,000	-	-	-	-
Financial Assistance	156,400	-	-	-	-	-	-	-	156,400	-	-
Student Services Administration	856,284	748,596	80,488	7,000	8,300	4,000	7,900	-	-	-	-
Total	3,228,863	2,808,707	182,588	18,000	31,718	7,250	24,200	-	156,400	-	-

Table 3 (continued)
 NORTHEASTERN ILLINOIS UNIVERSITY
 SUMMARY OF UNIVERSITY OPERATING BUDGET - STATE APPROPRIATIONS AND UNIVERSITY INCOME FUNDS
 JULY 1, 2010 TO JUNE 30, 2011

	2010-11 Budget	Personal Services	Contractual	Travel	Commodities	Equipment	Telecomm	Oper of Auto	Awards & Grants	Perm. Imprv	Soc Sec/ Medicare
INSTITUTIONAL SUPPORT											
Executive Management	3,571,137	2,794,536	645,053	29,100	66,025	6,619	29,804	-	-	-	-
Financial Management & Oper	1,142,946	1,097,515	29,170	-	10,215	-	6,046	-	-	-	-
Genl Admin & Logistical Supp	6,703,189	4,414,727	1,538,933	30,100	106,500	54,097	298,832	-	260,000	-	-
Public Relations/Development	778,169	677,026	76,748	900	18,145	100	5,250	-	-	-	-
Total	12,195,441	8,983,804	2,289,904	60,100	200,885	60,816	339,932	-	260,000	-	-
OPERATION & MAINTENANCE											
Superintendence	344,260	302,710	17,000	2,200	4,500	750	17,000	100	-	-	-
Custodial	2,034,550	1,838,950	100,000	100	95,000	500	-	-	-	-	-
Repair & Maintenance	1,389,104	811,892	555,600	300	8,000	7,812	5,000	500	-	-	-
Ground Maintenance	323,671	272,571	30,000	100	16,000	-	-	5,000	-	-	-
Utility Production	3,370,000	-	3,370,000	-	-	-	-	-	-	-	-
Utility Support	1,961,838	1,662,138	270,000	100	25,000	4,500	-	100	-	-	-
Permanent Improvements	334,599	-	-	-	-	-	-	-	-	334,599	-
Security	1,474,867	1,337,452	90,000	2,000	11,000	7,000	16,000	11,415	-	-	-
Rental of Space	740,000	-	740,000	-	-	-	-	-	-	-	-
Total	11,972,889	6,225,713	5,172,600	4,800	159,500	20,562	38,000	17,115	-	334,599	-
Health Insurance Reserve Fund	1,072,600	-	-	-	-	-	-	-	-	-	1,072,600
Medicare	837,700	-	-	-	-	-	-	-	-	-	837,700
Total State Budgets	85,616,200	68,390,501	10,754,075	345,128	980,799	1,673,002	695,251	17,115	515,430	334,599	1,910,300

Note: These categories are based on IBHE RAMP (Resource Allocation Management Program) definitions.

PRESIDENT'S REPORT TO THE
BOARD OF TRUSTEES OF NORTHEASTERN ILLINOIS UNIVERSITY
SEPTEMBER 16, 2010

Table 4
NORTHEASTERN ILLINOIS UNIVERSITY
SUMMARY OF UNIVERSITY OPERATING BUDGET - LOCAL *
JULY 1, 2010 TO JUNE 30, 2011

	2010-11 Budget	Personal Services	Contra- tual	Travel	Com- modities	Equip- ment	Tele- comm	Oper Auto	Awards & Grants	Other/ PI	SS/FICA +Benefits
INSTRUCTIONAL ACTIVITIES											
General Academic Instruction	706,200	140,000	250,000	15,000	50,000	100,000	200	-	135,000	15,000	1,000
Requisite/Prep Remedial Instr	214,900	60,000	70,000	4,000	4,400	16,000	500	-	-	42,000	18,000
Admissions, Registration & Recor	284,700	50,000	100,000	4,000	125,000	-	200	-	-	-	5,500
Instructional Support	3,707,500	1,200,000	880,000	40,000	145,000	725,000	500	-	280,000	225,000	212,000
Total	4,913,300	1,450,000	1,300,000	63,000	324,400	841,000	1,400	-	415,000	282,000	236,500
ORGANIZED RESEARCH											
Individual & Project Research	341,200	95,000	162,000	14,500	15,000	16,500	100	-	-	22,100	16,000
Support for Organized Research	79,500	38,500	13,000	4,000	1,500	4,000	1,000	-	-	4,500	13,000
Total	420,700	133,500	175,000	18,500	16,500	20,500	1,100	-	-	26,600	29,000
PUBLIC SERVICE											
Community Education	11,840,500	4,720,000	4,454,000	48,500	220,000	442,000	8,500	-	177,500	520,000	1,250,000
Community Services	1,968,200	1,130,000	415,000	6,500	21,000	33,200	3,000	500	11,500	117,500	230,000
Public Service Support	8,200	5,000	-	500	200	2,000	-	-	-	-	500
Total	13,816,900	5,855,000	4,869,000	55,500	241,200	477,200	11,500	500	189,000	637,500	1,480,500
ACADEMIC SUPPORT											
Academic Administration	50,100	25,000	15,000	-	4,000	3,000	-	-	-	-	3,100
Library Services	23,900	22,000	100	-	1,000	500	-	-	-	-	300
Academic Support	632,850	17,000	420,000	-	1,200	12,500	22,000	-	-	160,000	150
Total	706,850	64,000	435,100	-	6,200	16,000	22,000	-	-	160,000	3,550
STUDENT SUPPORT											
Social & Cultural Development	1,781,900	990,000	390,000	10,000	138,000	30,000	7,000	500	1,400	20,000	195,000
Student Health/Medical Services	433,100	245,000	52,000	6,100	54,000	3,000	1,000	-	-	-	72,000
Counseling & Career Services	70,800	50,500	1,300	-	1,000	-	-	-	-	-	18,000
Financial Aid Administration	95,600	57,200	15,500	2,200	10,500	-	9,000	-	-	-	1,200
Financial Assistance	16,662,800	111,000	2,000	-	9,800	-	-	-	16,500,000	32,000	8,000
Student Services Administration	2,847,200	55,000	2,750,000	-	23,500	2,000	-	-	9,000	-	7,700
Total	21,891,400	1,508,700	3,210,800	18,300	236,800	35,000	17,000	500	16,510,400	52,000	301,900

Table 4 (continued)
 NORTHEASTERN ILLINOIS UNIVERSITY
 SUMMARY OF UNIVERSITY OPERATING BUDGET - LOCAL *

	2010-11 Budget	Personal Services	Contractual	Travel	Com- modities	Equip- ment	Tele- comm	Oper Auto	Awards & Grants	Other/ PI	SS/FICA +Benefits
INSTITUTIONAL SUPPORT											
Executive Management	-	-	-	-	-	-	-	-	-	-	-
Financial Management & Operator	107,200	52,000	32,000	1,200	6,000	500	5,500	-	-	-	10,000
Genl Administration & Logistical St	1,418,000	355,000	660,000	2,000	26,000	-	370,000	-	-	-	5,000
Public Relations/Development	-	-	-	-	-	-	-	-	-	-	-
Total	1,525,200	407,000	692,000	3,200	32,000	500	375,500	-	-	-	15,000
OPERATION & MAINTENANCE											
Superintendence	-	-	-	-	-	-	-	-	-	-	-
Custodial	27,600	25,000	-	-	-	-	-	-	-	-	2,600
Repair and Maintenance	112,500	-	112,000	-	-	-	-	-	-	-	500
Utility Production	-	-	-	-	-	-	-	-	-	-	-
Utility Support	-	-	-	-	-	-	-	-	-	-	-
Security	22,900	20,000	500	100	100	-	-	-	-	-	2,200
Rental of Space	-	-	-	-	-	-	-	-	-	-	-
Total	163,000	45,000	112,500	100	100	-	-	-	-	-	5,300
INDEPENDENT OPERATIONS											
Retail Services & Concessions	132,100	80,000	40,000	-	600	-	1,200	7,000	2,100	-	1,200
Student Unions and Centers	800,700	512,000	250,000	-	26,000	2,000	2,200	-	-	-	8,500
Specialized Services	1,771,850	1,268,350	310,000	-	117,300	5,000	5,200	9,000	-	-	57,000
Total	2,704,650	1,860,350	600,000	-	143,900	7,000	8,600	16,000	2,100	-	66,700
Total Local Budgets	46,142,000	11,323,550	11,394,400	158,600	1,001,100	1,397,200	437,100	17,000	17,116,500	1,158,100	2,138,450

Note: * These categories are based on IBHE RAMP (Resource Allocation Management Program) definitions.
 Local budgets include unrestricted and restricted funding sources.

I. ACTION ITEM

B. FISCAL YEAR 2012 OPERATING AND CAPITAL BUDGET REQUESTS

Introduction

Each year, the Board of Trustees of Northeastern Illinois University is required to adopt an operating and capital budget request and submit that request to the Illinois Board of Higher Education (IBHE). A preliminary request was presented to the Board of Trustees in June as an information item for review and discussion; this final request is submitted to the Board at the September meeting for approval. After Board approval, the request is submitted to the IBHE before its deadline of October 15.

The fiscal year 2012 operating budget request presented to the Board of Trustees is intended to advance the strategic goals developed by the University community and endorsed by the Board. At its September 18, 2008 meeting, the Board adopted a revised University Mission Statement and endorsed a University Vision Statement, Values Statements, and Strategic Goals and Action Steps. At the September 2009 meeting, the Board was presented with a set of specific tasks that the University planned to complete in fiscal year 2010 to achieve the goals outlined in the Strategic Plan. Since that time, University faculty and staff have been actively engaged in working towards completing those tasks. This budget includes requests for strategic planning initiatives that address the strategic goals identified by the University community and support our strategic action plan.

Over the past several years, the University has been working to better incorporate strategic planning and shared governance into budget development. The University Planning and Budget Council (UPBC) is the Board-recognized governance body to provide input and counsel to the University administration in the planning, development, and implementation of the University budget. The UPBC has two elected representatives from each of the academic colleges, one faculty member from the Library, the current NEIU faculty representative on the IBHE Faculty Advisory Council, two representatives from the Administrative and Professional Council, two from the Civil Service Council, two students appointed by the Student Government Association, and one dean chosen by the Provost's Deans Council. In addition, a continuing chair, who has a three year appointment, is selected for the UPBC. The current chair is Tim Scherman, associate professor in the English Department. Also, the University President, the Vice President for Finance and Administration, and the Executive Director of University Budgets are ex-officio members.

