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## **I. A. ACTION ITEM: APPROVAL OF FISCAL YEAR 2019 OPERATING BUDGET**

### **Overview**

Historically, the Board of Trustees has been asked to approve the University's fiscal year Operating Budgets at three points in its development.

First, Board approval is required of the University's Operating and Capital Budget request for the upcoming fiscal year to enable submission to the Illinois Board of Higher Education (IBHE) and inclusion in the State budget process. That has historically been provided at the September meeting for the upcoming fiscal year.

Second, the University must load an Operating Budget prior to the beginning of the fiscal year on July 1 in order to conduct operations, so the Board has historically approved a preliminary budget at the June meeting.

And third, following determination of the State appropriation and at a time when fall semester enrollments are better known, the Board has historically approved a final budget at the September meeting, the budget used for budget-to-actual reporting and the fiscal year financial statements.

In September, 2017, the Board approved the FY2019 Operating and Capital Budget request, which was then submitted to the IBHE. That budget request totaled \$92,310,300 and included salary and cost increases of \$1,716,500 and priority strategic planning investments of \$955,000.

In June, 2018, the Board approved a preliminary budget for FY2019 consistent with expected levels of revenue, pending Board action on a final Operating Budget. That budget request totaled \$90,113,800 reflecting the FY2019 state appropriation of \$33,873,200 and tuition revenue of \$55,537,600.

Now, the Board is asked to approve the final FY2019 Operating Budget of \$88,444,200 reflecting the FY2019 state appropriation of \$33,873,200 and revised tuition revenues of \$53,718,000, differential revenues of \$403,000 and other revenues of \$450,000. Approval is requested for the FY2019 Operating Budget as presented in Table 1.

### **Budget Development**

The development of the University's Operating Budget is based on the best estimate of available financial resources and the allocation of those resources to support the highest priorities of the University. Therefore, the budget is one of the primary tools for supporting the University's strategic plan and furthering the goals and action steps in that plan.

Before actual budget decisions are made, University administration in consultation with the University Planning and Budget Council (UPBC) determines the overall priorities for budget development. The allocation of expenditures in this budget follows those established priorities.

### **FY2019 Budget Overview**

This budget presented to the Board considers the parameters and is based on the FY2019 state appropriation, tuition and fees, grants and contracts, other local funds held by the University, and strategic priorities determined by the University community and endorsed by the Board.

The Board adopted the University's initial FY2019 Operating Budget request in September, 2017. The University's initial request included funding for cost and salary increases and for the implementation of strategic initiatives identified by the UPBC and the University community.

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The request was forwarded to the IBHE and considered in their higher education budget recommendation presented to the Governor and to members of the Illinois General Assembly in February, 2018. That recommendation included an FY2019 appropriation of \$34,016,200 for Northeastern. The Governor presented his FY2019 budget recommendations to the Illinois General Assembly on February 14, 2018 reflecting an appropriation of \$33,209,000 for Northeastern.

In late May, 2018, the Illinois Senate passed budget bill HB109 (appropriations) and HB3342 (implementation) bills including the state FY2019 budget for Northeastern and all Illinois public universities. The Governor signed the budget bill on June 4, 2018. For Northeastern, the approved FY2019 appropriation totals \$33,873,200, an increase of 2.0 percent, or \$664,300, from the FY2018 appropriation.

The total University budget is composed of two main sections – unrestricted and restricted sources – based on definitions provided to all Illinois public universities by the IBHE and the Governor's Office of Management and Budget. The Unrestricted Operating Budget includes revenues and expenditures from sources that are not explicitly restricted by statute, contract, or other requirement. The Restricted Operating Budget includes revenues and expenditures from sources that are restricted by an external requirement, typically by the entity providing the funds or by a legal requirement.

Table 1 summarizes the FY2019 total Operating Budget revenues by source. Also presented in Table 1 is the Unrestricted Operating Budget including the State appropriation and the University Income Fund (together commonly called the State / Income fund). This budget is the primary spending plan for the majority of University departments and is discussed in the following sections.

**I. A. ACTION ITEM: APPROVAL OF FISCAL YEAR 2019 OPERATING BUDGET**

**Table 1**  
**NORTHEASTERN ILLINOIS UNIVERSITY**  
**Fiscal Year 2019 Operating Budget**  
**(with comparable data provided for Fiscal Year 2018)**

	<b>FY2018 Budget</b>	<b>FY2019 Budget</b>	<b>Annual Change</b>	
			<b>Dollar</b>	<b>Percent</b>
<b><u>Unrestricted Operating Budget</u></b>				
State General Funds Appropriations	\$ 33,208,900	\$ 33,873,200	\$ 664,300	2.0 %
University Income Fund - Tuition	56,000,900	53,718,000	(2,282,900)	(4.1)
University Income Fund - Tuition Differential	129,000	403,000	274,000	212.4
University Income Fund - Other	300,000	450,000	150,000	50.0
<b><i>Unrestricted Operating Budget</i></b>	<b>\$ 89,638,800</b>	<b>\$ 88,444,200</b>	<b>\$ (1,194,600)</b>	<b>(1.3) %</b>
<b><u>Restricted Operating Budget</u></b>				
Student Fee Programs	\$ 10,043,500	\$ 9,628,700	\$ (414,800)	(4.1)
Sales & Services	3,232,500	3,238,500	6,000	0.2
Auxiliary Services	4,473,500	4,270,200	(203,300)	(4.5)
Indirect Costs Recovery *	2,175,000	2,604,000	429,000	19.7
Grants & Contracts-Education	288,000	600,000	312,000	108.3
State and Local Grants & Contracts **	2,200,000	8,800,000	6,600,000	300.0
Federal Grants & Contracts	33,000,000	33,000,000	-	-
Private Grants & Contracts	1,000,000	500,000	(500,000)	(50.0)
<b><i>Restricted Operating Budget</i></b>	<b>\$ 56,412,500</b>	<b>\$ 62,641,400</b>	<b>\$ 6,228,900</b>	<b>11.0 %</b>
<b>Total Operating Budget</b>	<b>\$ 146,051,300</b>	<b>\$ 151,085,600</b>	<b>\$ 5,034,300</b>	<b>3.4 %</b>

\* Includes prior year carryovers of \$359,000 in FY2018 and \$586,000 in FY2019.

\*\* Beginning FY2019, the Monetary Award Program (MAP) grant assistance is included due to a reporting requirement on the University financial statements.

Table 2 summarizes the FY2019 operating budget expenditures by functional category (e.g., instruction, research) and by object category (e.g., personal services, travel).

**I. A. ACTION ITEM: APPROVAL OF FISCAL YEAR 2019 OPERATING BUDGET**

**Table 2  
 NORTHEASTERN ILLINOIS UNIVERSITY  
 Fiscal Year 2019 Operating Budget  
 by Function and Line Item**

<b><u>Functional Categories</u></b>	<b>General Operating Fund (State and Tuition)</b>	<b>Restricted Funds</b>	<b>Total</b>
Instruction	\$ 49,142,423	\$ 7,944,379	\$ 57,086,802
Organized Research	184,264	2,240,598	2,424,862
Public Service	962,540	15,821,084	16,783,624
Academic Support	7,090,196	2,414,129	9,504,325
Student Services	4,230,019	24,762,338	28,992,357
Institutional Support	11,984,384	1,608,729	13,593,113
Operations and Maintenance	12,527,774	3,055,938	15,583,712
Independent Operations	-	4,794,205	4,794,205
Benefits/Social Security/Medicare	1,250,000	-	1,250,000
Health Insurance Reserve Fund	1,072,600	-	1,072,600
<b>Total</b>	<b>\$ 88,444,200</b>	<b>\$ 62,641,400</b>	<b>\$ 151,085,600</b>

<b><u>Line Item Categories</u></b>	<b>General Operating Fund (State and Tuition)</b>	<b>Restricted Funds</b>	<b>Total</b>
Personal Services	\$ 68,935,477	\$ 13,230,336	\$ 82,165,813
Contractual Services	10,774,771	16,184,087	26,958,858
Travel	208,207	274,318	482,525
Commodities	884,199	1,435,612	2,319,811
Equipment	1,025,505	839,742	1,865,247
Telecommunications	614,441	96,745	711,186
Awards/Grants/Tuition Waivers	1,347,000	22,129,775	23,476,775
Permanent Improvements	200,000	34,895	234,895
Benefits/Social Security/Medicare	1,250,000	3,461,890	4,711,890
Health Insurance Reserve Fund	1,072,600	-	1,072,600
Indirect Costs	-	2,604,000	2,604,000
Other/Transfer Out (Debt Service)	2,132,000	2,350,000	4,482,000
<b>Total</b>	<b>\$ 88,444,200</b>	<b>\$ 62,641,400</b>	<b>\$ 151,085,600</b>

## **I. A. ACTION ITEM: APPROVAL OF FISCAL YEAR 2019 OPERATING BUDGET**

### **Revenue**

As shown in Table 1, the University's Unrestricted Operating Budget financed from the State appropriation and tuition revenue will decrease by \$1,194,600, or 1.3 percent from the FY2018 budget. This is a result of declines in student credit hour enrollments. This Unrestricted Operating Budget reflects the final state appropriation passed by the General Assembly of \$33,873,200, tuition revenues of \$53,718,000, differential revenues of \$403,000 and other revenues of \$450,000.

