

To: Sharon Hahs, President NEIU
From: UNIVERSITY PLANNING AND BUDGET COUNCIL
RE: UPBC Response to Proposed Action Steps for FY2012
Date: March 30, 2010

Background:

During the months of October through December 2009, Vice Presidents Mark Wilcockson, Larry Frank, and Carla Knorowski presented proposals to the University Planning and Budget Council (UPBC) for Action Steps following the university's Strategic Plan to be carried out in their respective areas for fiscal year 2012. From January into March 2010, representatives on the UPBC solicited input from their constituencies to determine which Action Steps members of the university community believed to be most important given their particular experiences in their respective areas.

The following report will present the disposition of the UPBC given this feedback and our own deliberations.

Proposals by the Vice Presidents will be preceded by the text of Action Steps from the Strategic Plan, and followed by the UPBC disposition of priorities along with a brief rationale for each goal's priorities for FY 2012.

Color key of proposed actions for FY12: **Vice President for Academic Affairs;**
Vice President for Finance and Administration; **Vice President for Institutional Advancement.**

Goal 1: Student Success

(Proposed Actions for FY12 in color)

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

- 1.2.1 Develop discipline-specific articulation guides with Community Colleges
- 1.2.2 Implement two or three B.A. completion programs at University Center of Lake County as planned in Title V grant
- 1.2.3 Consider B.A. degree programs at other sites

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

- 1.3.1 Create monetary incentives to promote timely progress toward graduation.
- 1.3.2 Move Activity Hour to allow more course sections on Tues/Thurs

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

- 1.4 Increase coordination across advising systems, based on recommendation of Task Force (faculty, students, staff, consultant)

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

- 1.5 Increase coordination between advising and career services.

UPBC Recommended Priorities for Goal 1:

Given the input we received from the university community, the UPBC recommends the administration prioritize Action Steps 1.4, 1.5, and 1.2.1. All three of these Action Steps address the need for improvement in student advising. We believe the completion of these Action Steps in particular will have the most impact on Student Success and retention. The hiring of a Title V Activity Director/Assistant Director for Transfer and Retention and a Transfer Coordinator through the Title V grant this month has been a good step in this direction, but the UPBC strongly suggests the University budget for the funding needed to integrate these positions into the University after the grant's expiration.

Goal 2: Academic Excellence and Innovation

(Proposed Actions for FY12 in color)

Re: Action Step 2.1: Develop a Statement of Objectives for the Baccalaureate Degree and a Statement of Objectives for the Masters Degree at NEIU.

- 2.1 Develop Statement of Objectives for the MA degree

Re: Action Step 2.2: Review and revise general education based on national best practices and successful innovations at peer institutions.

- 2.2 Revise Structure of Gen Education to provide more focus on Student Success

Re: Action Step 2.3: Review and revise discipline specific curricula based on national best practices and workforce needs.

- 2.3 Develop curriculum for Second Year Projects, including applied learning options

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

- 2.4 Begin implementation of Environmental Science and Global Studies programs

Re: Action Step 2.8: Establish technology-enriched curricula to include hybrid and online courses

- 2.8 Complete audio/visual installation

Re: Action Step 2.9: Focus on academic programs linked to regional economic development and workforce demands for the global society.

2.9 Establish Task Force to identify new curricula based on high work force demand. Link portion of new faculty searches to these curricula.

UPBC Recommended Priorities for Goal 2:

Input from different campus constituencies was mixed for Action Steps for Goal 2, but three emerged as priorities: 2.2, 2.3 (very closely related) and 2.8. Clear support was expressed for the completion of the audio/visual installation across campus, but some questions were raised regarding the degree of training and usage that will accompany that development. Action Steps 2.2 and 2.3 (concerning General Education) have already been addressed in the formation of the General Education Task Force this spring, but several constituencies view the revision of this area as a priority for both Student Success and retention. It was specifically mentioned that the revised GenEd program ought to prepare students to succeed in those areas related to the recently outlined goals of the BA degree.

There was discussion and interest in Action Step 2.9, but no clear consensus.

Goal 3 Urban Leadership

(Proposed Actions for FY12 in color)

Re: Action Step 3.1: Improve preparation for higher education by working with K-12 schools.

3.1.1 Develop ESL and other community programs at El Centro

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

3.3.1 Seek support to establish Research Institute on Immigration

3.3.2 Secure external underwriting for three annual Heritage events

Re: Action Step 3.6: Implement a marketing and public relations plan to communicate the University brand to external and internal audiences.

3.6.1 Advertising and marketing for the University's graduate programs

3.6.2 New signage and a marquee to improve the University's presence on Foster, as well as other streets adjacent to NEIU campuses

3.6.3 Broaden Search and Web advertising campaigns for undergraduate and graduate programs

3.6.4 Hire Director of Public Relations (also in Goal 6)

3.6.5 Purchase promotional items to build awareness

- 3.6.6 Subscribe to news monitoring service to track NEIU impressions to be more strategic in marketing and ad placements (also in Goal 6)
- 3.6.7 Increase the University's Web presence by continuing a comprehensive social media plan with free web exposure (also in Goal 6)

UPBC Recommended Priorities for Goal 3:

Feedback to UPBC representatives highlighted the items under Action Step 3.6—specifically 3.6.1, 3.6.2 and 3.6.3—as University priorities for FY12, once again emphasizing the recognized need for NEIU to attract and maintain a strong enrollment in the present budget environment.