For the first time, the budget recommendations presented to the Board include the recommendations and priorities identified by the UPBC. Over the past several months, the vice presidents have been meeting with the UPBC to outline the strategic initiatives for their areas and to outline their proposed work plan for

meeting those priorities. The UPBC then reviewed, discussed, and adopted selected priorities based on the recommendations of its representatives. Funds to support those recommendations are included in this fiscal year 2012 budget request.

At the September 2010 meeting, the Board is receiving a strategic planning update that will assess progress in achieving the action steps and tasks that were planned for fiscal year 2010. In addition, the Board is receiving a summary of the tasks that the University plans to undertake in fiscal year 2011.

Overview of Operating and Capital Budget Requests

The budget requests brought before the Northeastern Illinois University Board of Trustees and summarized in this report are fiscal year 2012 requests, for the year beginning July 1, 2011 and ending June 30, 2012.

The fiscal year 2012 operating budget reflects the fiscal year 2011 state-appropriated base budget for the University and the University's budget requests for new funding for fiscal year 2012. Included in the operating budget are state-appropriated funds and the University Income Fund, which is established by state statute to account for student tuition and certain fee revenue. The total of state appropriations and University Income Fund revenues represents the University's operating budget.

An important factor in developing the fiscal year 2012 operating budget request is the prior year base budget, the starting point for budget development. The fiscal year 2011 base budget included in this request is the result of the original appropriation of \$43.4 million approved by the Illinois General Assembly that was later reduced \$2.7 million by a line item reduction by Governor Quinn, resulting in a fiscal year 2011 state budget for Northeastern of \$40.7 million.

Developing our operating budget request requires that we reach a balance between the new and ongoing financial needs of the University and a reasonable expectation of support from the State of Illinois and our students. Since the beginning of fiscal year 2002 through our fiscal year 2010 appropriation, Northeastern has seen our available funding from the State's General Fund decrease by \$2.0 million, or 4.4 percent. In addition, beginning in fiscal year 2002, the University was required to begin making an annual payment of \$1.1 million to the group health insurance fund for all state employees. The State of Illinois did not provide funding for this required contribution. With this required contribution not available for University operating expenditures, the actual reduction in available University funding is \$3.1 million, or 6.8 percent, since fiscal year 2002.

This budget request is modest in terms of the needs of the University and includes only moderate funding requests for salary and cost increases and strategic program initiatives. We are on record, therefore, that these are our

highest priorities. The total of state appropriations and University Income Fund revenues represents the operating budget that will require Board of Trustees approval in September and that will be sent, following approval, to the Illinois Board of Higher Education for consideration.

The following summarizes the budget information provided in this report.

Fiscal Year 2012 Budget Development Schedule. Table 1 provides a schedule of the budget development process from June 2010, when the Board of Trustees received the initial fiscal year 2012 budget request, through September 2011, at which time the Board will take action on the University's fiscal year 2012 internal budget.

Strategic Goals. Page 19 includes the Strategic Goals that were developed by the University community and endorsed by the Board of Trustees in September 2008. These goals provide the framework for identifying University action steps, tasks and specific strategic planning initiatives.

Operations. The budget request for University fiscal year 2012 operations is summarized in Table 2, with additional information supporting the operations request provided on pages 20 through 23. Table 3 summarizes the requests for salary and inflationary cost increases. Table 4 summarizes the requested strategic planning initiatives for fiscal year 2012. Because these represent the highest University priorities, the University may attempt to implement some of these programs through the redirection of staff effort and University resources.

Capital Improvements. Table 5 summarizes the fiscal year 2012 requests for capital improvements, which are described on pages 24 through 28. Capital requests are discussed in the two broad categories used by the Illinois Board of Higher Education to classify state-funded projects – Regular Capital projects and Capital Renewal projects. Regular Capital projects include requests for new construction or significant remodeling or renovation. These projects typically provide new space or provide a significantly different use for remodeled space. Capital Renewal projects are of a lesser scope than Regular Capital projects. They include the remodeling or renovation of space, infrastructure renewal, and improvement projects that address deferred maintenance.

Again this year, the Illinois Board of Higher Education and the Capital Development Board recognized the differences in construction costs among the various locales in Illinois, most notably Chicago. The two boards approved higher construction cost standards for certain areas of the state where labor and material costs are significantly more than other areas of the state. As a result, for Northeastern, we now have higher, but more accurate, cost figures for our capital requests.

**PRESIDENT'S REPORT TO THE
BOARD OF TRUSTEES OF NORTHEASTERN ILLINOIS UNIVERSITY
SEPTEMBER 16, 2010**

17

It is noted that the Education Building is no longer included in the budget request because planning and construction funds have been appropriated, but funds to equip the Education Building, when constructed, are included in the request.

**Table 1
FISCAL YEAR 2012 BUDGET DEVELOPMENT SCHEDULE
(Approximate dates – subject to change)**

June 2010	Submission of initial FY2012 operating and capital budget requests to NEIU Board of Trustees for review and discussion
September 2010	Discussion and approval of the FY2012 operating and capital budget requests by NEIU Board of Trustees Report to the Board of Trustees – Strategic Planning Update: Fiscal Year 2010 Results and Fiscal Year 2011 Action Steps
November 2010	Report to the NEIU Board of Trustees on proposed FY2012 tuition and fee rates
January 2011	Board of Higher Education action on FY2012 higher education operations and grants and capital improvements recommendations
February 2011	Governor's FY2012 Budget Address NEIU Board action on FY2012 tuition and fee rates
May 2011	General Assembly's action on FY2012 appropriations
June 2011	Governor's action on FY2012 appropriations NEIU Board of Trustees' action on FY2012 preliminary University internal budget
September 2011	NEIU Board of Trustees' action on FY2012 University internal budget

NOTE: Fiscal year 2012 begins on July 1, 2011 and ends June 30, 2012.

STRATEGIC GOALS

The University has identified six strategic goals to be pursued during the planning period of fiscal year 2009 to fiscal year 2017.

Strategic 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.

Strategic 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.

Strategic 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.

Strategic Goal Four – Exemplary Faculty and Staff

Invest in faculty and staff to make NEIU a world-class metropolitan university and an employer of choice.

Strategic Goal Five – Enhanced University Operations

Provide a supportive learning, teaching and working environment by improving operating productivity, physical infrastructure and environmental sustainability.

Strategic 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.

FISCAL YEAR 2012 OPERATING REQUEST

Developing the fiscal year 2012 operating budget request requires that the University reach a balance between the new and ongoing financial needs of the University and a reasonable expectation of support from the State of Illinois and our students. This budget is modest in terms of the needs of the University and includes only modest funding requests for salary and cost increases and selected program initiatives. We are on record, therefore, that these are our highest priorities.

The University also recognizes the need for adequate state funding to support our instructional and support programs. From our fiscal year 2002 appropriation through our fiscal year 2010 appropriation, Northeastern has seen our funding for recurring operations from the State's General Fund decrease by \$2.0 million, or 4.4 percent. In addition, the University received a mandate to pay \$1.1 million annually into the Health Insurance Reserve Fund, further reducing available resources. During this period, the University received no new state funding to address new programmatic initiatives or support the increasing costs of needed goods and services. Nearly all University departments had their spending held level or reduced to support faculty and staff salaries and unavoidable cost increases (e.g., utilities).

The University operating budget request for fiscal year 2012 totals \$91 million, an increase of \$5.4 million, or 6.3 percent, above the fiscal year 2011 base. The fiscal year 2012 operating budget request includes salary and cost increases totaling \$1.8 million, and requests for strategic planning initiatives of \$3.6 million. Table 2 summarizes the operating request.

Cost and Salary Increases

The request includes cost and salary increases so that University programs and services and employee compensation do not lose purchasing power due to inflationary factors and that salaries remain competitive with market rates. These requests are summarized in Table 3 and include a general salary increase of \$1.4 million, or 2.0 percent, for a general cost of living salary increase. Based on current salaries, each 1.0 percent salary increase costs approximately \$680,000. Cost increases are requested to provide for Social Security/Medicare increases of \$16,800 (2.0 percent), utilities increases of \$101,400 (3.0 percent), library materials increases of \$42,500 (5.0 percent) and a general cost increase of all other goods and services of \$243,200 (2.0 percent).

Strategic Planning Initiatives – Integrating Strategic Planning Into Budget Development

For the first time, the budget recommendations presented to the Board include the recommendations and priorities identified by the UPBC. Over the past several months, the vice presidents have been meeting with the UPBC to outline

the strategic priorities for their areas and to outline their proposed work plan for meeting those priorities. The UPBC then reviewed, discussed, and adopted selected priorities based on the recommendations of its representatives. Funds to support those recommendations are included in this fiscal year 2012 budget request.

Table 4 provides a summary of the strategic funding program requests, following the six goals included in the University's strategic plan. These requests represent the most important University initiatives and total \$3.6 million. The budget request is divided into two broad categories for each of the strategic goals: a permanent pool and a recurring pool, each totaling \$1.8 million. The permanent pool would be held centrally and would be allocated annually to meet non-recurring costs, such as equipment or the hiring of consultants. Should the \$1.8 million for the permanent pool be appropriated or made available, these funds would not be requested again and would fund strategic planning initiatives on an ongoing basis. The recurring pool strategic initiative request would support recurring costs and would be allocated to the specific department or area budget. An example of recurring costs would be funding for new faculty positions.

A specific example of these two pools would be the fiscal year 2012 request for the new academic programs in Environmental Sciences and Global Studies. A total of \$200,000 is requested for startup costs for the programs, including equipment and supplies. These are one-time costs so these funds are in the permanent pool and would be used for other priorities in the following years. However, this request also includes \$350,000 for five faculty positions that would be recurring costs and added to the departments' continuing budgets.

In addition to the operating budget requests, some strategic priorities will be funded from external sources (e.g., federal Title V funding for Lake County programs) or from funds currently in a department's internal budget (e.g., installing new technology in classrooms). While included in the University's strategic planning initiatives, there are no operating funds requested for externally or internally funded strategic program initiatives.

Below is an overview of the strategic planning initiatives included in the fiscal year 2012 request.

Student Success (\$775,000). Included in the permanent pool are funds for one-time costs (e.g., consultants) related to developing discipline-specific articulation guides with community colleges, considering BA offerings at other locations, and increasing coordination between advising and career services. Recurring costs include creating a monetary incentive program to promote timely progress to graduation and additional faculty for new course sections during the revised activity hours.

