

RESULTS
Strategic Planning Implementation
Annual Workplan Results Fiscal Year 2009

NEIU'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 FY09. 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 Strategic Goals. We have also indicated who is responsible for each activity and what resources were needed, including whether they are non-recurring (N) or recurring (R) resources. Whenever possible, the source of funding is indicated. The Results are presented under the "Status/Comment" section.

Student Success

1.1.1 Improve and streamline Financial Aid operations to reduce paperwork and better utilize technology; to reduce processing time for applications and generally improve customer service; and to better utilize financial aid as a recruitment and retention mechanism.

Responsibility: L. Frank

Resources: Staff Time

\$13,000 (N) Financial Aid Services consultant [Enrollment Services]

\$27,000 (N) Follow-up implementation [Strategic Planning Fund and Curricular Planning Fund]

Status/Comment: Consultant from Financial Aid Services developed action plan to improve financial aid awarding process, work flow and handling of student files. Implementation began December 2008. Changes included the elimination of requirements that are more stringent than federal regulations, such as practice of reviewing 100% of all FAFSA results. This change results in verification of only the 40% selected by the government for verification, freeing financial aid advisers to provide better service to students. A second major change is the elimination of the Northeastern Financial Aid application, which in large part duplicated the FAFSA. Implementation made possible by upgrading to newer version of Banner Self-Service Financial Aid. Other changes: identify and eliminate printing of documents that are available on line; send more frequent letters to students reminding them to complete financial aid applications; create new IT support position within Financial Aid dedicated to support Banner system (replacing Assistant Director who retired).

1.3.1 Create a retention work group including faculty from the colleges to provide data for the University Retention Team regarding the reasons students do not continue their studies.

Responsibility: L. Frank

Resources: Staff Time

Status/Comment: Rescheduled to FY 10, expanding membership of work group.

1.4.1 Provide training (including Banner training) to professional and faculty advisers to improve knowledge and coordination. Develop job description for faculty advisers.

Responsibility: L. Frank

Resources: Staff Time

Status/Comment: The Director of Advising conducted workshops reviewing usage of NEIUport and Banner and analysis of student records to professional advisers in the Advisement Center, Special Programs, El Centro, the College of Education and the College of Business and Management. Workshops were repeated for 31 faculty advisers in the College of Arts and Sciences.

The College of Arts and Sciences developed a draft statement of responsibilities of advisers, to be discussed with the UPI in FY 10.

1.5.1 Review organization of Student Affairs division to strengthen integration with Academic Affairs (in areas such as orientation, first-year programs and service learning) to increase student engagement.

Responsibility: S. Hahs, L. Frank

Resources: \$8,100 (N) consultants [Strategic Planning Fund and HSI Fund]
Staff Time

Status/Comment: Two consultants (Margaret Barr, former Vice President for Student Affairs at Northwestern University and Ben Corpus, Vice President for Student Affairs at Baruch College, CUNY) reviewed the structure and operation of Students Affairs and submitted reports to the President. President and Provost reviewed reports with Student Affairs staff. New position of Vice President for Student Life outlined with search to occur in FY 10.

Academic Excellence and Innovation

2.1.1 Initiate discussion throughout the University via department meetings on developing a Statement of Objectives for the Baccalaureate Degree; develop the process; use University Day to support the process.

Responsibility: L. Frank

Resources: Staff Time
\$5,000 University Day speaker/event [Curricular Planning Fund]

Status/Comment: Provost held meetings with most academic departments, focusing discussion on The Essential Learning Outcomes study, developed by the Association of American Colleges and Universities. Discussions culminated in University Day presentation and break out sessions, discussing objectives of Baccalaureate Degree. Faculty committee reviewing materials from these discussions, with goal of presenting a draft statement of objectives in Fall, 2009.

2.4.1 Conduct a campus-wide assessment of the number and variety of internships available through the Office of Career Services and the Colleges; inventory service learning opportunities across the campuses.

Responsibility: L. Frank, M. Kelly

Resources: Staff Time

Status/Comment: Final report and spreadsheet was completed in July 2009.

2.6.1 Complete an appropriate evaluation of the support services at CCICS and El Centro to bring those service levels in line with those at the Bryn Mawr campus.

Responsibility: M. Wilcockson

Resources: Staff Time

Status/Comment: The VP Council for Finance and Administration met with Dr. Worrill at CCICS to discuss his needs for the Center. University Computing technical staff and Facilities staff have assessed the needs of El Centro with Dr. Lopez.