Final enrollment projections for the FY2019 budget are based upon past enrollment levels, the work of the Enrollment Planning Council, and registration data through the time this report was finalized. Using 10<sup>th</sup> day enrollment census data, FY2018 (Fall 2017, Spring 2018, and Summer 2018) credit hour enrollments were, in total, 5.5 percent below that of the previous year. Projecting forward to FY2019 using multi-year trends and credit hour registration to date, the budget estimates project total annual credit hour enrollment to decline further by 8.9 percent from FY2018 levels.

Restricted budgets reflect fee rates as approved by the Board and using the same enrollment projections. Student fee program budgets are based on similar enrollments as the Unrestricted Operating Budget, and the fee rates approved in November, 2017 by the Board of Trustees. Estimates for auxiliary and grants are primarily based on historical revenue trends.

The University's total Operating Budget, reflecting both the unrestricted and restricted budgets, will increase by \$5,034,300, or 3.4 percent to \$151,085,600 from the FY2018 budget.

### **Expenditures**

The Unrestricted Operating Budget funded by tuition revenues and the State appropriation is the primary source of funds for most University operations. As noted in Table 1, the Unrestricted Operating Budget is less than the prior year. This reduction reflects the work of the President and Vice Presidents to prioritize the University's greatest needs within the limits of projected revenues.

In the summer of 2017, the University set forth a plan to eliminate 164 positions in response to the state budget impasse and declining enrollments. From that plan, roughly 25 positions were restored to address critical areas and the elimination of academic chair positions was reconsidered. The original plan called for an annual savings of \$8.8 million in the Unrestricted Operating Budget. After recalls, reconsiderations and noticing requirements, remaining FY2018 savings were centrally held and funded, in part, the UTS IT modernization project, marketing expenses and lab renovations.

The FY2019 Unrestricted Operating Budget was based upon an adjusted FY2018 budget after the position eliminations. From there, required amounts to fund salary increases per the University's collective bargaining agreements were added. Over 80 percent of the University's Unrestricted Operating Budget is for personnel expense including benefits. And over half of the University's workforce is covered by collective bargaining agreements with five bargaining units. This final FY2019 Operating Budget reflects agreements with three of the bargaining units and an allowance for two contracts that expired at the end of FY2018.

In FY2019, the University will continue to institutionalize three formerly grant-funded programs, TRIO, Peer Stem and the MARC NU-STAR program; fund the implementing of previously approved degree programs including the Master of Social Work, Bachelor of Science in Environmental Sciences, Master of Arts in Community and Teacher Leaders and a Bachelor of Fine Arts in Graphic Design; and provide additional funding for Marketing initiatives.

**I. A. ACTION ITEM: APPROVAL OF FISCAL YEAR 2019 OPERATING BUDGET**

Finally, included in the FY2019 final Unrestricted Operating Budget is a limited allowance to fund any further enrollment declines, strategic initiatives and any mandatory unknown expense. This allowance was made possible through the more favorable state appropriation made known late in the budget cycle, and through the position eliminations from the prior summer. The impact of a late decline in expected credit hours on tuition revenues reduced the allowance from the June preliminary budget to the final budget.

Following approval of the Operating Budget by the Board of Trustees, the University is required to submit a copy of the budget to the Illinois Board of Higher Education (IBHE). This is in response to an IBHE policy that is intended to “expand and enhance public university annual budget review, approval and oversight.”

The Office of University Budgets prepares a detailed budget for all departments and offices and provides a copy of that budget document to each division office, posts a PDF on the University's NEIUport and is made available on-line through the ERP system. Three copies of the budget document are placed in the University Library for review and use by the entire University community.

Quarterly budget-to-actual spending reports are made to the Board of Trustees. Unscheduled reports are made regarding any mid-year changes in State funding levels and any other State events or actions that impact the University budget.

**Recommended Action**

I request that the Board of Trustees approve the FY2019 budget as discussed herein, and as presented in Tables 1 and 2.

**I. B. ACTION ITEM: APPROVAL OF FISCAL YEAR 2020 OPERATING AND CAPITAL REQUESTS BUDGET**

**Introduction**

Each year, the Board of Trustees of Northeastern Illinois University is required to adopt an operating and capital budget request and submit that request to the Illinois Board of Higher Education (IBHE). This request is being presented to the Board of Trustees as an item for review, discussion, and approval. After Board approval, the request will be submitted to the IBHE before its deadline of October 15.

The FY2020 Unrestricted Operating Budget request presented to the Board of Trustees acknowledges the current financial constraints in the State of Illinois. At the same time, the budget is intended to advance the strategic goals developed by the University community and endorsed by the Board. In 2008, the Board adopted a revised University Mission Statement and endorsed a University Vision Statement, Statement of Values, and Strategic Goals and Action Steps. That Strategic Plan was refreshed, and presented to the Board on February 5, 2015. This budget request includes funding for new and continuing items that address the strategic initiatives identified by the University community and support our Strategic Goals and Action Steps.

The University continues to incorporate strategic planning and shared governance into budget development. The University Planning and Budget Council (UPBC) is the Board-recognized governance body for providing input and counsel to the University administration in the planning, development, and implementation of the University budget. The UPBC has two elected representatives from each of the academic colleges, one faculty member from the Library, the current NEIU faculty representative on the IBHE Faculty Advisory Council, two representatives from the Administrative and Professional Council, two from the Civil Service Council, two students appointed by the Student Government Association, and one dean chosen by the Provost's Deans Council. A UPBC chair having a three-year appointment is selected. Also, the University President, the Vice President for Finance and Administration, and the Executive Director of University Budgets are ex-officio members.

At the September 2018 meeting, the Board will receive a strategic planning update that will assess progress in achieving the action steps and tasks that were planned for FY2018. In addition, the Board will receive a summary of the tasks that the University plans to undertake in FY2019.

The budget request being presented here to the Board includes recommendations and priorities identified by the UPBC. The vice presidents presented to the UPBC the strategic initiatives for their areas and their proposed work plans for meeting those priorities. The UPBC then reviewed, discussed, and adopted selected priorities based on the recommendations of its representatives. Funds to support some recommendations are included in this FY2020 budget request.

**Overview of Operating and Capital Budget Requests**

The budget requests brought before the Northeastern Illinois University Board of Trustees and summarized in this report are FY2020 requests, for the year beginning July 1, 2019 and ending June 30, 2020.

The FY2020 Unrestricted Operating Budget request is based upon the FY2019 Unrestricted Operating Budget for the University and the University's budget requests for new funding for FY2020. Included in the Unrestricted Operating Budget are State-appropriated funds and the University Income Fund, which is established by State statute to account for student tuition and certain fee revenue. The total of State appropriations and University Income Fund revenues represents the University's Unrestricted Operating Budget. Developing the Unrestricted Operating Budget request requires a balance between the new and ongoing financial needs of the University and a reasonable expectation of support from the State of Illinois and our students.



**I. B. ACTION ITEM: APPROVAL OF FISCAL YEAR 2020 OPERATING AND CAPITAL REQUESTS BUDGET**

The FY2020 Unrestricted Operating Budget request provided in this report is based on a requested 10 percent increase in State funding from the FY2019 levels, or \$37,260,500. The FY2019 appropriation was an increase of 2.0 percent, from the FY2018 appropriation, but \$3,874,900 or 10.3 percent below the pre-budget impasse levels of FY2015.

From the University's highest state funding level in FY2002 to the FY2019 appropriation, Northeastern has seen available funding from the State's General Fund decrease by about \$11.5 million, or 25.4 percent. In FY2002, the State appropriation comprised 69 percent of the total general Unrestricted Operating Budget, while tuition comprised 31 percent. In the FY2019 budget, the State appropriation comprised only 38 percent, while tuition comprised 62 percent. Since FY2002, the state appropriation has decreased 1.7 percent per year on average, while inflationary expense increases based upon CPI averaged about 2.1 percent per year.

The budget request includes moderate funding requests for salary and cost increases, and the strategic planning initiatives recommended by the University Planning and Budget Council. These are the University's highest priorities. The total of State appropriations and University Income Fund revenues represents the Unrestricted Operating Budget request that requires Board of Trustees approval and will be sent, following approval, to the Illinois Board of Higher Education for consideration.