Academic Excellence and Innovation (\$750,000). Included in the permanent pool are one-time costs related to developing a Statement of Objectives for the

Masters degree, revisions to general education, developing the curriculum for the Second Year Projects, equipment for the Environmental Sciences, and the establishment of a task force to identify curriculum based on workforce demand. Recurring costs include faculty for the Environmental Sciences and Global Studies programs.

Urban Leadership (\$700,000). One-time costs included in the permanent pool are funds for seeking external support to establish the Research Institute on Immigration and to underwrite the Heritage Events, advertising for the Graduate College, new University signage on Foster Avenue, and increasing the University's web presence. Recurring costs are for developing ESL programs at EI Centro and marketing costs.

Exemplary Faculty and Staff (\$225,000). (Note - this category does not include the request of \$1.4 million for faculty and staff salary increases.) Requests included in the permanent pool are one-time costs to complete a study of median salaries for all pay classifications and automated applicant tracking, and recurring costs include software maintenance for that project.

Enhancing University Operations (\$550,000). The permanent pool request includes one-time costs associated with studies for the feasibility of adding a residential life component to campus, constructing an information/visitors' center, and replacing the University phone system. Also included are costs associated with reviewing and implementing new security and building access strategies. Recurring costs include funds to support events on campus.

Fiscal Strength (\$600,000). Requests included in the permanent pool include establishing alumni solicitation and a membership directory; developing an alumni center; increasing development marketing; and providing support to strengthen the facility rental program. Recurring costs include the operating of the alumni center and the development campaign.

TUITION AND FEES

The timing of the formal request for the approval of tuition and fee rates is a compromise between early adoption, that allows students and their parents to better plan for college costs, and later adoption, that allows the University to consider available state funding in determining tuition rates.

In February 2010, the NEIU Board of Trustees adopted tuition and fee rates for fiscal year 2011, the academic year beginning in the fall of 2010. This schedule represented the best alternative, allowing time for students to plan for fall costs and also allowing the University some sense of the state funding support. February consideration of tuition also allows for a broader discussion with students on tuition issues during the fall semester and early in the spring semester.

**PRESIDENT'S REPORT TO THE
BOARD OF TRUSTEES OF NORTHEASTERN ILLINOIS UNIVERSITY
SEPTEMBER 16, 2010**

23

At the November 2010 meeting, the Board will receive a report on tuition and fee rates that will facilitate a discussion with student government during the fall semester. A set of tuition and fee recommendations for fiscal year 2012 will be brought to the Board for action at the February 2011 meeting.

CAPITAL IMPROVEMENTS

Table 5 summarizes capital improvement requests for fiscal year 2012. Requested capital projects total \$141.6 million. These include \$137.3 million in Regular Capital projects and \$4.3 million in Capital Renewal projects. The requests also include a priority number for each project, as requested by the Illinois Board of Higher Education.

Requests for new construction projects are based on the fiscal year 2012 cost guidelines issued by the State of Illinois Capital Development Board (CDB). The Illinois Board of Higher Education and the Capital Development Board recognize the differences in construction costs among the various locales in Illinois, most notably Chicago. The two boards approved higher construction cost standards for certain areas of the state where labor and material costs are significantly more than other areas of the state. As a result, for Northeastern, we now have higher, but more accurate, cost figures for our capital requests.

Included in the appropriated statewide capital plan were funds for the planning and construction of the Education Building. As a result, the request for that building has been removed from the list of requested capital projects. The statewide capital plan also included funding for capital renewal projects; however, those projects were not identified for a specific purpose. As a result, the capital renewal request was not revised.

A brief description of each project follows.

A. REGULAR CAPITAL

2012-01 Jacob H. Carruthers Center for Inner City Studies Remodeling - \$20,208,000

The Jacob H. Carruthers Center for Inner City Studies (CCICS) was established by Northeastern Illinois University in 1966 to improve the lives of inner city residents by offering undergraduate and graduate degree programs, as well as community service seminars and cultural events. As the area surrounding CCICS is undergoing a remarkable revitalization, so is the mission of the Center. Increasingly, the Center will become a focus for cooperative efforts between the University and Chicago inner city schools, expanding offerings in teacher preparation and development, administrator training and in-service programs, and student enrichment programs.

The University is requesting funds to remodel and upgrade interior spaces in response to programmatic changes that have occurred at the Center since the previous remodeling in 1972. In addition, there are building infrastructure upgrades included in this request to improve the efficiency and reliability of the building's mechanical systems. There are also funds requested to address exterior roof and façade repairs.

Teaching and office spaces on floors 3, 4, and 5 will be modernized with the latest classroom technology, and new finishes and furniture will be installed. The public events areas on the lower level and first floor will be refurbished and modernized to meet specific program criteria. The public events areas include a student lounge and large meeting room on the lower level, the lobby, meeting rooms, and miscellaneous spaces on the first floor. In addition, these spaces will be provided with state-of-the-art audiovisual presentation equipment and lighting, as dictated by program requirements.

The Donn F. Bailey Legacy Hall auditorium on the second floor of the Center will be refurbished with new seating and sound and light systems; upgraded media and technology; an improved stage; new mechanical systems; and other renovated furnishings. All these improvements will be designed to protect the important historical significance of the auditorium.

The ceiling tiles in the corridors on all floors will be replaced and floor tiles will be replaced on the lower level and floors 4 and 5 (floor tile was recently replaced on all of the other floors in conjunction with floor repair work). Throughout the public corridors and washrooms on all floors, existing painted drywall surfaces will be replaced with more durable finishes and protective corners. Also, washroom fixtures, partitions, and toilets will be replaced.

The two 1972 boilers will be replaced (the original chillers and elevators were recently replaced), the main fan units will be replaced, new temperature controls will be provided, and a Building Automation System will be installed to more effectively monitor and operate the building heating, cooling, and lighting systems. The camera system will be replaced with a new central monitoring station.

Finally, on the exterior, work will consist of replacing the 9,000 square foot roof and related flashings and certain other façade repairs.

2012-02 Education Building, Equipment - \$8,256,300

This request is for funds to provide moveable equipment in the new Education Building.

2012-03 Science Building Planning - \$7,177,000

This request is for planning funds through the preparation of bid documents for a new Science Building. Construction of a new Science Building is necessary to address the continuing growth, success, and pressing needs of the University. This project will permit Northeastern Illinois University to meet the current and future needs for teaching laboratories, student and faculty research laboratories, classrooms, meeting and conference facilities, and office space.

The current Science Building was constructed in 1972. It is a three-story concrete frame building with a masonry veneer. The major laboratories and other teaching spaces are located in the center of the building, with the offices located around the perimeter. Most of the offices are constructed in a unique double-decker fashion with a group of offices located a half story up and down from the main circulation corridor. These offices do not meet ADA accessibility requirements, and cannot be modified to do so. Since the building was constructed, University headcount enrollment has increased nearly 50 percent, science teaching technology has changed dramatically, and laboratory health and safety procedures and building code regulations have changed. The building has not undergone any significant updating or renovation since it was constructed in 1972.

In 2004, the University initiated a planning effort to modernize the existing Science Building. The planning took approximately 15 months and was a collaborative effort between University administrators, science faculty, students, facilities management, and two architectural consultants, LCM and Burt, Hill. This process resulted in a plan to modernize the occupied Science Building in five phases over seven years.

Following completion of the report, the University reviewed and discussed the Science Building Modernization plan and determined that there were several factors that warranted a planning change; specifically, requesting a new science building rather than renovating the current building for science education.

First, the extensive phasing necessary to keep as many laboratories available as possible during all phases would be extraordinarily disruptive to the programs resident in the Science Building. Up to half of the labs in a given discipline would be undergoing modernization during each phase, so the phasing would require a reduction in scheduled classes and their associated labs. In order to continue to have sufficient general classrooms available to support a minimal science teaching program, portable temporary buildings would also have to be rented to house the classrooms and offices that would be displaced during each phase.

Second, this multi-phased modernization of the building and associated costs is estimated at the time to cost \$42.2 million. The resulting modernized Science Building would not have any significant expansion, the labs would be half the size of the current recognized lab standard size, and the offices would still be inaccessible to handicapped persons.

In addition, the University discussed as an alternative the construction of a new Laboratory Building near the current Science Building. This approach would provide larger new laboratories, a somewhat shorter construction period, increased classroom space as the current labs in the Science Building would be converted to classrooms, and much less disruption of ongoing University Programs. However, a new laboratory only building would be separated from the faculty offices and classrooms, and the faculty offices in the current Science

Building would still be handicapped inaccessible. A new laboratory building location would need to be constructed on limited land close to the present Science Building. Construction in this area would disrupt other campus long-range plans and may not be the best use of limited real estate. At the time, it was estimated that a new laboratory building would cost \$39.8 million.

After looking closely at remodeling the existing Science Building, and the alternative of a separate Laboratory Building, a completely new building with classrooms, teaching labs, research labs and offices was decided to be the most cost and time efficient way to provide a state-of-the-art science facility. This building would support not only current program requirements but would be flexible in meeting future programs in an environment much more conducive to learning. Planning for a new science building would cost an estimated \$7.2 million and construction would cost an estimated \$90.0 million.

The new Science Building, together with the new Education Building, will place Northeastern at the forefront of providing a first-class educational environment to support our students and faculty. Northeastern is requesting funding for a new Science Building to enhance its ability to educate new scientists, and also to contribute to the State of Illinois in the training of new teachers and in providing professional development opportunities to current teachers.

The proposed Science Building will be over 200,000 GSF and will include general and specialized classrooms, as well as teaching and research laboratories for undergraduate and graduate students and faculty. This building will be LEEDS certified.

2012-04 Science Building, Construction - \$89,967,400

These funds would provide for construction of the Science Building.

2012-05 Lech Walesa Hall Remodeling - \$11,694,500

This project is closely linked with the construction of the Education Building and will renew existing finishes, modernize HVAC and utility systems, replace fixed equipment, and remodel interior areas in response to programmatic changes in the Lech Walesa Hall since it was constructed in 1973. The project includes realigning administrative space throughout the building by consolidating various department offices. It also reconfigures the second-floor open computer laboratories, consolidates the University's computer center and support offices, and adds student meeting and group spaces in support of a student-centered environment for our commuting students. The project also provides for replacing the perimeter heating and cooling units; modifying lighting, electrical, and data distribution systems to support remodeling; and renewing interior finishes and fixed equipment in classrooms, corridors, stairwells, and washrooms.

