

**To: The University Community**  
**From: UNIVERSITY PLANNING AND BUDGET COUNCIL**  
**RE: Proposed Action Steps, Priorities and Comments for FY 2012**  
**Date: To be submitted March 21, 2010**

From the last week of January to the first week of March 2010, your representatives on the University Planning and Budget Council will be soliciting YOUR INPUT on what is most important for the University to pursue in FY2012 to advance the Strategic Plan. The following report will present the disposition of the University Planning and Budget Council on proposed Action Steps presented to the Council by the Vice Presidents in the fall of 2009. Given whatever funds become available to the University, please consider which steps in the University's Strategic Plan should be focused upon for Fiscal Year 2012. Which of those proposed here are most important? Are Action Steps from the Plan not proposed that should be acted on sooner? Why?

Not all of us have memorized the Strategic Plan, so Goals and Action Steps from the plan are provided above the Vice Presidents' Proposed Actions for FY12 on separate pages. In our final report, these will be followed by the Council's prioritized list of Action Steps and comments summarizing the major lines of discussion and reasoning by which the Council reached its recommendations. YOUR INPUT IS EXTREMELY IMPORTANT to the Council. Please read through this document and come to the meeting of your constituency on this issue ready to give your input.

Color key of proposed actions for FY12: **Vice President of Academic Affairs**; **Vice President of 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: (all to be supplied by March 31, 2010)**

## **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:**

## **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 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 Seek support to establish Research Institute on Immigration

3.3 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 Advertising and marketing for the University's graduate programs

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

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

3.6. Hire Director of Public Relations (also in Goal 6)

3.6 Purchase promotional items to build awareness

3.6 Subscribe to news monitoring service to track NEIU impressions to be more strategic in marketing and ad placements (also in Goal 6)

3.6 Increase the University's Web presence by continuing a comprehensive social media plan with free web exposure (also in Goal 6)

**UPBC Recommended Priorities:**

## **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 Develop multi-year plan to bring average salary for all pay classifications to median salary for identified comparison groups

4.2 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:**

## 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. Complete Banner implementation to include electronic processing of transactions rather than through paper.

5.1 Reorganize office spaces for Bursar, Financial Aid and Registration to create more integrated enrollment services facility.

5.1 Initiate comprehensive database cleanup

5.1 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 Identify options for a one-stop shop for evening and weekend students

5.3. 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 Complete audio-visual installation in all instructional classrooms at all University sites.

5.4 Develop a plan to replace NEIU phone systems within three years

5.4 Make all NEIU campuses fully wireless

5.4 Initiate redundant off-site computing facility for disaster recovery

5.4 New Content Management System and Web design for neiu.edu (also in Goal 3)

**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:

## **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 Hire Director of Alumni Relations<sup>1</sup>

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

6.4 Institute online alumni membership directory

6.4 Create comprehensive alumni travel program

6.4 Establish Alumni Center

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

6.5 Hire Director of Public relations

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

6.5 Develop a comprehensive marketing campaign for all aspects of development

6.5 Initiate a comprehensive database cleanup<sup>2</sup>

6.5 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).**

6.6 Hire Director of Major Gifts<sup>3</sup>

6.6 Contract a prospect rating service

6.6 Create a new website and promotional materials to advertise the Private Rental program

### **UPBC Recommended Priorities:**

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<sup>1</sup> First priority, FY12 for Institutional Advancement

<sup>2</sup> Second priority, FY12 for Institutional Advancement

<sup>3</sup> Third priority, FY12 for Institutional Advancement