


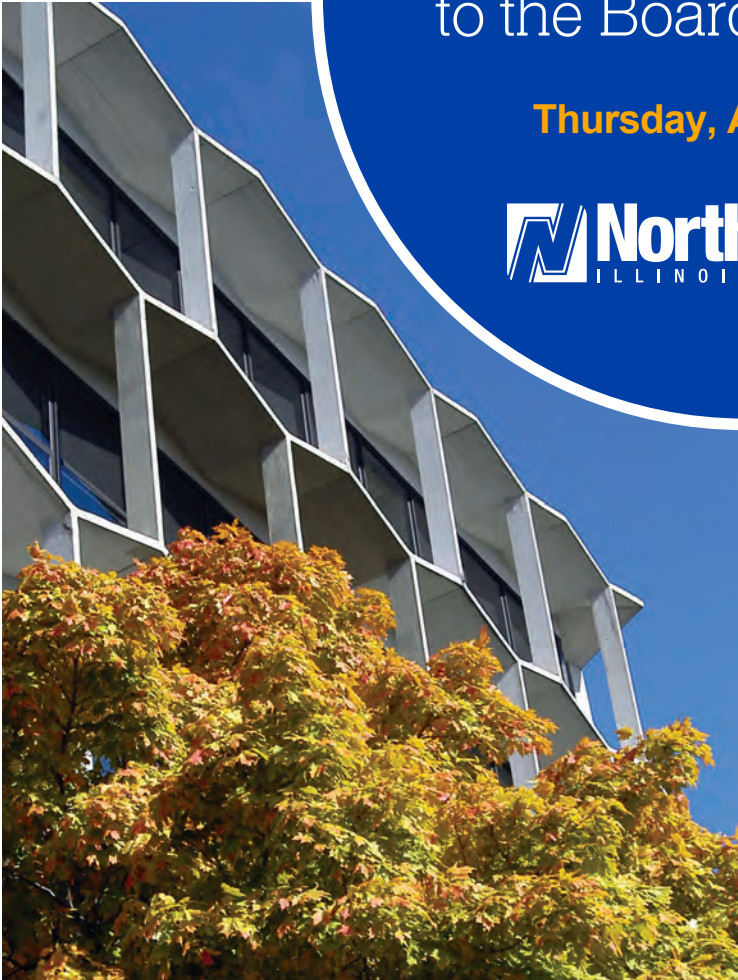


**President's  
Report**

to the Board of Trustees

Thursday, April 15, 2021

 **Northeastern**  
ILLINOIS UNIVERSITY



## Table of Contents

### I. ACTION ITEMS

A. Approval of Recommendation to Hire A Search Firm: AVP Enrollment Services .....	2
B. Approval of Recommendation as to 2021 Tenure and Promotions Recommendations..	3
C. Approval of Recommendation as to Real Estate Advisory Final Report .....	6
D. Approval of Recommendation to Authorize Use of Unrestricted Net Assets for Scholarship Initiative .....	7

**ACTION ITEM I. A. APPROVAL OF RECOMMENDATION TO HIRE A SEARCH FIRM:  
ASSOCIATE VICE PRESIDENT FOR ENROLLMENT SERVICES**

University policy E1.08.01 "Hiring of External Search Firms" states: in accordance with 10 ILCS 680/25-175, Northeastern Illinois University may employ an external search firm to facilitate the hiring of the President or the hiring of an individual when there is a demonstrated and justifiable need for guidance from a firm or individual with specific expertise in the field of hiring. The President requests that the Board approve the use of a search firm to hire an Associate Vice President of Enrollment Services (AVP/ES) based on the university policy:

**Specialized nature and scope of position**

The AVP/ES functions as the chief enrollment officer. As a senior level administrative position, the AVP reports to the president and is a member of the president's cabinet. The AVP maintains oversight of daily operations in enrollment services and as a critical position it includes: admissions, financial aid/scholarships, advising, recruitment, registration, student activities, and student payment services. In addition, the AVP works closely with the Provost/Vice President for Academic Affairs, Associate Provosts, and the Vice President for Finance & Administration among others. The new AVP will be presented with a significant opportunity to collaboratively work with internal and external constituents to build upon NEIU's institutional strengths to imagine, develop, and execute an ambitious plan for institution-wide enrollment growth.

**Need for hiring an external search firm**

Executive search firms have extensive experience recruiting and pre-qualifying candidates. They know the employment market, understand the needs of the university and know where to look for qualified candidates. A search firm will narrow the candidate pool down to a more manageable number of qualified candidates to be considered by the search committee. Moreover, they routinely reach out to extremely qualified potential candidates who are not seeking employment; they know how to present opportunities and perhaps convince them to apply. The university recently completed a search for AVP without the use of a search firm. The pool of candidates lacked the overall experience and expertise needed. No candidate was selected. The recent *NEIU Enrollment Services Report*, completed by SEM Works, details the in-depth knowledge and specific proficiencies needed for the next AVP.