B. CAPITAL RENEWAL PROJECTS

2012-01CR 4160V Substation & Cable Replacement - \$2,124,800

This project replaces the electric substation in Building E/Auditorium E and replaces aluminum cable and outdated tap boxes throughout the campus, all installed in 1961. The existing high-voltage distribution system has become unreliable with age, and replacement parts are very difficult to locate. The project will include project design, development of an implementation plan, and replacement of the highest priority systems and components.

2012-02CR Buildings D & E Exterior Window Wall Replacement - \$2,197,800

This project replaces 1,800 linear feet of the original window wall in Buildings D and E and adjacent enclosed cross corridors. These buildings are two of the original campus buildings constructed in 1961. The existing window wall is floor-to-ceiling single-glazed clear glass with sliding glass windows between mullions. Replacement of the window wall with a modern, more securely sealed glass wall will significantly reduce energy costs.

Table 2
NORTHEASTERN ILLINOIS UNIVERSITY
FY2012 OPERATING BUDGET REQUEST
STATE APPROPRIATIONS AND UNIVERSITY INCOME FUNDS

(in thousands of dollars)

FY2011 Base Budget	\$ 85,616.2
Increases to Maintain Operating Levels (Table 3)	1,771.7
Strategic Program Initiatives (Table 4)	3,600.0
FY2012 Operating Budget Request	\$ 90,987.9
Dollar Change	5,371.7
Percent Change	6.3%

TABLE 3
NORTHEASTERN ILLINOIS UNIVERSITY
FY2012 OPERATING BUDGET REQUEST
COST INCREASES TO MAINTAIN OPERATING LEVELS

(in thousands of dollars)

	<u>FY11 Base</u>	<u>FY2012 Increases</u>	
		<u>Amount</u>	<u>Percent</u>
Compensation Increases	\$ 68,390.5	\$ 1,367.8	2.0%
Social Security/Medicare	837.7	16.8	2.0
Utilities			
Electricity	2,435.9	73.1	3.0
Natural Gas/Propane	854.1	25.6	3.0
Water/Sewer	90.0	2.7	3.0
	<u>Subtotal</u>	<u>\$ 101.4</u>	<u>3.0%</u>
	<u>\$ 3,380.0</u>	<u>\$</u>	
Library Books & Materials	850.0	42.5	5.0
All Other Operating Costs	12,158.0	243.2	2.0
	<u>Total</u>	<u>\$ 1,771.7</u>	<u>2.1%</u>
	<u>\$ 85,616.2</u>	<u>\$</u>	

Notes: Other operating costs include such items as maintenance and service contracts, equipment for instructional and support programs, and general supplies.

TABLE 4
NORTHEASTERN ILLINOIS UNIVERSITY
FY2012 OPERATING BUDGET REQUEST
PROGRAM REQUESTS

(in thousands of dollars)

ENSURING STUDENT SUCCESS	\$ 775.0
ACADEMIC EXCELLENCE AND INNOVATION	750.0
URBAN LEADERSHIP	700.0
EXEMPLARY FACULTY AND STAFF*	225.0
ENHANCED OPERATIONS	550.0
FISCAL STRENGTH	600.0
TOTAL PROGRAM REQUESTS	<u>\$ 3,600.0</u>

***Note: the request for Exemplary Faculty and Staff does not include the \$1.4 million for faculty and staff increases**

TABLE 5
NORTHEASTERN ILLINOIS UNIVERSITY
FY2012 CAPITAL APPROPRIATIONS REQUEST

(in thousands of dollars)

PROJECT	PRIORITY	ESTIMATED PROJECT COST
REGULAR CAPITAL PROJECTS		<u>\$ 137,303.2</u>
Carruthers Center for Inner City Studies Renovation	1	20,208.0
Education Building, Equipment	2	8,256.3
Science Building, Planning	3	7,177.0
Science Building, Construction	4	89,967.4
Lech Walesa Hall Remodeling	5	11,694.5
CAPITAL RENEWAL PROJECTS		<u>\$ 4,322.6</u>
Building E/Auditorium Substation and University-wide Cable Replacement	1	2,124.8
Buildings D and E Exterior Window Wall Replacement	2	2,197.8
TOTAL		<u>\$ 141,625.8</u>

Note: All costs reflect FY2012 Capital Development Board (CDB) cost guidelines.

I. ACTION ITEM

C. CONSTRUCTION APPROVAL FOR ADMISSIONS AND TRANSFER CENTER

ITEM DESCRIPTION:

The University received a Title V Grant that will support the construction of an Admissions and Transfer Center on the 1st floor of Building D. The Center will be located in a high traffic area near Village Square.

The Admissions and Transfer Center will serve as the primary destination for prospective students and their families. The Center will encompass admissions, including admissions counseling for all undergraduate students; transfer services; and student veteran services. Transfer services will include transfer advising and transfer outreach initiatives. The Center will facilitate the expansion of degree completion programs at the University Center of Lake County and implement a transfer peer mentoring program. The Veterans Services Office will provide veteran certification services, admissions, recruitment, and assistance with financial planning.

Approximately 3,000 square feet on the 1st floor of Building D will be remodeled for the Center. The project includes the partial demolition and removal of existing building components (ceiling, flooring, light fixtures, ventilation elements, etc.) in the affected area of Building D. Construction includes new full-height drywall and glazed partitions; new ceiling, electrical supplies and lighting; appropriate telephone and data outlets; and modifications to existing electrical and HVAC systems.

This project was competitively bid and the recommended vendor was the lowest responsible bidder.

PROJECT COST:

Base Bid	\$327,000
Additional funds if needed	<u>33,000</u>
TOTAL COST:	\$360,000

SOURCE OF FUNDS:

Title V Grant	\$225,000
University Operating Funds	135,000

RECOMMENDED VENDOR:

Expedia Construction
855 East Golf Road
Suite 2143
Arlington Heights 60005

**PRESIDENT'S REPORT TO THE
BOARD OF TRUSTEES OF NORTHEASTERN ILLINOIS UNIVERSITY
SEPTEMBER 16, 2010**

34

SUMMARY OF BIDS:

Clarion Construction*	\$293,300
Pacific Construction**	316,000
Expedia Construction	327,000
Chicago Commercial Contractors	330,000
Boller Construction	346,500
CMM Group	352,700
Milennium 3LLC	354,633
Lamp Incorporated	358,760
The Dubs Co Inc.	380,531

*Clarion Construction was not accepted because their bid was deemed to be non-responsive because it did not adhere to the prescribed bid format.

** Pacific Construction was not accepted because they failed to comply with the bidding process by submitting improper forms.

I. ACTION ITEM

D. NAMING OF SCIENCE BUILDING FOR DR. BERNARD J. BROMMEL

Dr. Bernard J. Brommel served as Professor of Communication, Media and Theatre at Northeastern Illinois University (NEIU) for more than 30 years. A teacher and scholar, he has written numerous books and scholarly articles including his authoritative book *Eugene V. Debs: Spokesman for Labor and Socialism* which was published for the Eugene V. Debs Foundation by Kerr Publishing in 1978 and *Family Communication: Cohesion and Change*, which he co-authored with Kathleen Galvin, published by HarperCollins in 1996. He retired in 2000 at which time the title Professor Emeritus was bestowed upon him. An alumnus of NEIU, Dr. Brommel graduated from the College of Education with a Master of Arts Degree in Family Communication and Guidance and Counseling in 1982.

During his tenure at Northeastern Illinois University, he founded along with President Emerita Salme Harju Steinberg, The Founders Society, the University's first philanthropic society, which he has chaired since its inception in 2001. He has underwritten 17 scholarships or award endowments at NEIU including the prestigious Brommel Distinguished Research Professor Award presented annually to a faculty member at the May commencement ceremony. Owing to his generosity, past, present and future generations of NEIU students will receive scholarships ensuring that they are never denied a college education owing to financial circumstances. He is the University's first \$1 million donor and has committed a significant 7-figure gift through his estate plan to establish and underwrite an endowment in perpetuity to maintain, enhance and renovate the Science Building, renaming it, pending approval of the NEIU Board of Trustees, Bernard J. Brommel Hall.

This action item recommends that the Science Building be officially named: **Bernard J. Brommel Hall**, recognizing Dr. Brommel's many years of dedicated service and generous philanthropic support. This action item shall be enacted in accordance with University policy.

II. INFORMATION ITEM

A. NEW FACULTY INFORMATION

Wilfredo Alvarez joins the Department of Communication, Media and Theater at Northeastern Illinois University. He is a doctoral candidate in the final stages of completing his dissertation in the Department of Communication at the University of Colorado. His dissertation research focuses on the communication experiences of Latina/o immigrant custodial workers within a United States institution of higher education. He is also interested in organizational communication and social identity, specifically issues related to communication and race/ethnicity, social class and immigration status.

Jacqueline Anderson completed her Ph.D. in Social Work at Loyola University Chicago. Her dissertation explores "The Nature of Hope among Women Who Experience Homelessness." She has taught Social Work at Loyola University Chicago and at Aurora University. She is especially interested in teaching Clinical Foundations, Policy, Ethnicity, Race and Culture, and Social Welfare. She has been a Director of Clinical Services, a Case Management Program Administrator, a Therapist and an Outreach Worker. She tells us that she "happened upon teaching quite by accident, and [she] absolutely loves it."

Hua Bai joins the Department of Educational Leadership in Northeastern Illinois University. She specializes in Educational Technology. Hua taught English at Beijing Institute of Technology after receiving her M.A. in British and American Literature from Beijing Normal University. She then pursued her Ph.D. at Purdue University in Curriculum and Instruction and has taught in United States institutions of higher education in Indiana and New York. Hua has numerous publications in peer reviewed journals, and has already presented her research in almost thirty different professional conferences.

Sarah Cordell comes to the Department of Mathematics from the University of Illinois at Chicago. Her research centers on creating spaces within classrooms that aid culturally diverse student groups in realizing "broad and equitable notions of mathematics learning." For this area of mathematics education, she uses identity as an analytic lens. She is passionate about teaching math, and she has successfully been doing so since 2002 at several institutions of higher education.

Genet Duke completed her Ph.D. in 2005 at the South Dakota School of Mines and Technology, and she will be joining Northeastern Illinois University's Earth Science Program. She taught for four years at Louisiana State University-Alexandria before coming to NEIU. Genet has done geologic field work in New England, Alaska, Guatemala, Nicaragua, Wyoming, South Dakota, Montana, Canada, Minnesota, Arkansas and Louisiana. She has many peer-reviewed publications and has presented her research at several professional conferences. She loves teaching and she relishes attempting to solve geologic research problems that involve plate tectonics and volcanoes.