The following summarizes the budget information provided in this report.

**FY2020 Budget Development Schedule** Table 1 provides a schedule of the budget development process. The Board of Trustees are receiving the initial FY2020 budget request in September, 2018, and the Board is scheduled to take action on the University's FY2020 preliminary Operating Budget in June, 2019 and on the FY2020 final Operating Budget in September, 2019.

**Strategic Goals** The Strategic Plan was refreshed, and then endorsed by the Board of Trustees in February, 2015. The Strategic Goals in that Plan provide the framework for identifying University action steps, tasks, and specific strategic planning initiatives.

**Operations** The University's Unrestricted Operating Budget request for FY2020 is summarized in Table 2 and additional information supporting the request is provided in this report. Table 3 summarizes the requests for salary and cost increases. Table 4 summarizes the recommended priority strategic planning initiatives for FY2020. These represent the highest University priorities, so the University will implement some of these programs through the redirection of staff effort and financial resources.

**Capital Improvements** Table 5 summarizes the FY2020 requests for capital improvements. Capital requests are discussed in the two broad categories used by the Illinois Board of Higher Education to classify state-funded projects – Regular Capital projects and Capital Renewal projects. Regular Capital projects include requests for new construction or significant remodeling or renovation. These projects typically provide new space or provide a significantly different use for remodeled space. Capital Renewal projects are of a lesser scope than Regular Capital projects. They include the remodeling or renovation of space, infrastructure renewal, and improvement projects that address deferred maintenance.

The capital requests were developed using the FY2020 cost factors provided by the Illinois Capital Development Board. The Illinois Board of Higher Education and the Capital Development Board recognize the differences in construction costs among the various locales in Illinois, most notably Chicago. The two boards approved higher construction cost standards for certain areas of the state where labor and material costs are significantly greater than other areas of the state. As a result, for Northeastern, higher and more accurate cost figures are used to develop the capital requests.

**I. B. ACTION ITEM: APPROVAL OF FISCAL YEAR 2020 OPERATING AND CAPITAL REQUESTS BUDGET**

**Table 1  
FY2020 BUDGET DEVELOPMENT SCHEDULE  
FY2020 begins on July 1, 2019 and ends on June 30, 2020  
(Development schedule is subject to change)**

<b>October 2017</b>	Discussion of preliminary FY2020 strategic priorities with University Planning and Budget Council
<b>April 2018</b>	Recommendations from the University Planning and Budget Council to address FY2020 strategic priorities
<b>September 2018</b>	Discussion and approval of the FY2020 operating and capital budget requests by NEIU Board of Trustees  Report to the Board of Trustees – Strategic Planning Update: FY2018 Work Plan Results and FY2019 Works Plans
<b>October 2018</b>	NEIU Board Finance Committee review and recommendation on FY2020 tuition and fee rates
<b>November 2018</b>	NEIU Board action on FY2020 tuition and fee rates
<b>January 2019</b>	Illinois Board of Higher Education action on FY2020 higher education operations, grants, and capital improvements recommendations
<b>February 2019</b>	Governor's FY2020 Budget Address
<b>May 2019</b>	General Assembly's action on FY2020 appropriations
<b>June 2019</b>	Governor's action on FY2020 appropriations  NEIU Board of Trustees' action on preliminary FY2020 University Operating Budget
<b>September 2018</b>	NEIU Board of Trustees' action on final detailed FY2020 University Operating Budget

**I. B. ACTION ITEM: APPROVAL OF FISCAL YEAR 2020 OPERATING AND CAPITAL REQUESTS BUDGET**

**STRATEGIC GOALS**

The University has identified six strategic goals to be pursued during the planning period of FY2015 to FY2021.

**Strategic Goal One – Student Success**

Advance student success from recruitment through graduation by engaging all members of the Northeastern community.

**Strategic Goal Two – Academic Excellence and Innovation**

Implement and support curricular and pedagogical best practices aligned with the mission of the institution, student needs, the standards of the disciplines, and career and civic engagement opportunities.

**Strategic Goal Three – Urban Leadership**

Build upon Northeastern's tradition of community partnership and engagement by collaborating with educational, social service, governmental, philanthropic, and business organizations in Chicago and the region.

**Strategic Goal Four – Exemplary Faculty and Staff**

Invest in and support faculty and staff to foster a nationally recognized urban university and create a thriving work environment that makes Northeastern an employer of choice.

**Strategic Goal Five – Enhanced University Operations**

Improve operating efficiencies, physical and technological infrastructure and systems, and environmental sustainability in order to provide a supportive learning, teaching and working environment.

**Strategic Goal Six – Fiscal Strength**

Enhance Northeastern's financial position by diversifying revenue sources and by strengthening institutional relationships with donors, public and private entities, and alumni.

**FY2020 OPERATING REQUEST**

Developing the FY2020 Unrestricted Operating Budget request requires that the University reach a balance between the new and ongoing financial needs of the University and a reasonable expectation of support from the State of Illinois and our students. This budget includes modest funding requests for salary increases and selected strategic initiatives recommended by the University Planning and Budget Council. These are the University's highest priorities.

The University also recognizes the need for adequate state funding to support instructional and support programs. Over the past few years, nearly all University departments have had their available spending reduced or held level to support faculty and staff salaries and unavoidable cost increases.

The University Unrestricted Operating Budget request for FY2020 totals \$92,658,500, an increase of \$4,214,300, or 4.8 percent, above the FY2019 Unrestricted Operating Budget base. The FY2020 Unrestricted Operating Budget request includes salary and cost increases totaling \$2,433,300, and requests of \$1,781,000 for priority strategic planning initiatives. Table 2 summarizes the Unrestricted Operating Budget request.

**I. B. ACTION ITEM: APPROVAL OF FISCAL YEAR 2020 OPERATING AND CAPITAL REQUESTS BUDGET**

**Table 2  
 FY2020 OPERATING BUDGET REQUEST  
 STATE APPROPRIATIONS AND UNIVERSITY INCOME FUNDS**

(in thousands of dollars)

<b>Base (FY2018 Budget)</b>	<b>\$</b>	<b>88,444.2</b>
<hr/>		
Projected Salary and Cost Increases		2,433.3
Strategic Program Initiatives		<u>1,781.0</u>
<b>FY2019 Operating Budget Request</b>	<b>\$</b>	<b>92,658.5</b>
Dollar Change From Previous Year		4,214.3
Percent Change From Previous Year		4.8%

**Salary and Cost Increases**

The request includes salary increases so that employee salaries remain competitive with market rates. The requests are summarized in Table 3 and include an estimated general salary increase of \$1,722,500 or 2.5 percent. The estimated increase is based on the University's current collective bargaining agreements with a similar increase for non-negotiated staff.

Non-salary cost increases reflect a 3.7 percent increase based on the 2017 Higher Education Price Index (HEPI). This is the most recent data available.

**I. B. ACTION ITEM: APPROVAL OF FISCAL YEAR 2020 OPERATING AND CAPITAL REQUESTS BUDGET**

**Table 3  
 FY2020 OPERATING BUDGET REQUEST  
 SALARY AND COST INCREASES**

(in thousands of dollars)

		<u>FY2020 Increase</u>	
	<u>FY2019 Base</u>	<u>Amount</u>	<u>Percent</u>
Compensation Increases	\$ 68,900.5	\$ 1,722.5	2.5%
Social Security/Medicare	1,025.0	25.6	2.5
Utilities			
Electricity	2,128.0	78.7	3.7
Natural Gas/Propane	508.0	18.8	3.7
Water/Sewer	<u>152.0</u>	<u>5.6</u>	<u>3.7</u>
Subtotal	2,788.0	103.1	3.7
Library Books and Materials	932.0	34.5	3.7
All Other Operating Costs	<u>14,798.7</u>	<u>547.6</u>	<u>3.7</u>
<b>Total</b>	<b><u>\$ 88,444.2</u></b>	<b><u>\$ 2,433.3</u></b>	<b><u>2.8%</u></b>

Notes:

Other operating costs include such items as maintenance and service contracts, equipment for instructional and support programs, and general supplies.

Compensation increases are required by collective bargaining agreements and provided equally to non-negotiated employees.

Cost increases except for compensation are based upon the Higher Education Price Index (HEPI), most recent available data for existing inflation.

**Strategic Planning Initiatives - Integrating Strategic Planning Into Budget Development**

The budget recommendations presented to the Board again include the recommendations and priorities identified by the UPBC. The vice presidents met with the UPBC to outline the strategic priorities for their areas and to outline their proposed work plans for meeting those priorities. The UPBC then reviewed, discussed, and adopted selected priorities based on the recommendations of its member representatives.