**The external search firms will ensure diverse applicant pool**

I have communicated the need for a diverse pool of applicants for each senior level search we have conducted. The search firm will be proactive, aggressively seeking the diversity that Northeastern desires. In addition to extensive recruitment, I will emphasize that advertisements must also be placed the leading publications (Hispanic Outlook, Journal of Blacks in Higher Education, Diverse: Issues in Higher Education). Finally, I will expect the search firm to consistently reach out to and follow up with academic organizations.

**Recommended Action**

In accordance with Board Regulations and University policy, I request the Board approve the hiring of a search firm to conduct an Associate Vice President for Enrollment Services search.

**ACTION ITEM I. B. APPROVAL OF RECOMMENDATION AS TO 2021 TENURE AND PROMOTION RECOMMENDATIONS**

<b><u>Name</u></b>	<b><u>Department</u></b>
Jorge Cantu	Biology
Sung Doo Kim	Management and Marketing
Anne Le	Accounting, Business Law and Finance
Kimberly Maljak	Health Sciences and Physical Education
Hector Morales	Teacher Education
Ulugbek Nurmukhamedov	Teaching English to Speakers of Other Languages
Ryan Poll	English
Brian Vivona	Literacy, Leadership and Development
Xiwei Wang	Computer Science

---

**Jorge Cantu** earned a Ph.D. from Northwestern University. He is an Assistant Professor in the Department of Biology. Currently, he serves as graduate program advisor for the Master of Science in Biology. Dr. Cantu's research studies involve a category of diseases called lysosomal storage disorders with current focus on establishing novel methods to study lysosomal storage disorders in zebrafish. He has developed in-class research projects that incorporate his research studying yolk metabolism in the zebrafish. His work has been in peer-reviewed publications and conferences. In Spring 2021, he will submit a grant proposal titled "Understanding the role of mTOR signaling in yolk digestion" to the National Institutes of Health.

**Sung Doo Kim** earned a Ph.D. from the University of Cincinnati. He is an Assistant Professor in the Department of Management and Marketing. He has contributed to the development of Human Resource Management programming in the College of Business and Management, including the minor in Human Resource Management and the Human Resource concentration within the B.S. in Management. Dr. Kim's research interests are focused in the areas of work-home boundaries, technology and well-being. He has published five peer-reviewed academic articles and presented at 11 highly respected conferences.

**Anne Le** earned a Ph.D. from Louisiana State University. She is an Assistant Professor in the Department of Accounting, Business Law and Finance. Through her research in finance, she has six papers published in peer-reviewed journals as well as manuscripts under review at reputable finance journals. She has also served as an ad-hoc referee for high-quality journals. Dr. Le has presented several research studies at local, regional and national conferences such as the Financial Management Association Annual Meeting. She will soon complete the Certified Financial Analyst program at the CFA Institute.

**Kimberly Maljak** earned a Ph.D. from Wayne State University. She is an Assistant Professor in the Department of Health Sciences and Physical Education. For the department's elementary methods class, she has built relationships with nearby schools (specifically Chicago Public Schools) so that teacher candidates can attain authentic experiences working with children. Dr. Maljak focuses on Culturally Relevant Pedagogy and Self-Determination Theory for research in after-school programs in high needs areas, adults' barriers to exercise, culturally relevant curriculum, physical activity motivation and technology, and PE teachers' motivation. Her work has been in five peer-reviewed publications, and presented at local, state and regional conferences. Currently, she is working with a group of colleagues on the Routledge book "Before

## **ACTION ITEM I. B. APPROVAL OF RECOMMENDATION AS TO 2021 TENURE AND PROMOTION RECOMMENDATIONS**

and After School Physical Activity Programs: Frameworks, Critical Issues and Underserved Populations,” which is accepted for publication.

**Hector Morales** earned a Ph.D. from the University of Illinois at Chicago. He is an Assistant Professor in the Department of Teacher Education. His research involves the intersection of Latinx bilingual learners and mathematics teaching and learning. His work with colleagues has been published in several peer-reviewed publications and presented at local, national and international conferences. Dr. Morales currently serves as the Goodwin College of Education Faculty Liaison for the Math, Science and Technology for Quality Education program as well as the Special Assistant to the President for Hispanic Serving Institutional Affairs with an explicit mission to serve Latinx students.