Mateo Farzaneh is an Assistant Professor in History. He is a historian of the Islamic world and the Middle East. He specializes in Iran and Iraq vis-à-vis these two countries' Shiite clerics' political activities during the late 19th century when Iranians and Ottomans were going through fundamental changes in their sociopolitical systems. Mateo's first degree was in nursing and after 8 years of hospital work he followed his passion, history. Mateo has just recently completed his Ph.D. in History at the University of California, Santa Barbara. He has published several articles and presented his work in California, London and Iran. He currently has three books in progress as well.

Emily García joins Northeastern Illinois University's English Department after four years as Assistant Professor at Grand Valley State University in Michigan. She taught classes in English, Latin American Studies and Honors. Her teaching and research areas are early American and contemporary American literatures, Latina/o and Latin American literatures, gender studies, postcolonial studies and literary theory. Emily's scholarship focuses on the intersection between literature and revolution. Her current book project, *Novel Diplomacies*, examines literary representations of independence from a hemispheric perspective.

Karen Hand, is an Assistant Professor in Northeastern Illinois University's Health, Physical Education, Recreation and Athletics Department. Prior to joining us, she taught at Northern Illinois University and North Central College. Karen's teaching expertise spans elementary pedagogy, program assessment and evaluation, fitness, health and wellness. She will teach elementary physical education and play an active role in the NCATE re-accreditation process for the HPERA Department and for the College of Education. Her research interests include the positive impact of physical education on other academic areas, adapted physical education and the sport education model.

Zada Johnson successfully defended her doctoral dissertation at the University of Chicago on August 30th of this year. She is an Assistant Professor in the Inner City Studies Program in Northeastern Illinois University's College of Education. Her research is on African-American parading traditions and festive culture in post-Katrina New Orleans. Her investigation in the field of African-American anthropology/Black Diaspora studies has included travel to Senegal and Cuba. In addition, her research interests include urban culture and the anthropology of education. Zada is a published poet and is the recipient of the 2004 Illinois Poets Chapbook Prize from Tia Chucha Press.

Jolanta Jonak joins the College of Education's Special Education Department as an Assistant Professor. An alumna of Northeastern Illinois University, she later received a M.Ed. degree in Curriculum and Instruction and an Ed.D. in Educational Psychology from National Louis University. Her dissertation focuses on the disproportionate representation of culturally and linguistically diverse students in Special Education classes, and best practices in reducing the disproportionality. She has an active research agenda which includes the study

of anorexia nervosa in children and adolescents, attention deficit/hyperactivity disorder, and scientifically research-based mathematical programs.

Jin Kim has recently completed his Ph.D. in social welfare, with a minor certificate in applied economics from the University of Wisconsin-Madison. He previously received his J.D. and his M.S.W. degrees from Washington University in St. Louis, and was admitted to the Illinois Bar in 2003. His current research examines eligibility and take-up of U.S. public assistance programs among the aged. He has been teaching since 2004, and he subscribes to “a firm teaching philosophy centered on unconditional positive regard for every student in the classroom, the cultivation of a safe and comfortable classroom atmosphere that is conducive to the free flow of ideas and student interaction, and flexibility that allows for teaching strategies to be tailored to the course content being delivered.”

Christina Madda has recently completed her Ph.D. at the University of Illinois at Chicago in Curriculum and Instruction with a specialization in Literacy, Language, and Culture. She is an Assistant Professor in the Department of Reading. Christina is not entirely new to Northeastern Illinois University: she has served as the Academic Coordinator for the Grow Your Own Teachers (GYO) program, a state funded initiative aimed at improving teaching and learning in high-needs schools by recruiting and preparing community-based prospective teachers. Christina’s research interests include writing instruction in bilingual classrooms, teachers’ instructional responses to policy, and university-community partnerships that strengthen teacher preparation.

Christopher Merchant is an Assistant Professor in Northeastern Illinois University’s Psychology Department. He very recently completed his Ph.D. in Clinical Psychology at the University of Michigan. His dissertation research focused on the social and interpersonal issues that predicted and influenced Black adolescent suicidal ideation and depression. Christopher’s broader research interests involve the study of “connectedness” and how being connected to other individuals, communities, or ideas promotes psychological well-being across the lifespan.

Vida Sacic is a graphic designer who completed her M.F.A. at Indiana University this past August. She joins the Art Department in Northeastern Illinois University’s College of Arts and Sciences. Prior to completing her MFA, Vida worked as an Art Director in advertising for two international companies, in addition to teaching classes at IU. She has curated and judged many exhibits in the United States and Croatia. She was also awarded the Future Faculty Teaching Fellowship by Indiana University which enabled her to develop new curricula in Graphic Design practice and history.

Joan Schuitema is the Coordinator of Technical Services at our Ronald Williams Library. Joan received her B.M. (Piano Performance) from Illinois Wesleyan University and her M.S. in Library Science from the University of Illinois. She

lived in Dallas, TX for seven years where she worked as a music cataloger at Southern Methodist University and earned her M.M. in Harpsichord Performance. Her most recent degree is a Master's in Pastoral Counseling from Loyola. Joan has worked in several university libraries and has been active nationally, having held significant posts in the American Library Association and the Program for Cooperative Cataloging. She is recognized as a speaker, trainer, and consultant within her profession.

Moira Stuart joins Northeastern Illinois University as Associate Professor and Chair of the College of Education's Health, Physical Education, Recreation and Athletics Department. She most recently worked at the Department of Kinesiology and Physical Education at Northern Illinois University. Moira's expertise is sport and exercise psychology, coaching education and research methods. Moira served as the Exercise Science program director at NIU. She has consulting expertise in team building and student leadership skill development. Her research focuses on first-year student transition, specifically student success and satisfaction. She has numerous publications in peer-reviewed journals and has an active research agenda for the near future.

Chunwei Xian joins Northeastern Illinois University as an Assistant Professor of Accounting in the College of Business and Management. She received her Ph.D. in business administration with a concentration in accounting from the Fox School of Business at Temple University. Chunwei's research has been in the areas of executive compensation and the motivation and results of financial restatements. Her teaching interests include both managerial accounting and financial accounting. She has taught at Shandong University in China for two years.

II. INFORMATION ITEM

**B. KEY PERFORMANCE INDICATORS PROGRESS REPORT FOR
THE STRATEGIC PLAN**

Northeastern Illinois University has developed and implemented an extensive strategic planning process, based on the University Mission, Vision, Values, and Goals. Additionally, each Goal has a series of Action Steps; specific activities are selected each year based on the Action Steps. Collectively these activities are called the annual workplan.

Progress in implementing the Strategic Plan is demonstrated in two ways. The first is the listing of Results of the activities each year. For example, the Board agenda includes Information Items on both the Results of the FY2010 Workplan and the new activities selected for the coming year, the FY2011 Workplan.

The second way of demonstrating progress on our Plan is the Key Performance Indicators, or KPIs. These are specific quantitative outcome measures for each of the six Goals. They were developed over a two-year period with input from throughout the University and including the Strategic Planning Team, the Steering Committee, the President's Council, the strategic planning consultants who helped with the overall process, and the Office of Institutional Research. The KPIs will be updated annually and comprise the final measure needed for our Plan. They help to answer, "Are we making progress on our Goals?" Like the Plan itself, they guide decisions that are strategic rather than based on daily operations, and they promote campus alignment.

Included in the Board packet is a separate handout of all of the KPIs. Provided for each is a frame of reference, a general definition, a graph of the KPI over time, and the target for improvement. The KPI Progress Report for the Strategic Plan is also available on the Northeastern Illinois University website under the Strategic Plan.

II. INFORMATION ITEM

C. STRATEGIC PLANNING: FISCAL YEAR 2010 WORKPLAN RESULTS

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 FY2010. 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 Goals in the Strategic Plan.

Student Success

- 1.1.1 Develop a new design and campaign for undergraduate and graduate recruitment marketing materials.

The offices of marketing and enrollment services worked together to create a new design and all new content for the enrollment packet of publications for recruitment in Summer 09.

The Graduate College recruitment marketing materials are in the process of being evaluated and redesigned. The College of Business and Management MBA and MSA programs will have new materials and a campaign beginning Summer 2010.

All undergraduate recruitment publications were redeveloped in content and design to make them consistent with institutional theme "Learn in the City, Lead in the World." The new look supported a single unifying marketing theme in events such as Open House, Campus Preview Day and Information Sessions.

The Graduate College developed the NEIU Graduate College Welcome and Information Center to provide students and prospective students with a one-stop shop for questions and information.

- 1.3.1 Reorganize retention efforts and establish an Undergraduate Retention Intervention Team, which includes faculty members from each of the academic colleges and student life. The team will develop, implement, and refine strategies to address the needs of at-risk students, progression rates, and time-to-degree outcomes. The team will also identify key performance indicators associated with these issues.

Undergraduate Retention Intervention Team established, including members from all colleges and student life. Team initiatives included:
a. Noel Levitz Retention Management Team/College Student Inventory was piloted during fall semester. Academic advisers trained on how to interpret results and work with high-risk students.

- b. Key performance indicators for declared majors, sophomore to junior retention rates and degree completion were completed.*
- c. A second year student survey was administered in late spring to determine reasons why students continued or not.*
- d. Work teams formed to 1) explore ways to strengthen connections between career and academic advising; 2) identify ways to improve sophomore to junior progression. Creation of Second Year Experience proposed; 3) implemented Noel Levitz Connections/NOW program to strengthen customer service; just under 90 employees completed customer service training.*
- e. In order to help student choose majors and career paths, the Team asked the HRD Department to redevelop its course "Career and Life Planning", to be taught in Spring 2011.*

- 1.3.2 Develop a plan and schedule for University surveys which will provide useful information and direct/suggest activities for improvement. Begin with the College Student Inventory survey Fall 2009.

A plan and schedule for University surveys has been established, including the NSSE, The Noel Levitz Student Satisfaction Inventory, the Noel Levitz College Student Inventory, The IBHE Alumni Survey, the HERI Faculty Survey and the Sophomore Retention Intervention Survey. The surveys are housed in Institutional Research, and will be made available to the University community through NEIUport in Summer 2010.

- 1.3.3 Improve the placement of NEIU websites in search results for major search engines (Google, Yahoo1, Bing, etc.).

Contracted with an external company to develop an online search campaign. The campaign has been active for over six months.

- 1.4.1 Create a task force to review and coordinate the various advisement systems that operate at the University in order to strengthen intentional advising.

Task force rescheduled to FY 2011. Advisor/Trac software purchased, to pilot in Summer 2010.

- 1.5.1 Strengthen programs to engage family members of undergraduates into the University community in order to support student retention and success.