**I. B. ACTION ITEM: APPROVAL OF FISCAL YEAR 2020 OPERATING AND CAPITAL REQUESTS BUDGET**

To support those priority recommendations, \$1,781,000 is included in this FY2020 budget request. Below is an overview of the strategic planning initiatives included in the FY2020 request budget request.

**Table 4  
 FISCAL YEAR 2020  
 STRATEGIC PLANNING INITIATIVES ENDORSED BY THE UPBC**

<b><u>Academic Excellence and Innovation</u></b>	<b><u>\$ 164,000</u></b>
Revise ELP and Math Development to reflect national best practices	64,000
Enhance academics and infrastructure at CCICS	100,000
<b><u>Enhance University Operations</u></b>	<b><u>\$ 1,050,000</u></b>
Restore maintenance budgets to adequate levels	500,000
Upgrade Banner to unleash functions that increase operational effectiveness	300,000
Replace 150 obsolete, defective, or out-of-warranty computer workstations	250,000
<b><u>Student Success</u></b>	<b><u>\$ 392,000</u></b>
Increase support for both the transition and success of African-American students	100,000
Support retention and graduation of students living in the NEST	100,000
Increase support for first and second year students in bottleneck courses	92,000
Enhance and rebuild career services	100,000
<b><u>Fiscal Strength</u></b>	<b><u>\$ 175,000</u></b>
Increase fundraising capability for the College of Arts and Sciences	90,000
Provide for more college and department specific alumni programming	35,000
Support positions for grants accounting	35,000
Contact researcher to data mine to create profiles of current and prospective donors	15,000
<b>Total</b>	<b><u><u>\$ 1,781,000</u></u></b>

**TUITION AND FEES**

Timing the formal request for the approval of tuition and fee rates involves compromising, between early adoption, allowing students and their parents to better plan for college costs, and later adoption, allowing the University to consider available state funding in determining tuition rates.

In November 2017, the Northeastern Board of Trustees adopted tuition and fee rates for FY2019, the academic year beginning in the fall of 2018. A set of tuition and fee recommendations for FY2020 will be brought to the Board Finance Committee for discussion in October 2018, and to the Board for action at the November 2018 meeting.

**CAPITAL IMPROVEMENTS**

Table 5 summarizes capital improvement requests for FY2020. Requested capital projects total \$277,293,300, with \$243,849,800 in Regular Capital projects and \$33,443,500 in Capital Renewal projects. The requests also include a priority number for each project, as requested by the Illinois Board of Higher Education.

**I. B. ACTION ITEM: APPROVAL OF FISCAL YEAR 2020 OPERATING AND CAPITAL REQUESTS BUDGET**

**Table 5  
 FISCAL YEAR 2020 REQUEST  
 CAPITAL APPROPRIATIONS**

(in thousands of dollars)	<u>Priority</u>	<u>Estimated Project Cost</u>
<b>REGULAR CAPITAL PROJECTS</b>		<b>\$ 243,849.8</b>
Education Building, equipment	1	10,398.0 *
Carruthers Center for Inner City Studies, renovation	2	21,440.8 *
Science Building, planning	3	8,719.9 *
Science Building, construction	4	109,300.8
Science Building, equipment	5	19,165.0
Building F Performing Arts, remodel and expansion	6	25,396.1
Lech Walesa Hall, remodeling	7	14,086.2
Ronald Williams Library renovation	8	35,343.0
<b>CAPITAL RENEWAL PROJECTS</b>		<b>\$ 33,443.5</b>
Electric Cable replacement, phase I	1	1,948.7 **
Campus Roofs, replacements	2	10,537.3 **
Entrances and Walkways, repairs	3	5,271.7 **
Building D and E exterior window wall, replacement	4	2,737.1
Electric Cable replacement, phase II	5	1,948.7
Lower Level Egress and Fire Separation	6	5,000.0
Masonry and Building Envelope, replacements	7	6,000.0
<b>TOTAL CAPITAL REQUESTS</b>		<b>\$ 277,293.3</b>

Note: All projects reflect FY2020 Capital Development Board cost guidelines.

\* Listed on the IBHE FY2019 Higher Education Capital Improvement Provisional Priority List  
 \*\* Per IBHE, reflected partially on the IBHE emergency capital list to be released by fiscal year-end

A brief description of each project follows. All items were included on the FY2019 capital improvements request list. The projected cost of all projects reflects the FY2020 Illinois Capital Development Board cost guidelines for FY2020 budget preparation.

It should be noted that Northeastern's first-ranked Regular Capital project, the Education Building, was previously funded and as such is not included in this capital improvement request list. The project was halted at the end of FY2015 due to the financial impasse, despite being halfway through the construction drawings ("blueprints") stage, and is still frozen in process.

**I. B. ACTION ITEM: APPROVAL OF FISCAL YEAR 2020 OPERATING AND CAPITAL REQUESTS BUDGET**

**A. REGULAR CAPITAL**

**2020–1 Education Building, Equipment, \$10,398,000**

This request is for funds to provide moveable equipment in the new Education Building. Equipment includes classroom and office furniture, computer laboratory equipment and furniture, and general equipment for academic departments and support areas.

**2020–2 Carruthers Center for Inner City Studies Renovation, \$21,440,800**

The Jacob C. Carruthers Center for Inner City Studies (CCICS) was established by Northeastern Illinois University in 1966 to improve the lives of inner city residents by offering undergraduate and graduate degree programs, as well as community service seminars and cultural events. As the area surrounding CCICS is undergoing a remarkable revitalization, so is the mission of the Center. Increasingly, the Center will become a focus for cooperative efforts between the University and Chicago inner city schools, expanding offerings in teacher preparation and development, administrator training and in-service programs, and student enrichment programs.

The University is requesting funds to remodel and upgrade interior spaces in response to programmatic changes that have occurred at the Center since the last remodeling in 1972. In addition, building infrastructure upgrades are included in this request to improve the efficiency and reliability of the building's mechanical systems, and funds to address roof and flashing repairs.

Teaching and office spaces on floors 3, 4, and 5 will be modernized with the latest classroom technology, and new finishes and furniture will be installed. The public events areas on the lower level and first floor will be refurbished and modernized to meet specific program criteria. The public events areas include a student lounge and large meeting room on the lower level, the lobby, meeting rooms, and associated spaces on the first floor. These spaces will be provided with state-of-the-art audiovisual presentation equipment and lighting, as dictated by program requirements.

The ceiling tiles in the corridors on all floors will be replaced and floor tiles will be replaced on the lower level and floors 4 and 5. (Floor tile was replaced on all other floors in conjunction with prior repair work.) Throughout the public corridors and washrooms on all floors, existing painted drywall surfaces will be replaced with more durable finishes and protective corners. Washroom fixtures, partitions, and toilets will be replaced.

The two 1972 boilers will be replaced (the original chillers and elevators were recently replaced), the main air handling units will be replaced, and new temperature controls and a Building Automation System will be installed to more effectively monitor and operate the building heating, cooling, and lighting systems. The camera system will be replaced with a new central monitoring station. On the exterior, work will include replacing the 9,000-square-foot roof and related flashing.

**2020–3 Science Building Planning, \$8,719,900**

and

**2020–4 Science Building Construction, \$109,300,800**

and

**2020–5 Science Building Equipment, \$19,165,000**

This request is for planning funds through the preparation of bid documents, construction funds, and moveable equipment for a new Science Building. Construction of a new Science Building is necessary to address the continuing growth, success, and pressing needs of the University. This project will permit Northeastern Illinois University to meet current and future needs for teaching laboratories, student and faculty research laboratories, classrooms, meeting and conference facilities, and office space.



**I. B. ACTION ITEM: APPROVAL OF FISCAL YEAR 2020 OPERATING AND CAPITAL REQUESTS BUDGET**

The current Science Building was constructed in 1972. It is a three-story concrete frame building with a masonry veneer. The major laboratories and other teaching spaces are located in the center of the building, with offices located around the perimeter. Most offices are constructed in a unique double-decker fashion, located either a half story up or down from the main circulation corridor. These offices do not meet ADA accessibility requirements, and cannot be modified to do so without unreasonable expense.

Science teaching technology has changed dramatically since the building was constructed, and laboratory health and safety procedures and building code regulations have changed. The building has undergone only minor updating or renovation since construction in 1972.

In 2004, the University initiated a planning effort to modernize the existing Science Building. The planning took approximately 15 months and was a collaborative effort among University administrators, science faculty, students, facilities management, and two architectural consultants – LCM, and Burt, Hill. This process resulted in a plan to modernize the occupied Science Building in five phases over seven years.

Following completion of the report, the University reviewed and discussed the Science Building modernization plan and determined that there were several factors that warranted a request for a new science building rather than renovating the current science building.