CCICS: In February, restroom lighting was enhanced and many of the restroom walls and stalls were patched and painted. Also in February, the signage naming the Auditorium was installed. Seven new instructor desk/lectern combinations were installed. The Green Fee Committee is considering funding the installation of restroom light sensors at CCICS. The rehab of the kitchen in the lower level is in progress as well as façade work on the west side of the building. Computers in one lab have been replaced and wireless capability is being installed. Assessments are continuing regarding other technology upgrades.

El Centro: New furniture is on order for a new Resource Center and Study Room and installation should be completed in July 2009. Computers have been replaced in one lab and wireless capability is being installed. Planning has started for new exterior signage. Furniture and equipment for a new computer laboratory and an electronic podium for the multipurpose room have been ordered.

2.6.2 Extend the delivery of Educational Leadership coursework to the El Centro Campus by Fall 2009.

Responsibility: L. Frank, M. Gillette

Resources: FY09 \$1,000 (N) search expenses [HSI Fund]
FY10 \$60,000 (R) faculty position [HSI Fund or reallocation]

Status/Comment: New faculty position established to staff this project. Search resulted in hiring of Dr. Gabriel Cortez, effective August 2009. Cohorts in Educational Leadership and in Reading programs to begin at El Centro in Fall 2009.

2.8.1 Develop additional on-line courses for Summer 2009.

Responsibility: L. Frank

Resources: Staff Time

Status/Comment: Fully online courses taught in summer 2008: 6.

Fully online courses taught in summer 2009: 13 (an increase of 117%). Growth in online instruction was limited by departure of both technology trainers from CTL in 2008. Searches conducted in Spring 2009 resulted in hiring of two experienced staff.

Urban Leadership

3.1.1 Complete an appropriate evaluation of the support services at CTC to bring those service levels in line with those at the Bryn Mawr campus.

Responsibility: M. Wilcockson

Resources: Staff Time

Status/Comment: University Computing initiated a program of close staff collaboration between all campuses, including regular staff rotations, visits and collaboration on projects.

Director of Service Delivery frequently visits remote sites to better manage and mentor employees at those locations. HR now has open enrollment meetings regarding CMS benefits once a year and will begin supervisor and banner training.

Purchasing Department staff has provided specific written direction and assistance to CTC Financial Managers and Administrative Specialists in the following areas:

- Competitive bidding processes and procedures
- Minority and Female Business Enterprise goals and development
- Procedures for contracting and Controller's office processes (DPV's, invoicing requirements)

3.4.1 Develop curricular elements for Social Work and Justice Studies with the goal of providing services to Latino communities; conduct searches for appropriate faculty.

Responsibility: L. Frank, K. Forhan

Resources: FY09 \$2,000 (N) Search expenses [HSI Fund]
FY10 \$120,000 (R) [HSI Fund or reallocation]

Status/Comment: The focus in both departments was on issues relating to immigration. Both searches were successful and the new faculty, effective Fall 2009, are Dr. Maria de la Torre in Justice Studies and Dr. Francisco Gaytan in Social Work.

3.4.2 As part of the HSI Initiative, execute peer-mentor activities through LLAS to support retention.

Responsibility: L. Frank, V. Ortiz

Resources: FY09 \$30,000 (N) Mentor program [HSI Fund]
FY09 \$23,000 (N) Advisor [HSI Fund]
FY10 \$45,000 (R) Mentor program [HSI Fund, reallocation or discontinue]
FY10 \$46,000 (R) Advisor [HSI Fund or reallocation]

Status/Comment: LLAS created a pilot program to develop student mentors: the Developing Academic Leadership through Engagement project (DALE). The team included ten student mentors and was led by an adviser/assistant coordinator of LLAS. DALE projects included: academic workshops, a group leadership series, the Latinos Avanzando Series (a set of guest talks by Latino professionals), special events connecting DALE to the student body at large, and conference participation on and off campus.

3.4.3 Bring the team of Thomas Brown and Mario Rivas to the University to present a panel on pedagogical and cultural strategies to address unrepresented groups. Invite regional HSI's to attend.

Responsibility: S. Hahs, L. Frank

Resources: \$10,000-20,000 (N) [HSI Fund]

Status/ Comments: The event was redefined to fit into a larger focus on immigration (also reflected in the searches under 3.4.1.). In June 2009, LLAS held an all-day conference on Immigration and Education: Latinos in Higher Education Summit. Approximately 150 persons attended, representing local HSIs, community organizations in Chicago and in Mexico, and political representatives of Chicago and Mexican constituencies. Keynote speakers were Marcelo Suarez-Orozco, Co-Director of Immigration Studies at New York University, and Robert Smith, Professor of Sociology and Immigration Studies at Baruch College, CUNY. A smaller follow-up meeting is scheduled.