Family based events held at El Centro: Family Orientation; FAFSA completion sessions.

Family programming committee established in Student Life to expand and market programs to families.

Expanded family day program held in May, co-sponsored by Student Life, El Centro and Senator Iris Martinez.

Academic Excellence and Innovation

- 2.1.1 Build on the work of the summer work group, by completing the Statement of Objectives for the Baccalaureate Degree; establish a second work group and initiate discussion to develop a Statement of Objectives for the Masters Degree.

Statement of Objectives for the Baccalaureate Degree completed. The second work group will be established in FY2011.

- 2.2.1 Establish a task force to develop proposals for new initiatives in General Education, based on the Statement of Objectives for the Baccalaureate Degree at NEIU, on best practices elsewhere, and on work force needs.

Task Force on General Education established in Spring, including sixty members across colleges and student support programs. Task Force organized into four work groups and a steering committee. Schedule developed for Task Force to complete initial review in FY 2011. Five members participated in AACU Institute on General Education in June.

- 2.3.1 Establish task forces to consider development of new curricula and programs in areas of high work force needs at all degree levels.

Committee on Doctoral Education conducted survey and review on questions of advanced degrees.

- 2.3.2 Study why students repeat developmental math courses multiple times and develop interventions to increase their rates of success.

New course proposals developed to provide options for teaching Intermediate Algebra. Proposals developed for math boot-camp in summer for those in Math Dev 090.

- 2.4.1 Enhance the coordination and delivery of career development services to NEIU students and alumni.

Career counselor position reassigned from Counseling Office to Career Services. New position focuses on work with Advising Office, FYE and colleges. Purchased and implemented use of MyPlan, an on-line assessment tool to help students determine career options. Outside consultant conducted a comprehensive review of Career Services operations, with goal of developing more integrated system of career planning and advisement.

- 2.6.1 Bring support services at CCICS and El Centro in line with those at the Bryn Mawr Campus.

University Technology Services staff assigned to and located at CCICS; added parking at El Centro; Human Resources is strengthening support at CCICS, El Centro and CTC through Great Service Matters, benefit fairs, training, payroll, classification, testing, and application processing; Police hired an additional security guard at El Centro; Student Union implemented a netbook checkout program at CCICS and El Centro.

Designed, built and opened a new Library Resource Center at El Centro. New online tools developed to enhance access to information of particular interest to El Centro community.

- 2.8.1 Establish a task force to develop policy and best practice guidelines for on-line courses and to expand the number of on-line courses.

Task force established by Faculty Council in February 2010. Members developing proposals on online course quality, faculty preparation, student readiness, and online course evaluations, to be submitted to Faculty Council in Fall.

The Center for Teaching and Learning established a four-week online training course for faculty interested in online teaching skills. Over sixty faculty successfully completed the course and more classes are scheduled.

The number of online courses taught at NEIU has increased from 11 in FY2009 to 32 in FY2010.

- 2.8.2 Complete Audio/Visual installation in identified classrooms in LWH, El Centro, CCICS and other University buildings.

University Technology Services completed Audio/Visual installations in all classrooms in LWH, El Centro, and PE, and the majority in Fine Arts. CCICS, the remainder of Fine Arts (the Studio Rooms), and the Science Building will be completed in summer 2010.

Urban Leadership

- 3.2.1 Further develop community service programs at El Centro with initial focus on noncredit ESL instruction.

Enhanced community education programs to include several bilingual programs in the areas of education, health, housing and technology. Community members also enrolled in two sections of ESL. El Centro

offered several computer literacy workshops. Participants came from the Avondale, Hermosa, Humboldt Park, and Logan Square communities.

The College of Education and ASPIRA created the Future Educators of ASPIRA Association (FEAA) to attract and support future teachers at El Centro.

- 3.2.2 Bring support services at CTC to service levels in line with those at the Bryn Mawr campus.

HR worked with CTC in several areas, dealing with student exemption and training CTC staff in payroll, classification, benefits, and testing.

- 3.3.1 Seek funding for summer research grants on urban issues with initial focus on immigration.

Funding provided for five faculty summer research projects dealing with immigration.

- 3.4.1 Continue efforts to develop curricula that are designed to support Latino communities and students.

The College of Education offered two graduate level cohorts at El Centro (Reading and School Leadership). Both cohorts are linked to ASPIRA and support the advancement of ASPIRA faculty and staff.

- 3.4.2 Build a Faculty Media Expert Program specifically for the ethnic media with a focus on the Latino community.

Spanish-speaking faculty across disciplines have been identified and contacted regarding media interview opportunities.

Ethnic media coverage was expanded to include Polish and Iranian media.

- 3.5.1 Create a Spanish language translation function on the NEIU website.

The initial stages of the overall university website redevelopment project were begun. The translation function will happen later in the project.

The Marketing office began working with the College of Business and Management on a micro site for their graduate programs. This micro site web project includes a Spanish translation component.

Exemplary Faculty and Staff

- 4.1.1 Develop and publish a University employee handbook.

*Topics identified and table of contents completed;
development/updates/revisions to content are continuing.*

- 4.2.1 Begin a set of studies that identifies the median salary for selected comparison groups for all pay classifications at the University.

Human Resources began updating the ranges for Civil Service employees to properly group the employees and help with salary comparisons. Work will start to develop similar employee groupings for A & P titles. To be completed in 2012.

- 4.2.3 Create a step-by-step checklist that informs hiring departments of processes for hiring employees.

Hiring checklist and hiring packets have been distributed. Hiring policies need to be finalized. Through Great Service Matters conducted a session on University hiring processes and rolled-out the new forms.

- 4.3.1 Develop and present the second year of Great Service Matters.
- 4.3.1.1 Organize a professional development conference appropriate for all employees.
- 4.3.1.2 Develop and implement periodic workshops covering specific functional areas (e.g. Procurement Workshop).
- 4.3.1.3 Provide to an initial group of faculty and staff the "Connections Now" on-line training to learn ways to improve our service to students.

The Great Service Matters initiative has presented two major university-wide conferences and several sessions. Workshops provided employees with professional development regarding teamwork, conflict resolution, campus safety, workplace interaction and communication, EEOC topics, and administrative processes. ConnectionsNow workshops and online workshops provided additional training.

- 4.3.2 Implement a new program to provide, on a loaner basis, University teaching instructors with appropriate technology to be able to fully use the technology enhanced classrooms.

Program developed and 225 notebooks are on loan.

- 4.4.1 Implement a schedule that assures that each new employee has appropriate technology and technological support, and appropriate work space on his/her first day of work.

Step-by-step checklist for new hires drafted by HR plus a "how to prepare for a new hire" pamphlet. Completed by HR and UTS reviewed for

updates. Rolled-out at GSM. New Hire checklist states to contact Facilities on space preparation.

- 4.4.2 Implement a program of employee choice for pay distribution of either payroll direct deposit, the mailing of checks to individuals who choose not to participate in direct deposit, or direct pay to debit card.

Program completed with Self-service on line.

- 4.5.1 Start developing an employee incentive plan that rewards employees who attain professional development or training goals.

Not completed; likely to be a FY2012 project.

Enhanced University Operations

- 5.1.1 Complete the revision and compilation of University operating policies and procedures.

Committee established, meets bi-weekly to review and amend policies and procedures for publication. (On-going)

- 5.1.2 Create a webmaster's group to select a system to standardize the overall web design.

A webmaster's group to lead the NEIU website redevelopment project has been selected. The group is in the process of creating a Request for Proposal for a new website content management system, design and content.

- 5.1.4 Develop a plan for combining services from the current Information Center and Box Office.

Program statement and preliminary drawings are in progress.

- 5.1.5 Complete the "Use of Facilities" manual.

Manual being drafted.

- 5.1.6 Complete the launch and implementation of R-25 for events.

The launch and implementation of the R-25 has been completed.

- 5.2.1 Explore options for adding a residential life component.

Residential Life component moved to FY2011 workplan.

- 5.3.1 Develop a plan for a multi-cultural center based on program needs developed by the University.

Plans announced for the establishment of the Pedroso Center for Diversity and Intercultural Affairs, to be housed in the B Building. Programming is completed; construction bidding will commence in late Fall 2010.

- 5.3.2 Develop a model for a "one-stop shop" for student services at NEIU.

On hold due to work on enrollment transfer center that will redesign enrollment services areas.

- 5.4.1 Complete a Technology Strategic Plan and prioritize IT projects across the University.

University Technology Services developed an initial planning process in spring 2010. Planning will continue into FY2011.

- 5.5.1 Complete a space inventory to assess all areas and identify areas in need of repair and/or renovation; establish a list, in priority order, of those spaces identified.

Establishing priority list for refurbishing.

- 5.5.2 Begin planning and design for the Education Building.

On hold pending release of state capital funding.

- 5.6.1 Develop an inventory of NEIU's sustainable initiatives as well as a sustainability theme to be incorporated into NEIU's identity.

On hold; focusing on energy audit and implementing energy conservation measures.

- 5.6.2 Implement a fuel efficiency vehicle program that replaces University gas-operated vehicles with hybrid or alternative fuel vehicles.

Two hybrid police cars in service; electric vehicle for facilities management in service; motor pool will review initiative when current fleet is replaced.

- 5.7.1 Complete the installation of the second campus emergency notification system for mass electronic notifications (text, e-mail, voice mail).

The N Alert mass notification system was implemented January 2010. The public relations office, police department and university computing department worked together to launch the system. Marketing campaign

was initiated during Spring 2010 to increase student and employee participation.

- 5.7.2 Become fully compliant with the Illinois Campus Safety and Enhancement Act of 2008.

*a. Developing and implementing an All-Hazards Emergency Plan in progress.
b. Developing a Campus Threat Assessment Team completed.
c. Developing and implementing a violence prevention plan completed.
d. Establishing a Violence Prevention Committee completed.
e. Conducting at least one readiness exercise per year. Several drills conducted in FY2010. The balance will be done in FY2011.*

Fiscal Strength

- 6.2.1 Enhance the Government Relations- Alumni Legislative Advocacy programs through the development of a database.

Institutional Advancement has begun to update the alumni database to include district and legislative information.

- 6.2.2 Recruit eleven members for an Alumni Association Board and launch the NEIU Alumni Membership Program.

Launched Alumni Membership Program. By the end of the fiscal year the Alumni Association had 294 paid members of which 12 are at the Golden Eagle \$350 level and 220 are at the Blue & Gold \$30 level for a total \$12,360.

Began interviews and recruitment of Alumni Association Board members. Have interviewed five prospective board members and invited two. Acceptance is pending.