First, the extensive movements necessary to keep enough laboratories available during all phases would be extraordinarily disruptive to the programs housed in the Science Building. Up to half of the labs in a given discipline would be undergoing modernization during each phase, so the phasing would require a reduction in scheduled classes with their associated lab sections. In order to have sufficient general classrooms available to support a minimal science teaching program, portable temporary buildings would need to be rented to house the classrooms and offices displaced during each phase.

Second, this multi-phased modernization of the building and associated costs was estimated at the time to cost \$42.2 million. The resulting modernized Science Building would not have any significant expansion, the labs would remain half the size of the current recognized lab standard size, and the offices would still be inaccessible to persons with disabilities.

The University also discussed as an alternative the construction of a new Laboratory Building near the current Science Building. This approach would provide new and larger laboratories, a somewhat shorter construction period, increased classroom space with the conversion of current Science Building labs to classrooms, and much less disruption of ongoing programs. However, a new laboratory-only building would be separated from the faculty offices and classrooms, and the faculty offices in the current Science Building would still be handicapped inaccessible. A new laboratory building location would need to be constructed on limited land adjacent to the present Science Building. Construction in this area would disrupt long range plans and may not be the best use of limited real estate. At the time, it was estimated that a new laboratory building would cost \$39.8 million.

After looking closely at remodeling the existing Science Building, and the alternative of a separate Laboratory Building, a completely new building with classrooms, teaching labs, research labs and offices was decided to be the most cost effective and time efficient way to provide a state-of-the-art science facility. This building would support not only current program requirements but would be flexible in meeting future programs with an environment much more conducive to learning. At that time, it was discovered that planning for a new science building would cost an estimated \$7.7 million and construction would cost an estimated \$96.4 million. (These numbers have since increased due to inflation.)

**I. B. ACTION ITEM: APPROVAL OF FISCAL YEAR 2020 OPERATING AND CAPITAL REQUESTS BUDGET**

The new Science Building, together with the new Education Building already funded and in planning but on hold, will place Northeastern at the forefront of providing a first-class educational environment for students and faculty. Northeastern requests funding for a new Science Building to enhance its ability to educate new scientists and to contribute to the State of Illinois by training new teachers and providing professional development opportunities to current teachers.

The proposed Science Building will be more than 200,000 GSF and will include general and specialized classrooms, as well as teaching and research laboratories for undergraduate and graduate students and faculty. The building will be LEED (Leadership in Energy and Environmental Design) certified.

**2020-6 Building F Performing Arts Renovation and Expansion, \$25,396,100**

Building F houses the University's theatre program and the Stage Center Theatre. The building was constructed in 1961 and has not undergone significant remodeling since that time. This project would renovate and expand the current space to provide the teaching and performance space needed to support the current and future needs of the Department of Communications, Media, and Theatre (CMT). The building expansion would also provide space for the internationally renowned Ensemble Español Spanish Dance program in residence at the University.

The project includes a new 140 seat thrust stage theater, rehearsal and support space, CMT department offices, technical classrooms, scene and costume shops, storage, a flexible black box theater capable of serving as a rehearsal space, TV studio, and performance space. The project includes two rehearsal spaces for Ensemble Español, sound and video systems, costume and equipment storage, and dressing rooms.

**2020-7 Lech Walesa Hall remodeling, \$14,086,200**

This project is closely linked with the completed construction of the Education Building and will renew existing finishes, modernize HVAC and utility systems, replace fixed equipment, and remodel interior areas in response to programmatic changes in the building since it was constructed in 1973. The project includes realigning administrative space throughout the building by consolidating various department offices. It also reconfigures the second-floor open computer laboratories, consolidates the University's computer center and support offices, and adds student meeting and group spaces in support of a student-centered environment. The project would also replace the perimeter heating and cooling units; modify lighting, electrical, and data distribution systems to support remodeling; and renew interior finishes and fixed equipment in classrooms, corridors, stairwells, and washrooms.

**2020-8 Ronald Williams Library renovation, \$35,343,000**

The role of the academic library has evolved dramatically since the opening of the Ronald Williams Library in 1977. The Library completed a master space plan in 2014 to define its future trajectory. The planning process was conducted in conjunction with CannonDesign, a firm with extensive experience in space planning for academic libraries. The Strategic Plan for Library Services FY2012 Action Plan and the Association of College and Research Libraries Report on the Innovation Roundtable at Ronald Williams Library were foundational elements in the planning. The design team undertook an in-depth study of contemporary trends and initiatives at academic libraries across North America.

The master space plan addresses both necessary upgrades to building systems and finishes, as well as a re-imagining of existing spaces. An expansion of the Library facility is not needed in order to serve University needs. However, the amount of seating available is insufficient to serve the current student population, and these seats are primarily at traditional reading tables and study carrels, with minimal lounge, computer, and group study spaces. Currently, only 44 percent of available seats are adjacent to an electrical connection, limiting the functionality of more than half the seating for students, and leading to ad hoc furniture arrangements arising from a quest for electrical outlets.

## **I. B. ACTION ITEM: APPROVAL OF FISCAL YEAR 2020 OPERATING AND CAPITAL REQUESTS BUDGET**

The Library hosts multiple external partner institutions and programs, enriching the learning environment, but leading to a confusing multiplicity of reception desks and issues with way finding. The master plan calls for a phased implementation on the first floor, and independent project pieces for the lower level and floors two through four, with particular budgets as follows, altogether totaling \$31.6 million.

- Phase 1A – Outfitting the first floor with a new diversity of individual and collaborative furnishings, and providing an “Information Commons” of centrally located public computers. \$1.5 million.
- Phase 1B – The renovation of current administrative services space into a new Library services area with new furniture, building systems, and furniture. Provision of a new printing area. \$3.3 million.
- Phase 1C – Renovation of the southern half of the first floor, including demolishing the current reference desk. Provision of renovated building systems and finishes. \$3 million.
- Lower Level – Construct a new seminar room, condense and combine the server room spaces, rearrange the Illinois Regional Archives Depository spaces, and install compact shelving. \$4.9 million.
- Second floor – Renovate the existing technical services and ombuds space into an administrative suite, quiet study space, and a relocated ombuds office. \$4.8 million.
- Third floor – Construct small meeting rooms adjacent to the Center for Teaching and Learning, provide 14 group collaboration spaces, and add a library instruction room, several large group study spaces, and varied casual seating spaces. \$6.6 million.
- Fourth floor – Convert or renovate existing space for TRIO Program and the Language Learning Lab. Renovate entire floor with building systems, finishes, and furniture. \$5 million.
- General spaces and other – Refurbish restrooms, stairwells, main entry vestibule, and security systems (access control, security cameras), update audio visual systems, and hazardous materials abatement. \$2.4 million.

## **B. CAPITAL RENEWAL PROJECTS**

### **2020–1CR Electric Cable Replacement, Phase 1, \$1,948,700**

This project replaces aluminum cable and outdated tap boxes throughout the main campus, all installed in 1961. Phase 1 will complete preliminary design, develop an implementation plan and physically replace the highest priority systems to meet current electrical code requirements. The aluminum cable carries 4160-volt current among all eight main campus buildings. A portion of the work will require that the electrical system be shut down, necessitating execution during closed hours.

### **2020–2CR Campus Roof Replacements, \$10,537,300**

This project renews the building envelope and roof integrity, and protects interior spaces for multiple University buildings. The Physical Education Complex (PEC) was constructed in 1988, underwent a partial roof replacement in 2008, and the pool area roof is being replaced in 2017. This project would address the rest of the roof. Building E (built in 1987), Lech Walesa Hall (1989), and Bernard Brommel Hall (BBH, 1990), would all have roof replacement and associated work such as flashing and coping. BBH requires masonry repairs as well to prevent moisture penetration. All buildings are experiencing an increase in roof leaks and moisture penetration through exterior walls, and exhibiting severe signs of distress. The University proposes extensive repairs and renovations to address these concerns.

### **2020–3CR Entrances and Walkway Repairs, \$5,271,700**

This request is to address the deferred maintenance of entrances and walkways throughout the campus, and fund the renewal of that infrastructure. The project will repair concrete walks by eliminating tripping hazards; repair cracked, broken and deteriorated concrete sections and surfaces; and replace waterproofing membranes. ADA improvements will be accomplished and the entrances to

**I. B. ACTION ITEM: APPROVAL OF FISCAL YEAR 2020 OPERATING AND CAPITAL REQUESTS BUDGET**

Building E and the Sachs Administration Building will be rebuilt. Work entails removal and replacement of existing concrete walkways, masonry walls, curbs, and steps.

