II. C. INFORMATION ITEM: STRATEGIC PLANNING: FY2015 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 FY2015. In addition to these items, other activities will be implemented across all units of our campuses. Activities are numbered to correspond to Action Steps within the Strategic Goals.

Goal 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.

1.1 Develop, implement, and invest resources in a comprehensive enrollment management plan that engages the University community.

1.1.1 Formalize general education advising for freshman and sophomore business majors with focus on student success and retention.

1.1.2 Marketing will enhance the effectiveness of advertising and media through the use of a media aggregator and through measurements of return on investment.

1.1.3 Marketing will emphasize strategies that will lead to increases in inquiries from traditional areas of Chicago, traditional suburbs and review possibilities to expand further outward.

1.1.4 Target a minimum of 8 venues for the recruitment and application of international students.

1.1.5 Working with Enrollment Services, Marketing will develop and implement strategies to expand summer school class enrollment.

1.1.6 Implement the newly designed Admissions Requirement for Fall 2015 freshman class.

1.1.7 Work with Marketing to develop and implement an integrated marketing and recruitment plan.

1.1.8 Enhance the delivery of transcripts by moving from paper to electronic transcripts by June 2015.
1.1.9 Develop and implement an electronic notification system that confirms a student’s registration transactions (add/drops) within 24 hours of the transaction.

1.1.10 Implement online graduation application process, and conduct process redesign to fully change the graduation application process.

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 Identify and establish a minimum of 5 new international partnerships which offer a variety of courses in English across disciplinary areas for student exchanges.

1.2.2 Identify a minimum of 2 partner institutions for 2 + 2 collaborations (with current and new international partners).

1.2.3 Finalize the Dual and Guaranteed Admissions Agreement with the City Colleges by Fall 2014.

1.2.4 Update at least 15 transfer guides and build 20 new transfer guides.

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 Marketing will increase efforts to support the recruitment of Latino and African American students as well as other groups that can be made aware of the benefits and diversity of NEIU.

1.3.2 The Office of Alumni Relations will work with the Admissions Office on recruiting events that highlight alumni.

1.3.3 Increase international student admission by at least 5% over current numbers.

1.3.4 Finalize CRM implementation.

1.3.5 Execute Phase I of predictive analytics: (1) form core team, (2) outline goals, i.e., how analytics will be used, (3) develop implementation plan, (4) identify data elements, and (5) design structure of database.

1.3.6 Focus on strategies for increasing the number of African-American and Latino male teachers by participating in the American Association of
Colleges of Teacher Education’s Networked Improvement Community. As one of ten institutions in the U.S. chosen for participation in this project, a team from the COE will develop two cycles of an improvement strategy as our Year One activity.

1.3.7 Student Affairs will develop comprehensive services for students who by the newly re-designed University admissions policy are required to participate.

1.3.8 Student Affairs will develop a student advocacy program to assist students who are homeless or are victims of crime, violence, sexual assault, and other personal/life tragedies.

1.3.9 The Advising Center will identify strategies that allow advisors to anticipate and proactively address needs of students, specifically probation students.

1.3.10 The Learning Support Center will enhance and implement universal tutor training that will be available to all University tutors and specialized training for Learning Support Center tutors and coaches.

1.3.11 The Learning Support Center and Enrollment Services will enhance performance in courses that historically have low pass rates by implementing targeted tutoring and coaching support.

1.3.12 Proyecto Pa’Lante and Project Success will provide staff with learning and development opportunities, which will lead to full implementation of AdvisorTrac, that will assist with better supporting students.

1.3.13 TRIO Student Support Services will develop a comprehensive basic academic skills development program to prepare TRIO SSS Teacher Prep students to pass the Test of Academic Proficiency (TAP) so they can enter the College of Education to pursue their teacher education programs.

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

1.4.1 TRIO Student Support Services will use evidence from the 2013-2014 Strategic Plan StrengthsQuest pilot project to develop a sustainable advising model, integrating StrengthsQuest and Motivational Interviewing strategies.

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.
1.5.1 The Center for Academic Writing (CAW) will collaborate with the Library, the Learning Support Center, and El Centro to add drop-in tutoring in evening hours, and train faculty regarding CAW services provided; at least one event will be held early in the Fall 2014 and Spring 2015 semesters on the main campus and one at El Centro; target number of attendees will be established during planning phase.

1.5.2 Student Disability Services will create a University wide professional development training for NEIU faculty and staff to increase the accessibility of NEIU classes, programs, and departments.

1.5.3 Student Rights and Responsibilities will implement changes to the Student Code of Conduct as well as the Campus Violence Prevention Programming Committee’s annual agenda to reflect further compliance with newly revised laws and federal guidelines issued in Spring 2014 concerning student legal counsel involvement in hearings, student rights during misconduct processes, and educational programming compliance with VAWA/Campus Save Act, and Clery Act reporting requirements.