- 6.2.3 Develop proposals to increase external support for University emergency Preparedness.

The University endorsed this year the National Incident Management System (NIMS) protocols, making NEIU eligible for numerous grant opportunities. University Police received one grant for police safety equipment and applied for a Community Oriented Policing Services (COPS) grant.

- 6.2.4 Negotiate the performance contract for an investment grade energy audit and seek proposals for external support for University energy conservation and sustainability efforts.

Audit completed.

- 6.3.1 Develop business processes and procedures to operationalize extended learning programs, including revenue collection, use of facilities and payment of expenses.

Estimated completion date FY2011.

- 6.4.1 Recruit three new Foundation Board members.

Recruited three new Foundation Board members.

- 6.4.2 Develop a network of Presidential Scholar alumni.

Database established; first event held in December 2009.

- 6.5.1 Add \$500,000 to the endowment.

More than \$500,000 was raised for the endowment.

- 6.6.1 Ascertain and record corresponding gift amounts for each deferred gift designated by all 1867 Founders Society members.

This task was begun and is ongoing. Thus far, 22 members' portfolios have been reviewed. The remainder will be done in FY2011.

- 6.6.2 Secure three lead gifts and twenty-five major donors to the College of Business and Management campaign.

Recruited eleven major donors to the COBM campaign. Two lead gift solicitations were made; acceptance pending.

II. INFORMATION ITEM

D. STRATEGIC PLANNING: FY 2011 WORKPLAN

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 FY2011. 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.

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

1.1.1 Implement Noel Levitz Student Satisfaction Inventory and Institutional Priorities Survey in order to guide updated retention strategies.

1.2.1 Revise and strengthen articulation agreements and dual admission Agreements with community colleges and streamline course-by-course equivalency process. Extend degree audit beyond general education by writing and implementing articulations for at least five majors.

1.3.1 Review and revise Graduate College admission procedures.

1.3.2 Review undergraduate admissions requirements and the relationship of those requirements to predicting student success.

1.4.1 Establish a University-wide task force to review and develop recommendations to strengthen advising practices across colleges.

1.4.2 Implement Advisor/Trac to improve consistency of advice given to students.

1.5.1 Continue reorganization of Student Life division to increase student engagement.

1.5.2 Strengthen the work of the Career Services office and increase coordination between Career Services, academic departments, and academic advising.

1.5.3 Expand programs related to participation of families in University life.

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

2.1.1 Establish a University-wide task force on graduate education to develop the Statement of Objectives for the Masters Degree, determine workforce demand and interest for current and future programs, examine the organizational structure, and explore the feasibility of doctoral degree programs within the College of Education.

2.2.1 Develop a plan for new requirements in General Education, based on the outcomes of the Task Force on General Education, as well as University-wide discussion, and participation in the summer workshop of the American Association of Colleges and Universities.

2.3.1 Enhance Mathematics Development curriculum based on national best practices and review by Northeastern faculty.

2.3.2 Develop joint Bachelor/Masters degree programs enabling students to complete both degrees more quickly than if taking separate degrees.

2.5.1 Complete review process for majors in Environmental Science, Global Studies, and Latino and Latin American Studies.

2.6.1 Develop three degree completion programs at the University Center of Lake County.

2.6.2 Consider options for an intercampus shuttle service in order to increase student access to programs across campuses.

2.8.1 Implement recommendations of On-Line Learning Task Force in order to promote new on-line courses, to maintain standards of excellence in courses, and to develop a readiness module for on-line students.

2.8.2 Implement additional on-line library services and enhance on-line information resources to support faculty, staff and students, especially those not on the main campus.

2.8.3 Complete audio/visual installation in the classrooms in CCICS, Fine Arts, and the Science Building, thereby completing the audio/visual installations in all classrooms on all University campuses.

2.9.1 Request colleges to identify curricular innovations to address areas of high work force needs.

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.

3.1.1 Establish professional development school partnerships to augment K-12 student preparation for higher education and to offer new development

opportunities to in-service teachers.

3.2.1 Expand non-credit ESL offerings to community members at El Centro.

3.2.2 Develop initiatives to enhance corporate and community outreach in the College of Business and Management.

3.2.3 Explore opportunities for additional off-site degree completion programs.

3.3.1 Seek support to establish a Research Program on Immigration.

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

4.1.1 Explore models for conflict resolution among faculty and staff.

4.2.1 Develop a set of studies that identifies the median salary for selected comparison groups for all pay classifications at the University.

4.3.1 Establish professional development programs for faculty and staff in areas of high need, such as grant writing, applied learning, on-line education, advising, and career services.

4.5.1 Establish a Faculty Research Symposium, based on the model of the Student Research Symposium.

4.5.2 Explore new models to recognize the contributions of exemplary faculty, staff, and programs.

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

5.1.1 Implement on-line student account statement delivery and electronic disbursement of student refunds and other student account credits (including financial aid award proceeds, overpayments, etc.)

5.2.1 Complete market research and feasibility studies to explore options for adding a residential life component.

5.3.1 Identify options for a one-stop facility for evening and weekend students.

5.4.1 Make all NEIU campuses fully wireless.

5.4.2 Develop the framework and implement the process for University-wide technology planning.

5.4.3 Complete University website redevelopment plan including a Spanish language translation function on the website.

5.4.4 Develop comprehensive campus word mark system.

5.4.5 Launch interactive broadcast marketing campaign.

5.5.1 Complete construction of Admissions and Transfer Center. Relocate the Advising Center to lower level of Lech Walesa Hall.

5.5.2 Complete a facilities master plan to identify the current and long-term growth needs of the University, including energy infrastructure needs.

5.5.3 Renovate student activities areas in Building E to consolidate functions that are currently dispersed in several locations and provide better space for students.

5.6.1 Implement a comprehensive package of energy conservation measures to reduce energy use and promote environmental sustainability.

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

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.

6.1.1 Develop an inventory of new grant information and opportunities appropriate to Northeastern for the near future; pursue as many as manageable.

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

6.2.2 Advance University construction needs with elected officials.

6.2.3 Increase earmark requests for University special projects.

6.3.1 Develop and standardize business processes and procedures (e.g., revenue collection, use of facilities, expense accounting and payment) for non-credit-bearing programs.

6.4.1 Recruit fifteen board members for the NEIU Alumni Association board of directors.

6.4.2 Establish NEIU Alumni Association Center to engage, cultivate, and steward alumni.

6.5.1 Develop a corporation and/or foundation prospect pool of at least 24 institutions and submit grant proposals or letters of inquiry as invited.

6.5.2 Increase philanthropic support by 5%.

II. INFORMATION ITEM

E. UPDATE ON THE ENERGY CONSERVATION PROJECT

Over the past several months, the Board of Trustees has been engaged in a series of discussions regarding the University's first comprehensive Energy Conservation Project. Beginning in February 2009, discussions with the Board outlined recent increases in utility costs and opportunities for utility savings and discussed the need for a comprehensive energy audit to identify potential energy savings opportunities. After a competitive selection process, in June 2009, the Board unanimously approved the hiring of NORESKO as the University's energy services company. This action allowed the University to proceed with the comprehensive energy audit.

The energy audit began in September 2009 and concluded in March 2010 with NORESKO recommending a series of potential energy conservation measures for the University to consider. The University reviewed the energy audit and potential energy conservation measures with our independent consultant and brought before the Board at its April 2010 meeting a list of potential energy conservation measures with estimated costs, savings, and payback. At that meeting, the Board approved 11 conservation measures and authorized the University to proceed with project financing.

In June 2010, the Board approved a series of resolutions that authorized the University to proceed with the issuance of Certificates of Participation to finance the Energy Conservation Project. The financing with Certificates is specifically authorized in state statute and is the most typical means used by public universities to finance these types of projects.

Update on Financing the Energy Conservation Project

Following Board approval but before the sale of the Certificates, state law requires that the University request and hold a hearing with the Illinois Commission on Government Forecasting and Accountability. The Commission is a bi-partisan legislative commission comprised of 12 legislators, equally representing the Illinois House and Senate and both political parties. One of the statutory responsibilities of the Commission is to hold public hearings to determine the merits of energy projects and the related financing with Certificates of Participation. Following the hearing and Commission consideration, the Commission will issue either a "favorably recommend", "recommend with concerns", or "non-support the issuance."

Commission staff requested extensive information on the Project from the University and from our financial advisor for the Project, John S. Vincent & Co., prior to the public hearing, which was held on August 4, 2010. University staff presented testimony to the Commission on the proposed project. Our financial advisors and bond counsels accompanied University staff to the hearing.

The Commission voted unanimously at the hearing to “favorably recommend” the project and project financing. The approval was formally communicated to the legislative leaders, the Governor’s Office of Management and Budget, and President Hahs on August 18, 2010. A copy of the approval rationale and letter is on the Commission’s website.

On August 19, 2010, John S. Vincent & Co., our contracted financial advisor, coordinated the competitive sale of our Certificates of Participation. Three firms bid on the Certificates and the sale was awarded to Edward D. Jones & Co. with the lowest bid net true interest cost of 3.66 percent. The other two bids were 4.39 percent and 4.67 percent. The Certificates were issued as taxable Build America Bonds, which means the federal government will subsidize 35 percent of the interest costs. The net interest costs reported above are the rates after the federal subsidy. Because the net true interest costs were less than earlier projected, the interest costs to the University will be less than expected and the estimated net cash flow will increase slightly.

The University will close on the financing on September 8, 2010 and will obtain the proceeds on that date.

It is estimated that work will begin on the implementation of the actual energy conservation measures in early September with an estimated construction period of approximately 15 months, meaning project completion is estimated in December 2011.

II. INFORMATION ITEM

F. NOTIFICATIONS TO THE BOARD OF CERTAIN EXPENDITURES

PURCHASES BETWEEN \$50,000 AND \$100,000

Board of Trustees Regulations require that the President report to the Board purchases of at least \$50,000 but less than \$100,000 other than those exempt from Board approval (e.g., utilities). The following is a list of those purchases since the last Board meeting.

<u>Vendor</u>	<u>Description</u>	<u>Purchase Order Amount</u>
Babbitt, Land & Warner	Legal Services	\$75,000
Fletcher, O'Brien, Kaspar & Nottage, P.C.	Legal Services	85,000
Dunn, Willard, Arkell & Bugg	Legal Services	75,000
Zones, Inc.	Microsoft Campus License	78.697
Touchnet Information System	Payment Gateway System	87,323

II. INFORMATION ITEM

G. NEWS AND EVENTS

1. NEIU Summer Community Relations – June-September

NEIU was represented at several events around Chicago this summer. NEIU partnered with B96 radio and participated in the Puerto Rican Day Parade on June 12, the Gay Pride Parade on June 27, and the 26th Street Mexican Independence Day Parade on September 12. University representatives greeted attendees and distributed academic program information at the Korean Festival on August 14-15 and the Taste of Polonia festival on September 4-5.