**2020-4CR Buildings D and E Exterior Window Wall Replacement, \$2,737,100**

This project replaces 1,800 linear feet of the original window wall in Buildings D and E and the adjacent enclosed connection corridors. These buildings are two of the original campus buildings constructed in 1961. The existing window wall is floor-to-ceiling single-glazed clear glass with sliding glass windows between mullions. Replacement of the antiquated window wall will significantly reduce energy costs. The existing floor-to-ceiling window wall will be removed and replaced with a new window wall containing a thermal break frame having operable windows, and a combination of low - E reflective glass and insulated panels. This work includes a total of 16,200 square feet of window wall around Buildings D and E and adjacent connection corridors with buildings CBM, B, and F.

**2020-5CR Electric Cable Replacement, Phase II, \$1,948,700**

This project continues replacement replaces aluminum cable and outdated tap boxes throughout the main campus, all installed in 1961. Phase 2 will complete physical replacement of the systems to meet current electrical code requirements. The aluminum cable carries 4160-volt current among all eight main campus buildings. A portion of the work will require that the electrical system be shut down, necessitating execution during closed hours.

**2020-6CR Lower Level Egress and Fire Separation, \$5,000,000**

This project addresses lower level fire separation and egress requirements for connected main campus buildings. These buildings address planning, new code required egress signs, fire separations at openings, new construction to meet separation, and connection to the university addressable fire alarm system.

**2020-7CR Masonry and Building Envelope, replacements, \$6,000,000**

This project renews the masonry and building envelope, and protects interior spaces for multiple University buildings. This project would address the various university buildings. Bernard Brommel Hall (BBH, 1990), requires masonry repairs to prevent moisture penetration. Building C (Sachs) is in need of masonry repairs. All buildings are experiencing an increase in roof leaks and moisture penetration through exterior walls, and exhibiting severe signs of distress. The University proposes extensive repairs and renovations to address these concerns.

**Recommended Action**

I recommend the Board adopt the Fiscal Year 2020 Operating and Capital Requests budget as outlined in the report above.

**I. C. ACTION ITEM: TENURE RECOMMENDATION FOR DR. GLORIA J. GIBSON**

When the Board of Northeastern Illinois University conducted its search for the position of President, the announcement included, under the section entitled "Qualifications and Preferred Characteristics/Traits", the requirement for a terminal degree from an accredited institution, and preferred that the president have credentials to be appointed a professor with tenure.

Dr. Gloria J. Gibson's appointment is the outcome of that search. The process was thorough and exacting; the candidates were evaluated by the Search Committee, the search firm, the entire University community of faculty, staff, students, alumni, NEIU neighbors, and the Board of Trustees. Dr. Gibson has an exemplary record, worthy of the University's recommendation to the Board of Trustees for the granting of tenure. Further, Dr. Gibson possesses not only significant experience, but also a deep understanding of higher education, and an abiding commitment to student success.

In keeping with the Regulations of the NEIU Board of Trustees, this recommendation is supported by the faculty in the Department of Music and Dance.

**Provost's Recommendation**

I, therefore, recommend Gloria J. Gibson, Ph.D., President, for tenure at the rank of professor in the Department of Music and Dance in the College of Arts and Sciences at Northeastern Illinois University effective September 20, 2018.

**I. D. ACTION ITEM: ELECTION OF STATE UNIVERSITIES CIVIL SERVICE SYSTEM (SUCSS) MERIT BOARD REPRESENTATIVE**

At its April 19, 2018 meeting, Trustee Marvin Garcia notified the Board that he will no longer serve as its representative on the State University Civil Service System (SUCSS) Merit Board. In accordance with the State Universities Civil Service Act, the Board must elect a representative to serve on behalf of Northeastern. Below is background information on SUCSS and the role of a Merit Board representative.

**State Universities Civil Service System**

**Mission**

The State Universities Civil Service System strives to champion excellence in education and auxiliary programs by providing a comprehensive foundation of human resource practices and standards that facilitate the recruitment, retention, and development of a quality staff, in support of the teaching and research mission of each university and affiliated agency. We are committed to providing an environment of equal opportunity and access to all services and thereby establishing a foundation for each university/agency to fulfill their mission and each individual to reach their potential. We endeavor to build a quality of life that sets the standard for the nation.

**Purpose**

To carry out its statutory obligation to establish a sound program of personnel administration at state supported institutions of higher education and at certain allied agencies, the State Universities Civil Service System, hereinafter referred to as the University System, provides the essential function of administering, developing, and maintaining the basic rules and procedures related to the employment of professional (non-academic), technical, and support staff at each major Illinois public higher education university and affiliated agency. Among its many responsibilities, the University System provides direct guidance and support services to universities/agencies in such areas as employment, examinations, classification plan management, salary administration, compliance audit reviews, disciplinary procedures, and other business operations related to the management of support staff personnel.

**What is the Merit Board?**

The governing body of the University System is the University Civil Service Merit Board, hereinafter referred to as the Merit Board. The Merit Board is composed of 11 members representing the public universities of the State of Illinois. Members of the Merit Board are appointed by their respective University governing boards. Merit Board meetings are held at the University System office and video conference locations are available [typically University of Illinois at Chicago].

**Members**

Mr. Carney A. Barr, *Governors State University*  
Mr. Kambium Buckner, *Chicago State University*  
Mr. Daniel Caulkins, *Eastern Illinois University*  
Mr. Lyneir Cole, Chair, *Western Illinois University*  
Mr. Rocky Donahue, *Illinois State University*  
Ms. Veronica Herrero, *Northern Illinois University*  
Mr. Stuart King, *University of Illinois*  
Mr. James D. Montgomery, *University of Illinois*  
Ms. Jill Smart, *University of Illinois*  
Mr. Thomas Britton, *Southern Illinois University*  
vacant, *Northeastern Illinois University*

**I. D. ACTION ITEM: ELECTION OF STATE UNIVERSITIES CIVIL SERVICE SYSTEM  
(SUCSS) MERIT BOARD REPRESENTATIVE**

**Next Scheduled Meeting**

November 29, 2018 1:00 PM State Universities Civil Service System

**Bylaws of the University Civil Service Merit Board**

Article II. Members of the Merit Board

Section I. Membership

In accordance with section 36c of the Act (110 ILCS 70/36c), the membership of the Merit Board shall be composed of 11 members, 3 of whom shall be members of the Board of Trustees of the University of Illinois, one of whom shall be a member of the Board of Trustees of Southern Illinois University, one of whom shall be a member of the Board of Trustees of Chicago State University, one of whom shall be a member of the Board of Trustees of Eastern Illinois University, one of whom shall be a member of the Board of Trustees of Governors State University, one of whom shall be a member of the Board of Trustees of Illinois State University, one of whom shall be a member of the Board of Trustees of Northeastern Illinois University, one of whom shall be a member of the Board of Trustees of Northern Illinois University, and one of whom shall be a member of the Board of Trustees of Western Illinois University. The members of the Merit Board shall be elected by the respective Boards in which they hold membership.

Section III. Regular Meetings

1. The Merit Board shall convene at least three (3) times per calendar year. At the last meeting in the calendar year, the Merit Board shall determine the meeting dates for the next calendar year.

**Northeastern Board of Trustees Bylaws**

Section IV. Officers and Ex-Officios

E. Representatives of the Board to serve on other boards, commissions, and similar bodies shall be designated as required by statute. In the absence of statutory requirements, they shall be elected by a majority of a quorum of the Board at a meeting as may be appropriate. In the absence of statutory requirements, vacancies in such positions shall be filled by nomination by the Chair and election by a majority of a quorum at any meeting of the Board.

**Recommended Action**

I request that the Chair seek a nominee and that the Board elect a representative from its membership to the SUCSS Merit Board.

**I. E. ACTION ITEM:                      APPROVAL OF UNIVERSITY TREASURER**

Board approval is requested to appoint Ann M. McNabb, Interim Chief Financial Officer, to the ex-officio position of Board Treasurer as required by (110 ILCS 680/25-30) and the Board Bylaws.



**I. F. ACTION ITEM:                      APPROVAL OF TEAMSTERS CONTRACT**

The University was notified that the labor agreement with the International Brotherhood of Teamsters was ratified by the union members on July 26, 2018. This is one of five labor agreements at the University.

Teamsters Local 700 represents approximately 30 employees at the University. The ratified agreement covers both language and wages with a term of four (4) years. The contract dates are July 1, 2018 through June 30, 2022. The wage agreement provides a 2% increase in each of the contract years, along with an additional personal day for a total of 2.

**Recommended Action**

I request that the Board approve the collective bargaining agreement between Northeastern Illinois University and the Brotherhood of Teamsters Local 700 for the period of July 1, 2018 to June 30, 2022 including the financial parameters as noted above.