3.5.1 Create a brand reflecting NEIU.

Responsibility: C. Knorowski, E. Krehbiel

Resources: Staff Time

Status/Comments: Completed. Launched and implemented *Learn in the City, Lead in the World* campaign.

3.5.2 Create and implement a comprehensive marketing campaign.

Responsibility: C. Knorowski, E. Krehbiel

Resources: \$51,000 (N) [Strategic Planning Fund]
\$62,000 (N) Latino-focused projects [HSI Fund]
\$100,000 (N) [Institutional Advancement Funds]

Status/Comments: Completed. Launched and implemented marketing campaign with new brand using markets such as newspapers (city, neighborhood and community college papers), television (created and aired Spanish-language commercial), radio (created and aired radio commercials on a number of Chicago-area stations), billboards and overpasses, street banners, buses, transportation stations, magazines, and festival booths and programs.

3.5.3 Develop a bilingual component to the University website.

Responsibility: C. Knorowski, E. Krehbiel

Resources: Staff Time
\$ 10,000 (N) [HSI Fund]

Status/Comments: Deferred to FY 2010 to accomplish this goal in a more strategic and cost-effective manner.

Exemplary Faculty and Staff

4.1.1 Develop and publish a University employee handbook.

Responsibility: M. Wilcockson, M. Maso

Resources: Staff Time
\$20,000 est. (N) [source to be determined]

Status/Comment: The first draft of the table of contents was provided to several members of the administrative team and to the Civil Service Council for suggestions. As a result, changes were made to the table of contents and will be presented for a second review. Based on the initial suggestions, content is now being added for the topics identified in the draft table of contents. The Civil Service council reviewed the table of contents and assigned a member to assist in the process.

4.2.1 Begin a set of studies that identify the median salary for identified comparison groups for all pay classifications at the University.

Responsibility: M. Wilcockson, M. Maso

Resources: Staff Time
\$20,000 est. (N) [source to be determined]

Status/Comment: Human Resources is at a very early stage in conceptualizing this task and it has taken a back seat to Banner implementation. The Vice President will discuss with the Provost the availability of using already contracted consultants to assist with this project.

4.3.1 Pilot test extensive customer service training for one entire department (Bursar's Office). Develop plan to extend training to other units.

Responsibility: M. Wilcockson, T. Lambert

Resources: \$4,000 (N) [Strategic Planning Fund]

Status/ Comment: The Director of Bursar Services and the three area supervisors of the department participated in an online Customer Service Seminar in May 2009. The Director is planning to obtain name tags for all employees to promote a more cordial environment, particularly for students – “give a name, get a name.” The Director is still exploring the purchase of computer based training for current and new staff

4.3.2 Organize a professional development conference for NEIU support staff.

Responsibility: S. Hahs, Y. Lopez, M. Duster, J. Harring-Hendon

Resources: \$ 12,000 (N) [Strategic Planning Fund]

Status/ Comment: NEIU's professional development conference, *Great Service Matters*, took place on March 18-19, 2009. Also, organized continuing professional development workshops for NEIU staff.

4.5.1 Launch employee self-service functionality on Banner.

Responsibility: M. Wilcockson, M. Maso

Resources: Staff Time

\$30,000 (N) [ERP Funds]

Status/Comment: The complete implementation of employee self-service is dependent on the installation, configuration and implementation of an address scrubber. The address scrubber has been installed and is currently being tested by HR staff. The anticipated launch date for Employee Self Service is September 2009.

Enhanced University Operations

5.1.1 Complete the revision and compilation of University operating procedures (formerly Administrative Memoranda).

Responsibility: M. Wilcockson, D. Jonaitis, L. Davis

Resources: Staff Time

Status/Comment: While many policies and procedures have been drafted in a new format and a test web site has been established, improved coordination of this effort needs to take place.

5.1.2 Develop and implement a more efficient, effective and open process for developing and compiling the University budgets.

Responsibility: S. Hahs, M. Wilcockson, H. Ang

Resources: Staff Time

Status/Comment: Only initial discussions have taken place. The Budget Office has been in discussion with other public universities to gather information on their budget processes. Further professional development/training in this area needs to take place.

5.2.1 Auxiliaries and student affairs staff will explore options for adding a residential life component, including the possible use of public-private ventures.

Responsibility: M. Wilcockson, M. Kelly

Resources: Staff Time
Status/Comment: Initial discussions have taken place. Consulting services likely will need to be secured.

