

NEIU Presidential Search  
c/o Perez-Arton Consultants Inc.  
23 Spring Street, Suite 107 Ossining,  
NY 10562

May 26, 2006

Dear Colleagues;

Please accept this letter as an expression of my interest in the position of President of Northeastern Illinois University. I am currently serving as the Vice Chancellor for Academic Affairs and Chief Academic Officer at Purdue University, Calumet.

I have 21 years of experience in academic leadership including 8 years as senior administrator. My experience includes serving as Vice Chancellor, Associate Vice President, Dean, Associate Dean, and Department Head in both private and state institutions. I have developed successful strategies that built academic excellence and nurtured intellectual growth in three different institutions; Bradley University (BU), San Jose State University (SJSU) and Purdue University, Calumet (PUC).

In an effort to illustrate my fit for the position, the following statements highlight my academic vision, leadership style, philosophy, and professional attributes. I am also attaching a copy of my resume that offers further insight into my experience and record of achievements.

*Leadership and Institutional Advancement*

- ❖ Building Academic quality has been the focus of my administration. I have achieved this vision by providing effective leadership, enhancing student persistence, building faculty intellectual capital, encouraging curriculum innovation and establishing partnerships for community development.
- ❖ I believe in the value of shared governance as a source of institutional strength. I have functioned effectively in a system of collective bargaining for 13 years both as a faculty member and as a senior

administrator at San Jose State University.

- ❖ Commitment to diversity, inclusiveness, and cultural pluralism are central to institutional values. I have served as a faculty advisor to African American and Latino students and contributed to the development of effective programs that significantly enhanced retention and graduation rates of underrepresented students at both SJSU and PUC. In addition, I have helped establish a Center for International Programs committed to multiculturalism and global understanding at PUC.
- ❖ I have a successful track record of fundraising and leveraging external funds. Serving as principal investigator, I have attracted over \$15 Millions of external funds through fundraising and sponsored programs from federal and state governments, and from the corporate community. I have also been able to build effective partnerships with the community on civic engagement, and socio-economic development.
- ❖ At BU, SJSU and PUC I have gained extensive experience in successfully achieving external accreditation of academic programs. In addition, I am currently leading a team of over 50 faculty and staff members at PUC on Academic Quality Improvement Program (AQIP) as a strategy for maintaining institutional accreditation.
- ❖ I have played a leading role on major capital projects including the development of the Purdue Technology Center and the Academic Learning Center at Merrillville. In addition, I have spearheaded the planning of PUC Emerging Technology Tower and the development of Hammond Business Incubator.
- ❖ I have gained valuable experience working effectively with Board of Trustees, the Legislature and community leaders on advancing the strategic goals of PUC.
- ❖ Integrity has been the cornerstone of my professional career. My administrative leadership has been based on the principles of lead by example, management by planning, collegiality, transparency, inclusion, and fairness. I see myself as inspiring leader, change agent, consensus builder, and creative problem solver.

### *Strategic Planning*

- ❖ My experience in strategic planning dates back to 1984 when I served on the Strategic Planning Committee that shaped the future of Bradley University.
- ❖ My approach to strategic planning at PUC has been based on working collaboratively with faculty and staff to articulate achievable goals, delineate clear expectations, allocate resources, assign accountability, assess outcomes and develop strategies for continuous improvement. Institutional planning, in my view, must be driven by a shared vision and a leadership capable of mobilizing institutional capabilities and directing them towards achieving measurable goals. In addition, I have advocated for a focus on institutional uniqueness, agility, responsiveness to change, and innovation.

### *Academic Achievements*

- ❖ Enhancing both access and student success have been central to my academic vision. At PUC, I have helped implement effective strategies to increase student retention and graduation rates while successfully attracting increasing number of outstanding students including underrepresented minorities. Our strategies to enhance retention and graduation rates have included supplemental instruction, freshman seminars, academic recovery and learning communities. Our strategies to attract and retain outstanding students have included a \$1.3 Million/year “best and brightest” scholarship program and a student honors program.
- ❖ At PUC, I have advocated for experiential learning as a significant contributor to student success. Enabling students to “learn by doing” helps their cognitive skills and enhances their ability to succeed. Faculty senate is now considering a proposal to make experiential learning a graduation requirement of all students at PUC.
- ❖ During my tenure at SJSU, I led the growth of Graduate and Research Programs. Graduate enrollment increased by 49% from 5,100 in 1998 to 7,600 students in 2002 while external funds for research and sponsored programs increased by 38% from \$28,700,000 in 1998 to

\$40,000,000 in 2003. In 2002 SJSU was among the top 200 universities in the country for federally funded grants.

- ❖ Towards curriculum innovation, our strategy has been to support need-based curricula, strengthen distance education, develop new programs in emerging fields and encourage innovative approaches to enhance student employability
- ❖ My approach to faculty development has involved strategies to attract outstanding faculty, encourage excellence in teaching and scholarship, and build supportive infrastructure. As the chief academic officer, I have successfully established five endowed professorships and fundraised \$ 2.5 Million to “Harness Intellectual Capital” at Purdue University, Calumet. In addition, we have established a Center for Instructional Excellence and an Office for Research and Scholarship.
- ❖ At PUC, we have established a “Leadership Institute” for academic administrators with emphasis on tools and techniques for enhancing leadership skills, academic planning, conflict resolution, team building, project/time management and resource management.
- ❖ In an effort to build institutional uniqueness of PUC and encourage interdisciplinary activities among faculty, I have supported the planning and development of seven interdisciplinary research centers/institutes that serve as niche areas of academic excellence. Those include: PUC Water Institute, Energy Efficiency and Reliability Center, NW Indiana Transportation Center, High Performance Computing Center, Center for Science and Technology Education, Center for Evidence Based Nursing Practice and Center for Global Media. In the last two years PUC centers and Institutes have attracted over \$ 4 Million from external sources.
- ❖ Information technologies are important tools for enhancing effectiveness of both teaching and learning. At PUC we have established a faculty-based Academic Computing Council (ACC) to lead instructional and research computing. The ACC has played a leading role in developing smart class rooms, distance learning, wireless computing and high performance computing-grid.

## *Community Engagement*

- ❖ An important responsibility of an academic institution is to serve its community by investing intellectual capital in socio- economic progress, civic engagement, and cultural enrichment. During my tenure as Vice Chancellor, PUC has played a leading role in encouraging a culture of innovation in NW Indiana. I have been a founder of the newly formed NW Indiana innovation forum. In addition, we have recently established an office of community engagement to expand PUC partnerships on cultural, social and economic developments.

My interest in this position stems from NEIU commitment to a culture of diversity and shared governance, and the potential to become the model “University of The Future”. I believe my unique experience, record of academic leadership, and professional attributes qualify me to play a leading role in shaping the future of Northeastern Illinois University and would appreciate the opportunity to present my candidacy for the Presidency.

Cordially;

A handwritten signature in black ink, appearing to read "N. Ibrahim", followed by a large, stylized oval flourish.

Nabil A. Ibrahim  
Vice Chancellor for Academic Affairs  
Purdue University Calumet