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.

2.1 Develop a Statement of Objectives for the Baccalaureate Degree and a Statement of Objectives for the Master’s Degree at NEIU.

2.1.1 Complete mapping of baccalaureate goals to 95% of academic programs.

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

2.2.1 Complete mapping of baccalaureate goals onto all University Common Core courses.

2.2.2 Develop and redesign courses in order to meet the requirements of the new University Common Core program.

2.3: Review and revise discipline specific curricula based on national best practices and work force needs.

2.3.1 Revise the MBA curriculum (involve assessment and industry) and delivery options to include additional sites and online.
2.3.2 Assess the impact of the 2014 Summer Emerge Program (summer bridge program) and make necessary changes to strengthen the program.

2.3.3 Develop new business curriculum content focused on (1) small business/entrepreneurship and (2) information technology (SAP, SAS).

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

2.4.1 Within the context of University Common Core, CAS will increase the number of courses that provide opportunities for students to participate in internships, international study, research, service learning, and career services.

2.4.2 The Special Education Department will implement the inaugural conference: Research to Practice: Strategies That Make the Difference for advanced teacher candidates; all students enrolled in the LBS II program will present research or best practices at a conference that will be attended by 100 community partners in Fall 2015.

2.5 Support and create interdisciplinary courses and programs based on best practices and institutional strengths.

2.5.1 Move Educational Foundation (EDFN) newly developed M.Ed. in Community and Teacher Leadership through governance, including IBHE, by the end of the 2014-15 academic year; program to begin in fall of 2015.

2.6 Strengthen and integrate the University’s academic offerings at CCICS, El Centro, and the University Center of Lake County through traditional and non-traditional means of program delivery.

2.6.1 Expand library services to support the academic offerings at the new El Centro, including reference services, delivery of library materials, library instruction, programming and outreach.

2.6.2 The Academic Planning Committee for El Centro will continue working in the cohort model for our upcoming freshmen. This committee is also working in the development of a B.S. degree in Philanthropy a Master of Science Degree in Public Health and an RN to BSN.

2.6.3 El Centro will offer four academic majors as a degree granting site: are Justice Studies, Social Work, Special Education and Computer Science.

2.6.4 Student Disability Services will develop and implement a plan to deliver services to students at CCICS and El Centro.
2.6.5 Student Health and Counseling Services will develop and implement a plan to deliver services to students at CCICS and El Centro.

2.8: Establish technology-enriched curricula to include hybrid and online courses.

2.8.1 Identify and work with one department to develop a new fully-online program ready to start by Fall 2015.

2.8.2 Identify and work with one academic program to develop a new fully-hybrid program ready to start by Fall 2015.

2.8.3 Special Education will implement hybrid LBS II Program beginning Fall 2014 with the newly admitted students.

2.8.4 Special Education will implement new Online Focus LBS I Program beginning Fall 2014 with two online courses in the Fall and two online courses in Spring 2015 and two online courses in Summer 2015.

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.

3.1 Improve preparation for higher education by working with K-12 schools.

3.1.1 The Center for College Access and Success will strengthen its partnership with the Chicago Public Schools serving over 11,000 9th, 10th and 11th graders from over 25 high schools through variety of workshops, programs, and conferences.

3.1.2 College of Education will continue to develop Amundsen partnership. This will result in an increase in Amundsen graduates coming to NEIU, a plan for offering dual credit courses at Amundsen in subsequent years, and curriculum alignment between Amundsen and NEIU based on Common Core Standards.

3.1.3 Campus Recreation will implement an orientation program geared toward local high school students with an emphasis on sports and exercise by utilizing personal and professional contacts in schools to allow students to "get to know NEIU" through the lens of Campus Recreation.

3.2 Review and integrate the University’s outreach and community service functions, with special emphasis on the unique programs provided by CTC, CCICS, and El Centro, to strengthen our community partnerships.
3.2.1 By Summer 2015 the Literacy Education Department will expand services provided by the Literacy Center to include composition skills for families wishing to enhance their children’s writing.

3.2.2 Establish the Department of Continuing and Professional Education to:
- Provide Community Memberships that Individuals and Families can purchase to access the Recreation Center and other events at discounted prices.
- Provide non-credit fee based workshops during the spring of 2015.
- Provide free lectures to the community between January and June of 2015.

3.4 Strive to make NEIU, as a Hispanic Serving Institution, an institution of choice for Latino students.

3.4.1 Public Relations will implement communications strategies to promote the opening of the new El Centro Campus.

3.4.2 Institutional Advancement will feature successful Latino students, faculty and alumni in University communications.