**Ulugbek Nurmukhamedov** earned a Ph.D. from Northern Arizona University. He is an Assistant Professor in the Department of Teaching English to Speakers of Other Languages. He has co-authored one book, six manuscripts in high-profile peer-reviewed journals and five book chapters in peer-reviewed edited volumes. Dr. Nurmukhamedov's first edited volume, co-authored and titled “New Ways in Teaching with Games” with TESOL Press, offers at-a-glance activities that involve play and games that can enrich classrooms in both English as a foreign language and English as a second language contexts for both adult and young English language learners worldwide. He has presented his work at seven state conferences and organized international workshops. He is currently working on a proposal for an edited volume on foreign language teaching and technology (University of Michigan Press).

**Ryan Poll** earned a Ph.D. from the University of California-Davis. He is an Assistant Professor in the Department of English. His research focuses on the growing field of the public humanities. Dr. Poll has three peer-reviewed articles in print and one peer-reviewed article slated for publication in 2021. He has published 14 additional articles in the public humanities (popular journals) and presented 25 papers at international, national, regional and local conferences. His work centers on progressive work occurring in popular culture and situates popular culture within wider theoretical debates. Dr. Poll's work in popular culture has resulted in a book titled “Aquaman and the War Against Oceans: Comics Activism, Allegories, and Authorship in the Anthropocene” (University of Nebraska Press, Fall 2021). It will analyze the interlocking ecological allegories that unfold both verbally and visually in 21st century Aquaman comics, and argues that these allegories function as an important form of comics activism.

**Brian Vivona** earned an Ed.D. from Northern Illinois University. He is an Assistant Professor in the Department of Literacy, Leadership and Development. Dr. Vivona is currently the graduate coordinator for the Human Resource Development program. His research is within the field of Human Resource Development and learning in the workplace from the lens of interns to senior status workers. He has published articles in peer-reviewed journals and presented at regional and national conferences. He has been named a research affiliate at the Center for College-Workforce Transitions housed within the Wisconsin Center for Education Research at the School of Education, University of Wisconsin-Madison and has worked with the University of Wisconsin Center for Research on College Workforce Transitions on “The Internship Study,” a grant project funded by the National Science Foundation and the Bill and Melinda Gates Foundation.



**ACTION ITEM I. B. APPROVAL OF RECOMMENDATION AS TO 2021 TENURE AND PROMOTION RECOMMENDATIONS**

**Xiwei Wang** earned a Ph.D. from the University of Kentucky. He is an Assistant Professor in the Department of Computer Science. His collaborative research efforts focus on wireless sensor networks, secure vehicular network communication, and privacy-preserving recommender systems. His work has been published in 13 peer-reviewed international journals and conferences. Beginning Fall 2020, he and NEIU colleagues have been in collaboration with the Computer Science Department at Northwestern University on a grant proposal for the National Science Foundation Innovations in Graduate Education program. Currently, he is continuing work on a privacy-preserving recommender system project, funded by the NEIU Committee on Organized Research grant.

**Recommended Action**

I request that the Board approve the tenure recommendations put forth by the Provost in accordance with the University's established standards and practices for the granting of such.

**ACTION ITEM I. C. APPROVAL OF RECOMMENDATION AS TO REAL ESTATE  
ADVISORY FINAL REPORT**

In 2020, the University issued a Request for Proposals (RFP) for Real Estate Advisory Services. Through this process, the University selected Jones Lang LaSalle to provide research and subsequent guidance for the highest and best use of its property holdings along W. Bryn Mawr Avenue and for parcels on its El Centro site.

The scope of work included a market analysis for the North Park and Avondale neighborhoods where both properties are located, a feasibility analysis which included residual land value models, residual land value modeling inputs, and several transaction structures to formulate a list potential development transaction issues for the University to consider. This comprehensive analysis included extensive community input from area elected officials, community groups, and individual community members.

The subsequent results of the work has culminated in a final report that includes a series of recommendations for the University's consideration.

**Recommended Action**

I request that the Board accept the recommendations of the final report based on extensive research and community participation conducted and presented by Jones Lang LaSalle.

**ACTION ITEM I. D. APPROVAL OF RECOMMENDATION TO AUTHORIZE THE USE OF UNRESTRICTED NET ASSETS FOR SCHOLARSHIP INITIATIVE**

**OVERVIEW:**

Declining enrollments have hit NEIU particularly hard and compared to last year, applications are down around 30%. Given the current situation, NEIU needed to create enrollment incentives to help convert the students currently accepted into enrolled students and hopefully draw new applicants as incoming freshmen finalize their plans for the fall. To accomplish this, a financial model was created which projects the financial value of the size of the incoming class, estimates what portion of the incoming class is eligible for various other forms of financial assistance (Pell, Map, AIM High and Golden Opp.) and determines the University support required to fund the recruitment incentive.