Action Step 3.1.1 was also mentioned as an important step for Urban Leadership.

Goal 4 Exemplary Faculty and Staff

(Proposed Actions in color)

Re: Action Step 4.2: Utilize innovative approaches to recruit and retain faculty and staff committed to student success.

- 4.2.1 Develop multi-year plan to bring average salary for all pay classifications to median salary for identified comparison groups
- 4.2.2 Develop technological solutions for automated applicant tracking, background checks and on-line I-9 compliance.

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

- 4.3 Faculty media training seminar as part of a new faculty media expert program

UPBC Recommended Priorities for Goal 4:

There was near unanimous support for the completion of Action Step 4.2.1, which one representative noted has been proposed but not carried out in previous years.

Constituencies noted the dearth of proposals for faculty and staff excellence, along with any emphasis on recruiting and retaining personnel *dedicated to student success*. While increasing salaries or adding personnel may be difficult in lean budget years, hosting a student-success Summit, or a Summit on using current technology, or on HSI issues, could be held for a relatively nominal cost.

Goal 5 – Enhanced Operations

Proposed Action Steps:

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

- 5.1.1. Complete Banner implementation to include electronic processing of transactions rather than through paper.
- 5.1.2 Reorganize office spaces for Bursar, Financial Aid and Registration to create more integrated enrollment services facility.
- 5.1.3 Initiate comprehensive database cleanup
- 5.1.4 Purchase event related equipment to reduce rental fees

Re: Action Step 5.2: Add a residential life component consistent with the mission of the University.

- 5.2 Add the student residential life component to the University

Re: Action Step 5.3: Identify locations and develop facility plans for future student service centers, such as a cultural center and a "One Stop Shop."

- 5.3.1 Identify options for a one-stop shop for evening and weekend students
- 5.3.2 Construct the Campus Information and Visitor Services Center

Re: Action Step 5.4 Invest in technology infrastructure to support academic and operational goals.

- 5.4.1 Complete audio-visual installation in all instructional classrooms at all University sites.
- 5.4.2 Develop a plan to replace NEIU phone systems within three years
- 5.4.3 Make all NEIU campuses fully wireless
- 5.4.4 Initiate redundant off-site computing facility for disaster recovery
- 5.4.5 New Content Management System and Web design for neiu.edu (also in Goal 3)

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

- 5.7. Develop and implement University-wide security strategy for building access and security camera deployment.

UPBC Recommended Priorities for Goal 5:

Action Steps 5.3 and 5.4 (specifically 5.4.1 through 5.4.4) emerged as priorities, although there was additional discussion and interest in Action Step 5. 2. Action Step 5.3 (the One-Stop-Shop) follows the theme of student service, retention and success—even dovetailing with Action Step 1.4, on Advising. The Council recommends action in this direction in whatever creative way to meet the needs of night and weekend students. With regard to 5.4 (technology infrastructure), it

was pointed out that we are actually ahead of schedule in many areas, but the Council clearly heard that completion of a wireless campus along with the replacement of the existing phone system should be done by FY12 if not before. Action Step 5.1.1 was seen as a related priority.

Steps toward a residential component at NEIU (5.2) drew the most discussion and interest, especially with regard to the needs of international students, but the consensus of the Council is that it should be ranked as a lesser priority than 5.1.1, 5.3, or 5.4.

Constituency responses to proposed Action Steps for Goal 5 varied more widely than others; it became apparent that more of the university community needs to become aware of how infrastructure relates to all aspects of work at NEIU.

Goal 6: Fiscal Strength

Proposed Goals and Action Steps:

Re: Action Step 6.2: Strengthen advocacy efforts with federal, state, and local governments to secure new appropriations for the University.

6.2 Expand membership and reach of the Northeastern Network to increase governmental support to NEIU.

Re: Action Step 6.4: Develop and implement the infrastructure for fundraising programs and alumni relations.

6.4.1 Hire Director of Alumni Relations¹

6.4.2 Successfully solicit memberships in NEIU Alumni Assoc to raise 10% of the operating budget of Alumni Relations

6.4.3 Institute online alumni membership directory

6.4.4 Create comprehensive alumni travel program

6.4.5 Establish Alumni Center

Re: Action Step 6.5: Increase corporate, foundation, and other philanthropic support to the University.

6.5.1 Hire Director of Public relations

6.5.2 Achieve a lower ratio of dollars spent to dollars raised for each campaign or event

6.5.3 Develop a comprehensive marketing campaign for all aspects of development

6.5.4 Initiate a comprehensive database cleanup²

6.5.5 Subscribe to news monitoring service to track NEIU impressions to be more strategic in marketing and ad placements

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

¹ First priority, FY12 for Institutional Advancement

² Second priority, FY12 for Institutional Advancement

- 6.6.1 Hire Director of Major Gifts³
- 6.6.2 Contract a prospect rating service
- 6.6.3 Create a new website and promotional materials to advertise the Private Rental program

UPBC Recommended Priorities for Goal 6:

Feedback to the Council demonstrated some hesitance to add personnel in times of austerity, but through discussion it became clear that of all these proposals, Action Step 6.4.1, the hiring of a Director of Alumni Relations, was the first priority. This is an “untapped resource” the University needs to develop in a much more purposeful way. Items under Action Step 6.5 were seconded in the Council’s priorities for Urban Leadership above.

³ Third priority, FY12 for Institutional Advancement