3.4.3 The Center for College Access and Success will bring students from the Chicago Public Schools and Cicero/Berwyn for one day campus visits to expose 8th, 9th, 10th and 11th graders to Northeastern.

3.6 Implement a marketing and public relations plan to communicate the University’s brand to external and internal audiences

3.6.1 Marketing and Public Relations will develop Profiles in Excellence videos to showcase the quality of a Northeastern education through the voices of faculty, students and alumni.

3.6.2 Marketing and Public Relations will collaborate to implement a multimedia online newsroom to publish University news and feature stories that convey the “quality of education” message.

3.6.3 Institutional Advancement will introduce and use a shared “bank” of story ideas on alumni, donors, faculty and students.
Goal Four - Exemplary Faculty And Staff: Invest in faculty and staff to make NEIU a world-class metropolitan university and an employer of choice.

4.2 Utilize innovative approaches to recruit and retain faculty and staff committed to student success.

   4.2.1 Review hiring processes for possible improvements.

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

   4.3.1 Student Rights and Responsibilities will continue to provide faculty with training and resources on addressing student misconduct inside and outside the classroom by expanding the calendar of presentations to academic departments at all campus at the beginning of each semester.

   4.3.2 Implement supervisor training related to performance coaching, progressive discipline, and dismissals.

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

   4.4.1 Finalize outstanding policies regarding Human Resources processes.

   4.4.2 Provide faculty with a one-page “Tips on Retention” document and a workshop on the theme of student retention.

   4.4.3 Student Leadership Development will enhance working relationships between student media groups, Student Leadership Development staff and the Communication, Media and Theatre Department to increase opportunities for multi-media collaborations for student learning and professional development.

4.5 Create a climate in which support for scholarship, professional development, and training is provided to faculty and staff based on best practices.

   4.5.1 Complete the work of the Open Access to Research Articles Act Task Force and implement recommendations.

   4.5.2 The Angelina Pedroso Center will enhance ongoing professional development training for all staff members to better support students and their success.
Goal Five - Enhanced University Operations: Provide a supportive learning, teaching and working environment by improving operating productivity, physical infrastructure, and environmental sustainability.

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

5.1.1 Conduct a comprehensive review and reorganization of parking processes, policies, and practices.

5.1.2 Improve Facilities Management and University Technology Services (UTS) project processes.

5.1.3 Enhance photography archives and distribution through the implementation of a new digital asset management system.

5.1.4 Complete the transition to electronic theses submission and approval.

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

5.2.1 Student Affairs will review the impact of a new residential population on existing University programs and services, and develop a comprehensive plan for the integration of student housing into the University community.

5.4 Invest in technology infrastructure to support academic and operational goals.

5.4.1 Implement Purchasing Cards to provide purchasing flexibility for administrative and academic departments.

5.4.2 Implement student Electronic 1098-T tax forms option to provide efficiency for students and postal savings for the University.

5.5 Ensure that all classroom, laboratory, office, student, and support spaces are appropriate to accommodate current needs and long-term growth.

5.5.1 Add additional computers for library research and provide laptop checkout.

5.5.2 The Angelina Pedroso Center for Diversity and Intercultural Affairs will expand to include development of the Women’s Resource Center and the LGBTQA Resource Center.

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.
5.7.1 Implement Illinois Emergency Management Agency (IEMA) grant.

5.7.2 Student Affairs will develop a bias response protocol that will: (a) support students who are targets of bias incidents; (b) refer students to appropriate resources and services, and (c) promote dialogue within the University community about the impact of hate and bias.

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.

6.1 Support faculty and staff efforts to secure external funding that strengthens curricular, co-curricular and community development.

6.1.1 The Director of Corporate and Foundation Relations will collaborate with the Office of Sponsored Programs and Research and with other internal colleagues to identify, develop and submit proposals for private funding opportunities available through corporations and foundations.

6.1.2 Academic Affairs will work with a grant consulting firm to increase the University’s grant portfolio.

6.4 Develop and implement the infrastructure for fundraising programs and alumni relations

6.4.1 Determine a campaign timeline, case for support, donor engagement strategy, and marketing strategy.

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

6.5.1 Identify a minimum of 40 corporate and foundation prospects for the University and submit a minimum of 20 proposals seeking programmatic support.

6.5.2 El Centro will grow the El Centro Endowment Fund by 10%.

6.5.3 Participate in at least two applications for external grants pertaining to student success and retention.

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

6.6.1 Design and implement communication plan, marketing strategy, online and printed outreach to attract donors to new planned giving vehicles
available through NEIU Foundation, including Charitable Gift Annuities, Charitable Remainder Trusts, and bequests.

6.6.2 Increase the number of major gift prospects by 10%.

6.6.3 Add three new members to the NEIU Foundation Board of Directors.

6.6.4 Add three new members to the Alumni Association Advisory Board.