Substantial portion of NEIU's undergraduate student body already receives a significant amount of financial support. This is very crucial to understand the impact of funds already being received by the students as it significantly reduces the amount of funds required for any enrollment incentive and thus significantly expands the number of students to whom an incentive can be offered. For example, with full tuition and fees at approximately \$12,000, if NEIU was to ensure one year no cost tuition and fee to incoming freshmen, the cost of an offer might seem to be \$12,000. But the average student at NEIU receives approximately \$9,400 in outside funding/support. This means that to cover all funds for the student, it will only cost NEIU about \$2,600, on average, not the full \$12,000. This scholarship will provide the top off award to the eligible students.

The financial impact of these incentives will depend on the type of student applying and enrolling, their net financial need and eligibility for state and federal programs. The table below demonstrates the financial impact for a scenario with an incoming class of 500 first-time freshman and 1,000 transfer students. The table highlights the number of students, their associated tuition, the sources of funding used to pay the students tuition, the cost of offering the incentive to NEIU. The impact and sustainability of offering these incentives on retention and future expectations in the following years would be addressed by conscientious messaging that these incentives are only being made available due to the ongoing stress cause by the pandemic. Additionally, significant discussions have begun to enhance on the first-year experience (FYE Program) at NEIU to address retention concerns.



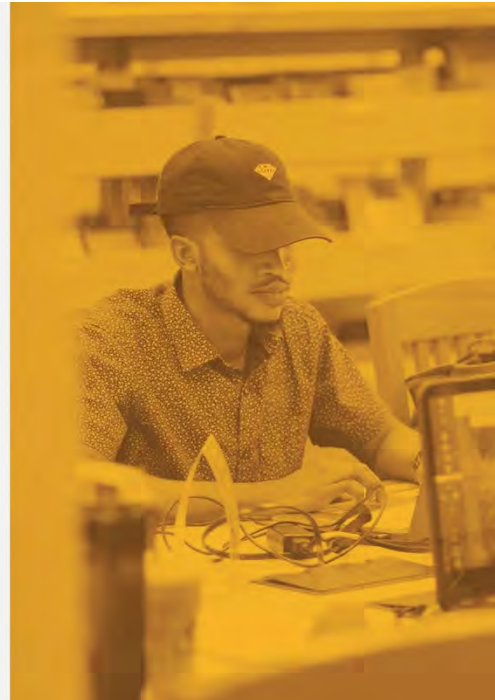
**ACTION ITEM I. D. APPROVAL OF RECOMMENDATION TO AUTHORIZE THE USE OF UNRESTRICTED NET ASSETS FOR SCHOLARSHIP INITIATIVE**

## Overview

### Applications down ~30% from last year

- Enrollment incentives are being developed to help convert accepted students to enrolled students.
- A financial model was created to analyze the projected value of the incoming class, estimated portion of incoming class eligible for other financial assistance, and required funding by the University.
- Example:
 

• Full tuition and fees for one year	12,000
• Average outside financial assistance	<u>- 9,400</u>
• NEIU cost to provide incentive	\$2,600



## Funding Analysis for Enrollment Incentives

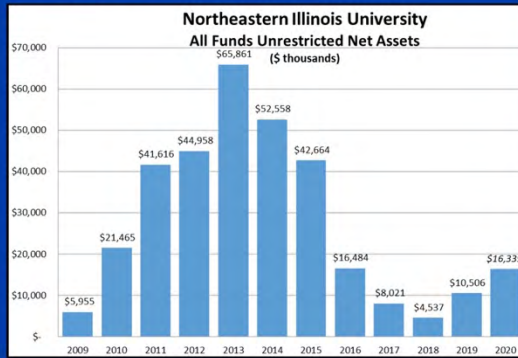
Student Type	First Time, Freshman	Transfer Students
Number of Students	500	1,000
Total Tuition and Fees	6,031,680	9,903,980
Est. PELL Funding	2,191,060	\$3,855,688
Est. MAP Funding	1,932,733	\$3,378,766
Est. AIM High Funding	349,483	\$428,891
Est. Golden Opp Funding	101,250	\$189,750
Incentive: 1 Year Free	1,457,154	NA
Incentive: 1 Semester Free	NA	\$541,278
Incentive: 1 Class Free	NA	\$520,563
<b>Total Funding</b>	<b>\$6,031,680</b>	<b>\$8,394,372</b>



**ACTION ITEM I. D. APPROVAL OF RECOMMENDATION TO AUTHORIZE THE USE OF UNRESTRICTED NET ASSETS FOR SCHOLARSHIP INITIATIVE**

## Request to transfer

- The University requests that \$2,500,000 of fund balance as detailed by the unrestricted net assets be approved by the Board to transfer into a dedicated fund to support tuition incentive.



### **Recommended Action**

I request that \$2,500,000 of fund balance as detailed by the unrestricted net assets be approved by the Board to transfer into a dedicated fund to support tuition incentive.