**I. G. ACTION ITEM: EXPENDITURE APPROVAL: CO-GENERATION PLANT REPAIRS**

**Project Background**

In 1994, the University installed a Co-Generation Plant on the main campus. It consists of four cogeneration engines and provides a total of 3.1 Mg/Kw of power. Located in the Central Plant, the engines provide coverage for most of the main campus with the exception of buildings located south of the library. On May 7, 2018, one of the Co-Generation engines caught fire and is inoperable. These engines are relied upon to provide emergency power during power outage, and are also utilized when market costs for purchased power are high. The University's former Co-Gen service vendor, Altorfer Industries, Inc., formerly known as Patton Power Systems, and the current service vendor, Cummins, were called in to evaluate the cause and then provide proposals for the repairs.

**Project Scope**

The project consists of emergency removal and replacement of the generator barrel. All the barrels have to be opened up to allow access. The failed generator barrel will have any needed parts swapped over to dress the replacement generator barrel for installation. The equipment has a lead time of 12 to 20 weeks.

A portion or all of these costs will be reimbursed by the University's insurance carrier.

**PROJECT COSTS:**

**SOURCE OF FUNDS**

CoGeneration Funds

**General Contractor:**

Base Quote	\$121,877
Additional funds if needed	<u>\$ 12,188</u>
TOTAL COST:	\$134,065

**Recommended Vendor:**

Altorfer Industries, Inc.  
615 W. Lake Street  
Elmhurst, IL 60126

**Summary of Quotes:**

Altorfer Industries, Inc.	\$121,877
Cummins	\$144,000

**Recommended Action**

I request that the Board approve the expenditures related to the General Contractor for the Co-generation Plant Repairs project.

## II. A. INFORMATION ITEM: NEW FACULTY INFORMATION – FALL 2018

### **Dr. Ami Camp**, Counselor Education

Dr. Camp earned a Ph.D. in Counselor Education and Supervision from the University of North Carolina at Charlotte. Her teaching and research interests include the training and practices of school counselors who support students experiencing homelessness; multicultural and social justice; and child-centered play therapy. She has five years of experience in both school counseling and clinical mental health.

### **Dr. Adrian Castrejón**, Justice Studies

Dr. Castrejón earned a Ph.D. in Public Affairs with a focus on Race and Gender from the University of Nevada, Las Vegas. His research primarily focuses on race and migration, migrant labor, barrio urbanism, and Chicano masculinities. He previously served as a visiting scholar in the Department of Chicana/o Latina/o Studies at the University of Minnesota Twin Cities.

### **Mr. Robert A. Cook**, Management and Marketing

Mr. Cook is completing a Ph.D. in Operations Management from the University of Alabama. His research interests are “people-first logistics,” and he has published papers on vehicle dispatching policies in disaster relief and medical volunteer management. He is also interested in using Approximate Dynamic Programming to find real-time solutions to large problems such as centralized management of connected vehicles for traffic congestion reduction.

### **Dr. Ashley Elrod**, History

Dr. Elrod earned a Ph.D. in History from Duke University. Her research focuses on the intersection of legal culture, disability and rights in Europe since the 16th century. She has taught courses on a range of topics including science, magic and religion in early modern Europe; Reformation history; and disability history.

### **Mr. Adam Goldstein**, Communication, Media and Theatre

Mr. Goldstein earned a Master of Fine Arts from Northwestern University. His research and practice interests explore theatre as cultural currency, theatre for social change and dialogue, the social history of musical theatre, and new play development models. Professionally, he is a director, voice and dialect coach with credits and assistant credits at Steppenwolf, Chicago Shakespeare Theatre and dozens of other leading companies across the Chicago community. He previously served on the faculty at Columbia College Chicago and Northwestern University.

### **Dr. Ahmed E. Khaled**, Computer Science

Dr. Khaled earned a Ph.D. in Computer Engineering from the University of Florida. His research interests include Internet of Things (IoT), smart spaces and ubiquitous computing. His Ph.D. work focused on architectural designs supportive of creating novel programming models for the social IoT.

### **Dr. Hsiao-Chin Kuo**, Literacy, Leadership and Development

Dr. Kuo earned a Ph.D. in Literacy, Culture, and Language Education from Indiana University. Her research emphasizes language and literacy practices and funds of knowledge of children and families from linguistically, culturally, and economically diverse backgrounds. She is also interested in research on new literacy studies and multimodality.

### **Dr. Juan R. Martinez**, Sociology

Dr. Martinez earned a Ph.D. in Sociology from the University of Illinois at Chicago with a concentration in Race, Ethnicity, and Gender. His teaching and research interests are in urban sociology, ethnography, U.S. Latinx, and race and ethnic relations. He has published articles on the role of religion in the U.S. immigrant rights' movement, placemaking, and the sociology of “The Walking Dead.” He previously taught at City Colleges of Chicago.

## **II. A. INFORMATION ITEM: NEW FACULTY INFORMATION – FALL 2018**

### **Dr. Noe Mojica, Social Work**

Dr. Mojica earned a Ph.D. in Social Work from Loyola University Chicago. His research focuses on Latino fathers and their role as caregivers to children with cancer. He is also interested in anti-oppressive practice models, spirituality, the integration of the creative arts into social work, and issues of intersectionality among men from minority groups. He has more than 20 years of experience in the areas of child protective services, pediatric healthcare, clinical supervision and community intervention.

### **Dr. Amanda Montes, Teacher Education**

Dr. Montes earned a Ph.D. in Applied Linguistics from Arizona State University. She has worked in the field of bilingual education for more than 15 years in a variety of settings including K-8, higher education, and with educators providing professional development and technical assistance to school districts. Her research interests include examining the perceptions of bilingual educators from culturally and linguistically diverse backgrounds, language attitudes, cultural competence, and using arts integration to enhance language acquisition.

### **Ms. Judith S. Rocha, Social Work**

Ms. Rocha is completing a Ph.D. in Social Work from the University of Illinois at Chicago. Her research interests include Latinx-relevant social issues with a focus on family caregiving of older Latinas/os with Alzheimer's disease or related dementia. Her work has included various social services and support for Latino children and families in Chicago.

### **Ms. Alyssa Vincent, Library**

Ms. Vincent earned a Master of Library Science from Emporia State University. Her research interests include alternative scholarly publishing models and information literacy.

### **Dr. Sarah West, World Languages and Cultures**

Dr. West earned a Ph.D. in Spanish from the University of Illinois at Urbana-Champaign. Her current research discusses the role of literature and culture in the dominant constructions of race, class and gender, specifically in Latin America, Mexico and the Yucatan Peninsula. She previously served as a visiting instructor at the University of Puget Sound.

## **II. B. INFORMATION ITEM: FOURTH QUARTER BUDGET TO ACTUAL**

At its June 15, 2017 meeting, the Northeastern Illinois University Board of Trustees approved the University's preliminary operating budget, which represented preliminary spending plans for fiscal year 2018 (FY2018). The Board of Trustees approved the final FY2018 operating budget in September 2017.

The operating budget for FY2018 totals \$145,692,300. Of that total, \$89,638,800 is the University's unrestricted general operating budget supported by State appropriation and student tuition. In addition, the University's restricted funds budget amount of \$56,053,500 is supported by student fee programs, auxiliary services, grants and contracts.

At the Board's request, quarterly reports are provided for the unrestricted operating budget, which supports most University departments and ongoing operations. This report provides an update on fourth quarter spending in the unrestricted budget and is summarized in Table 1 at the end of this report.

### **Revenues**

The FY2018 budget includes State support of \$33,208,900 for the University's unrestricted general operating budget, or 37 percent of that budget. University Income Funds are comprised primarily of tuition revenues. The FY2018 budget includes estimated income funds of \$56,429,900, or 63 percent of the general operating unrestricted budget.

The Legislature passed and the Governor signed a stopgap funding bill ("Stopgap I") in April 2016, providing \$10,695,100 to Northeastern for FY2016. A second stopgap funding bill ("Stopgap II") was passed, and then signed by the Governor on July 1, 2016, providing Northeastern with an additional \$19,562,000, for FY2017 operations funding. After two years of impasse, the Legislature passed, the Governor vetoed, and the Legislature overrode that veto in July 2017, a budget bill providing Northeastern with \$17,336,800 in additional funding for FY2017, bringing the FY2017 state support (together with the stopgap II) to \$36,898,800, an amount level to the FY2015 revised appropriation.

The Office of the Comptroller provided a formal accounting judgment on July 21, 2017, that the \$17,336,800 FY2017 appropriation funding, while stated as FY2017 appropriation, must be recognized as revenues in FY2018 because the Legislative veto override occurred in FY2018. The University has received the full \$17,366,800 vouchered against the delayed FY2017 appropriation, and \$33,177,284 against the FY2018 appropriation with the remaining \$31,616 held for offsets related to employee indebtedness.