5.3.1 Develop a facilities plan for the cultural center based on program needs identified by the clients. Complete construction by June 30, 2009.

Responsibility: M. Wilcockson, L. Frank
Resources: \$ (N) [HSI Initiative Fund and Operating Funds]
Status/Comment: A report entitled Center for Intercultural Programs and Services was prepared by the Intercultural Initiative Committee and forwarded to the President on February 2, 2009. Currently, there is no plan to construct a center this fiscal year.

5.4.1 Develop a four-year-plan to bring appropriate classroom technology into every classroom at each University site. The first year of that plan includes three new tech classrooms on the Bryn Mawr campus, one at CCICS and one at El Centro.

Responsibility: M. Wilcockson, D. Jonaitis
Resources: \$ (N) [Technology Fee]
Status/Comment: New projection systems have been installed in the Fine Arts and Science Buildings. Assessments are underway for CCICS and El Centro. The four-year plan has been drafted which calls for the completion of all schedulable rooms on the Foster, El Centro and CCICS campuses by June 2011.

5.6.1 Complete a University-wide energy audit, including all University sites.

Responsibility: M. Wilcockson, R. Zia
Resources: Dependant on audit results and next steps
Status/Comment: A Performance Contract Request for Proposal was issued on January 9, 2009. The Proposal schedule called for an Energy Audit Agreement, which was finalized in May with the Board approving the energy service company and energy audit at the June meeting. The investment grade energy audit will be conducted over the summer, 2009.

5.7.1 Complete the installation of two campus emergency notification systems—one for on-campus emergency broadcasts and one for mass electronic notifications.

Responsibility: M. Wilcockson, J. Lyon
Resources: \$250,000 (N) Equipment and installation [University Services Fee]
\$25,000 (R) [Operating Funds]
Status/Comment: Public address system: Equipment purchased and installation contractor selected. The installation is complete and testing will be completed by mid-June.

Mass broadcast system: have selected a vendor and are working on the technical requirements. System should be in place by summer. A public relations campaign will follow to secure contact information for students, faculty and staff to make the system effective.

Fiscal Strength

6.2.1 Develop and execute the concept of a Legislative Breakfast.

Responsibility: S. Hahs, S. Perez

Resources: \$2,000 (N) [Strategic Planning Fund]
Status/Comment: The Government Relations Office developed and executed a Spring Legislative Breakfast, February 23, 2009, for NEIU legislative district and alumni serving as elected officials. The purpose of the breakfast was to brief legislators on NEIU initiatives and to present Fiscal Year 2010 budget requests for their review and support. Over 50 guests were invited to participate

6.2.2 Enhance the Government Relations- Alumni Legislative advocacy programs through the development of a database.

Responsibility: S. Perez, C. Knorowski
Resources: \$3,500 (R?) [Strategic Planning Fund]
Status/Comments: Ongoing. The database will be developed in 2010 based on available funds.

6.4.1 Qualify, identify and begin cultivation of at least 500 major donor prospects.

Responsibility: C. Knorowski, K. Pace
Resources: Staff Time
Status/Comments: Completed/ongoing. Identified more than 500 major donor prospects and began qualification, cultivation and solicitation.

6.4.2 Complete the Department of Education matches (\$385,000 and \$200,000) for the endowment by June 30, 2009.

Responsibility: C. Knorowski, K. Pace
Resources: Staff Time
Status/Comment: 98% completed/ongoing. Have raised approximately \$575,000 in matching monies to-date, toward this goal. It is anticipated that the final two percent will be raised within the first month of FY 2010.

6.4.3 Re-establish the alumni association and expand the Network advocacy group.

Responsibility: C. Knorowski, K. Pace
Resources: Staff Time
Status/Comment: Completed/ongoing. Re-established the NEIU Alumni Association and expanded the Network advocacy group. Hosted an NEIU Network event at the home of President Hahs. Increased Network membership by almost 50 percent. Activated Network to write their legislators regarding FY 2010 budget.

6.5.1 Identify 100 corporate and foundation major donor prospects and begin cultivation and solicitation.

Responsibility: C. Knorowski, A. Haley
Resources: Staff Time
Status/Comment: Completed/ongoing. Identified more than 100 major corporate and foundation prospects and have begun cultivation.

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

Responsibility: C. Knorowski, K. Pace

Resources: Staff Time

Status/Comment: One-third completed/ongoing. Worked with society members to have a clearer understanding of their planned gifts for NEIU. Will complete visits with all the members by the end of FY 2010.

8/1/09