2. Second Annual Summer Workshop Series – June 14

The Student Life Professional Development Committee hosted the 2nd Annual Summer Workshop Series on Monday, June 14. This year, the series focused on exploring the concept of a Sophomore Year Experience. The Keynote Speaker was Dr. Molly Schaller from the University of Dayton and co-author of the book, *Helping Sophomores Succeed: Understanding and Improving the Second-Year Experience*. Faculty, staff, and administrators from all areas of the university attended the sessions.

3. Retirement Reception – June 15

Family, friends and distinguished guests joined us for our annual retiree reception honoring faculty and staff for their years of service at NEIU. The event included former and current members of the campus community. President Hahs and Trustee Grace Dawson brought greetings.

4. First Year, Transfer, and Family Orientation – June 16 - August 11

Seventeen First Year Orientation workshops were held from June through August. The workshops included a series of college-specific instructional programs outlining information on entrance requirements and various majors. Approximately 2,000 new first year students, transfer students and family members participated in orientation programs, activities and panel discussions.

Orientations are coordinated by the Office of the Dean of Students in collaboration with the Office of Academic Advising, the First Year Experience Program, Proyecto Pa'lante, El Cap, Enrollment Services, and the Colleges of Arts and Sciences, Business and Management, and Education.

5. Student Life End of Year Celebration – June 30

The Division of Student Life celebrated the completion of the 2009-10 academic year with a cookout. Campus Recreation and the Student Life Professional

Development Committee co-hosted the event on the lawn near the PE Complex. The Distinguished Service Award spring recipient, Jim Ryan, Program Administrative Assistant in the Counseling Office, was announced and presented with a plaque. The award recognizes staff within Student Life who provide superior service to the NEIU community.

6. Great Service Matters Reception - August 3

President Hahs hosted a reception at her home on Tuesday, August 3 to honor members of the Great Service Matters Committee. The committee was recognized for its forward thinking and innovative approaches to professional development. The committee is composed of faculty and staff throughout the university.

7. Dr. Bernard J. Brommel, 80th Birthday Celebration – August 13

The Northeastern Illinois University Foundation hosted an 80th Birthday Celebration for NEIU Professor Emeritus Bernard J. Brommel on Friday, August 13th in the Recital Hall of Steinberg Fine Arts Center. Approximately 100 were in attendance. The event featured many former friends of Dr. Brommel's, as well as NEIU faculty and alumni, who gave tribute to Dr. Brommel. Also in attendance were NEIU Trustees, Carlos Azcoitia, chair, Jin Lee, vice chair, Grace Dawson, secretary and NEIU Foundation Director, Betty Rocci. President Sharon Hahs announced that a significant 7-figure gift was committed by Dr. Brommel, which would change the name of the Science Building to Bernard J. Brommel Hall, subject to the approval of the Board of Trustees.

8. The Thirty-Eighth Annual Chuck Kane Golf Outing – August 16

The Thirty-eighth Annual Chuck Kane Golf Outing was held at the Highland Park Country Club on Monday, August 16. This year 108 participants golfed and 110 attended the dinner and program. The event has provided scholarships to more than ninety NEIU students and has the distinction of being Northeastern's longest-running philanthropic tradition.

9. U.S. News & World Report Rankings – August 17

NEIU has been ranked number one in the Midwest for two categories in this year's rankings published on August 17, in *U.S. News & World Report's* annual edition of "Best Colleges." For the first time, NEIU has been ranked the school with graduates who have incurred the least amount of student loan debt. Only 16 percent of Northeastern's 2009 graduating class incurred debt, and those students borrowed an average of \$10,903. Also, NEIU has again been ranked the most ethnically diverse university in the Midwest, a ranking the University has held since the magazine started listing this category in 1997.

10. New Faculty Orientation – August 24 & 25

On August 24 and 25, the Center for Teaching and Learning facilitated our annual orientation for new tenure-track faculty. Twenty new faculty were welcomed by the President and Provost and other representatives of the administration during a breakfast that started two days of activities. They attended a panel of second-year colleagues discussing their experiences at Northeastern as well as presentations on students' expectations for college, technology, promotion and tenure, faculty mentoring, breakout sessions with their respective deans, and were introduced to key offices and services on campus. Each new faculty member received a binder with important information on campus resources and procedures. Several follow-up meetings are planned throughout the academic year.

11. Great Service Matters, Roof Top Celebration – August 27

The Rooftop Celebration event was held on Friday, August 27 from 4:00 p.m. to 8:00 p.m. It was the first time that an event was held on the rooftop of the parking garage. The celebration recognized the daily contributions given by all faculty and staff to the success of our students. Over 200 members of the university community attended the event. There was a DJ, a karaoke machine, a buffet, and door prizes.

12. Class Act - August 28

Student Activities, in conjunction with many departments on campus, hosted Class Act, a kick-off event for all incoming first-year students and their families. Held on Saturday, August 28 from 11:30 am - 4 pm, it highlighted the co-curricular side of campus. First-year students were welcomed into the university community through a "rite of passage" ceremony, a new tradition called the "Golden Eagles Rising." Other activities included roundtable discussions with parents in both Spanish and English, activities for younger siblings, a BBQ lunch, carnival games, giveaways, and much more.

13. The NEIU Ask Me Campaign – August 28 - September 10

The NEIU Ask Me Campaign kicked off this fall semester from August 28 to September 10. New and returning students were encouraged to approach all staff, faculty, and student leaders wearing an "Ask Me" button as well as offices presenting the "Ask Me" logo sign with questions and general inquires. The campaign served to create a welcoming campus environment, lessen anxiety felt by students during the first days of courses, encourage greater participation of faculty and staff in students' campus life, help to improve coordination among campus services, and foster an enriching campus experience leading to greater student retention.

14. NEIU Academic Integrity Tutorial – September 1

The Office of the Dean of Students, in collaboration with Ronald Williams Library and the Center for Teaching and Learning, developed an online NEIU Academic Integrity Tutorial (AIT). AIT guides a student through basic concepts related to integrity at NEIU, academic honesty, ways to avoid plagiarism, how to cite sources, and other resources. The tutorial is an interactive resource for learning the fundamentals of academic integrity in a proactive manner.

15. New Thirty Second Commercial – September 6

A new 30-second commercial was produced in collaboration with Comcast Spotlight, and will run on Comcast network stations starting September 6 for 4-weeks. The commercial will also include a new innovative technology that allows viewers to order an NEIU brochure from their television with their remote control.

The commercial is estimated to hit 1.2 million households in Lake County and Chicago. It will air on a variety of stations including TBS, TNT, USA, VH-1, Discover, History Channel, Bravo, and MTV. Hispanic stations will include Discovery EN Español, ESPN Desportes, History En Español, MTV Tr3s, MUN2, and SiTV. It is also now featured on the University's Facebook and You Tube pages.

16. Jewel Box Series – September 10

NEIU's Jewel Box Series began celebrating its 11th anniversary in 2010, opening Friday, September 10 with Ugandan musicians Kinobe and Soul Beat Africa. Kinobe is the new voice of Ugandan music which is considered the inspired synthesis of African roots and world music of traditional and modern instrumentation. The group shared the sounds of Uganda and the African continent with a wide variety of acoustic instruments. The group will appear at Chicago's World Music Festival. Concerts are broadcast live on WFMT 98.7 FM, Chicago's classical radio station.

17. Fall Into Fun Week - September 13-17

Student Activities, in collaboration with several other university offices, sponsored this annual week-long celebration to welcome students to the new academic year. The week included a day long Fun Fair, a scavenger hunt, the 19th annual two-day Student Organization Fair, NEIU Top Chef Competition, and the showing of the movie Terminator: Salvation on a large outdoor movie screen. The celebration also included refreshments at El Centro and the Jacob H. Carruthers' Center for Inner City Studies (CCICS).

Participants included: Campus Recreation, Dean of Students, Student Union, Northeastern Programming Board (NPB), Adult and Women Student Programs, Campus Auxiliary Services, First Year Experience (FYE), the Music Department,

UTATU, Student Alliance for Leadership and Education Adelante (SALE), ARAMARK, and Becks Bookstore.

18. Search Engine Marketing

Since starting search engine marketing last year, NEIU has received 10 percent more visits through search engines than in the previous 12-month period. The NEIU overall Web traffic has increased by 92,880 visitors a year, with more than 23% of visits coming from new visitors.

19. Social Media Initiatives

Northeastern's social media initiatives continue to grow. Northeastern's Facebook Page now has nearly 2,000 followers from 19 different countries. In addition, Facebook has become one of the top referral sites to the NEIU website. It is the 6th most popular way people are reaching the NEIU website bringing nearly 3,000 visitors over the last 12 months.

20. Fall Advertising

This year's fall advertising will include increased targeting of community college students, veterans, and potential graduate students. Included in this advertising is a page in the September 20th issue of Newsweek, a full spread in the Transfer Times, radio ads in Spanish and English on over 10 radio stations, and a 4-week commercial on select Comcast stations.

21. Diverse – Issues in Higher Education rankings – June 10 & July 8

Northeastern is among the top universities in the nation in the number of baccalaureate and master's degrees earned by students of diverse ethnic backgrounds, according to the June 10, 2010, and July 8, 2010, issues of *Diverse - Issues in Higher Education's* annual publication of the "Top Degree Producers 2010."

The rankings for baccalaureate degrees in each discipline are:

- 13th in Education degrees by Hispanics
- 17th in Education degrees by Asian Americans
- 23rd in Education degrees by all minorities
- 29th in English Language and Literature/Letters degrees by Hispanics
- 36th in Area, Ethnic, Cultural and Gender Studies degrees by African Americans
- 39th in English Language and Literature/Letters degrees by all minorities
- 40th in Business, Management, Marketing and Related Support Services degrees by Asian Americans
- 44th in English Language and Literature/Letters degrees by Asian Americans
- 69th in all disciplines by Hispanics

The rankings for master's degrees in each discipline are:

- 1st in Area, Ethnic, Cultural and Gender Studies degrees by African Americans
- 2nd in Area, Ethnic, Cultural and Gender Studies degrees by all minorities
- 3rd in Area, Ethnic, Cultural and Gender Studies degrees by Hispanics
- 45th in Education degrees by Hispanics