Through the fourth quarter, 99.7 percent of estimated tuition and income fund revenue was recorded, after adjusting for anticipated waivers and bad debt. These amounts represent the second half of summer 2017, plus fall 2017 and spring 2018 enrollments. Because the summer term bridges two fiscal years, accruals are made to apportion the tuition revenues and operating expenses between those fiscal years.

Enrollment projections and the resultant revenue projections for the FY2018 budget are based upon historical enrollment trends, the analysis of Enrollment Management Services, the advice of the Enrollment Planning Council, and current registration data.

The FY2018 budget was based upon estimated overall enrollments falling below the prior year by 4.7 percent. Final FY2018 census date credit hour enrollments fell short of the budgeted targets, finishing at a 5.5 percent reduction from the prior year. New student credit hours assessed at a higher tuition rate were greater than projected, helping to offset the overall credit hour reduction impact on tuition revenues.

**II. B. INFORMATION ITEM: FOURTH QUARTER BUDGET TO ACTUAL**

It is important to note that for both the State appropriation and tuition income, revenues are recorded and reflected in this report as they are billed. Final revenue numbers will be available after the University makes all accounting adjustments during the year-end reconciliation period following June 30, 2018. These adjustments are required to account for activity such as class drop refunds, statutory waivers, bad debt allowances, and fees associated with outstanding student account balances.

**Expenses**

Through the fourth quarter, the University spent 94.4 percent of the total \$89,638,800 general operating unrestricted preliminary budget. Personnel savings stems from the positions eliminated last summer through layoffs and position eliminations. As the University meets the required noticing periods for those employees with layoffs, budgeted salary savings are being held centrally.

The following table outlines the actual University revenues and expenses compared to budget through the fourth quarter of FY2018.

**II. B. INFORMATION ITEM: FOURTH QUARTER BUDGET TO ACTUAL**

NORTHEASTERN ILLINOIS UNIVERSITY  
 FISCAL YEAR 2018 BUDGET TO ACTUAL COMPARISONS  
 FOR THE PERIOD ENDING June 30, 2018  
 UNAUDITED FIGURES

<b>General Operating Budget</b>				
	Budget	Current Budget	Actual	% of Current Budget
<b>Revenue</b>				
University Income Fund (Net Tuition)	\$ 56,129,900	\$ 56,129,900	\$ 55,934,802	99.7%
State Appropriations, Fiscal Year 2017	-	-	17,336,800	-
State Appropriations, Fiscal Year 2018	33,208,900	33,208,900	33,177,284	99.9
All other sources	300,000	300,000	1,208,133	402.7
<b>Total Revenue</b>	<b>\$ 89,638,800</b>	<b>\$ 89,638,800</b>	<b>\$ 107,657,019</b>	<b>120.1%</b>
<b>Expenditures</b>				
Personal Services	\$ 74,301,210	\$ 69,933,049	\$ 70,336,826	100.6%
Contractual Services	8,989,420	9,608,082	8,696,547	90.5
Equipment	1,010,790	1,536,568	861,829	56.1
Commodities	866,608	894,674	586,105	65.5
Telecommunications	622,388	613,990	446,926	72.8
Travel	229,369	214,570	138,999	64.8
Permanent Improvements	200,000	266,860	219,219	82.1
Operation of Auto Equip	19,015	43,109	40,330	93.6
Tuition Scholarships	1,299,000	1,492,900	1,400,682	93.8
Debt Service	2,101,000	2,101,000	1,923,686	91.6
Personnel savings from position eliminati	-	2,933,998	-	-
<b>Total Expenditures</b>	<b>\$ 89,638,800</b>	<b>\$ 89,638,800</b>	<b>\$ 84,651,148</b>	<b>94.4%</b>

**Notes:**

1. Original Budget column reflects the FY018 budget approved by the Board of Trustees in September, 2017.
2. FY2017 revenue of \$17,336,800 was not budgeted for FY2018, but per the Illinois Comptroller, must be posted as revenues in FY2018.
3. Year-to-date expense activity does not include encumbrances.
4. The Current Budget reflects budget transfers processed between organizations and accounts.

**II. C. INFORMATION ITEM: FOURTH QUARTER AUDIT FINDINGS PROGRESS REPORT**

As requested by the Board of Trustees (BOT) Finance Committee, the following report is being presented as a status update as of August 14, 2018, of the material findings for the FY2017 External Audit. The attached summary provides the status of each individual finding and indicates if the audit is a recurring finding from previous years. Since the last report to the BOT Finance Committee, President Gibson has met with the vice-presidents and the respective departmental representatives to emphasize the importance of resolving the identified issues, and to help assess what resources may be necessary to eliminate the identified issues. In these meetings, it was discussed that while action plans may have been completely implemented, it does not mean that there will not be recurring findings in FY2019. This is due to the nature of the audit cycle. In many instances, the issue is not identified until six or more months into the next fiscal year (FY2018); therefore, the University may have been non-compliant prior to the issue having been initially identified. To stay abreast of addressing these issues, a detailed status report is being updated on a monthly basis for all outstanding issues. It should also be noted, that in four of the eight areas of responsibility, there has been turn-over in leadership within the last year. In three of these instances, the individuals leading the charge to correct the issues are new to the NEIU organization. In summary, common themes identified include:

- 6 of 18 findings have been reported as completed;
- 12 of 18 findings are in process, of these at least 4 are cyclical in nature, so we are awaiting an event or an activity to finish before the activity is marked complete (i.e. closing the books and financial reporting to be completed for FY2018, completion of quality assessment review); and
- 10 of 18 findings were repeated findings,
- Technology improvements, training, and accountability were reoccurring themes during our discussions.

<b>Responsible Party</b>	<b># of Findings</b>	<b>In Process</b>	<b>Complete</b>
Controller's Office	4	3	1
Human Resources	1		1
Human Resources & Academic Affairs	2	2	
Information Technology	4	4	
Purchasing	1		1
Internal Auditing	1	1	
Financial Aid	3	2	1
Legal Affairs	2		2



**II. C. INFORMATION ITEM: FOURTH QUARTER AUDIT FINDINGS PROGRESS REPORT**

2017 Rpt #	Years Prior Finding	Finding	Status	Responsible Party	Comment
<b>Material Findings</b>					
001	None	Inadequate Controls over Financial Close & Reporting	In Process	Controller	Financial close & reporting in process
002	2 2015- 2016	Inaccurate FISAP Reporting for Federal Perkin Loan Program	In Process	Controller	Checklist has been implemented
003	2 2015- 2016	Reporting to National Student Loan Data System	In Process	Financial Aid	Majority of items resolved, but resolution for 1 situation still being investigated
004	None	Untimely Notification of Disbursement of Loan and TEACH grants	In Process	Financial Aid	Initial resolution did not work
005	None	Inaccurate Calculation of Return of Title IV Funds	Complete	Financial Aid	
006	None	Time and Effort Reports Not Submitted or Timely Submitted	Complete	Controller	Manual process to track
007	4 2013- 2016	Noncompliance with the Abused and Neglected Child Reporting Act	In Process	HR & Academic Affairs	Changed onboarding of Faculty - Fall 2018
008	4 2013- 2016	Noncompliance with the Campus Security Enhancement Act of 2008 (Background Checks)	Complete	HR	Updated and clarified policy and procedure
009	1 2016	Noncompliance with the Freedom of Information Act	Complete	Legal Affairs	
010	1 2016	Noncompliance with the Open Meetings Act	Complete	Legal Affairs	
011	11 2005 - 2016	Time Sheets Not Required and Not Timely Completed and Approved	In Process	HR & Academic Affairs	Developing processes for graduate assistants, adjuncts and instructors
012	1 2016	Noncompliance with the Fiscal Control and Internal Auditing Act	In Process	Internal Auditing	Preparing for peer review in FY2019
013	None	Inadequate Controls over Contractual Agreements	Complete	Purchasing	
014	None	Noncompliance with the University Guidelines on Excess Funds	In Process	Controller	Financial close & reporting in process
015	4 2013- 2016	Lack of Disaster Contingency Plan	In Process	Information Technology	Part of the FY2018/2019 IT Infrastructure Modernization Project
016	2 2015- 2016	Noncompliance with Payment Card Industry Security Standards	In Process	Information Technology	Hiring a vendor to assist with completing questionnaires – to complete in FY2019
017	None	Weaknesses over System Access	In Process	Information Technology	To be enhances in FY2019
018	None	Computer Security Weaknesses	In Process	Information Technology	Securities Training to be developed in FY2019 and other improvements have occurred.

**II. D. INFORMATION ITEM: PURCHASES \$50,000 - \$100,000**

Board of Trustees' Regulations require that the President report to the Board purchases of at least \$50,000 but less than \$100,000 other than those exempt from Board approval (e.g. utilities). The following lists those purchases since the last Board meeting.

<b>VENDOR</b>	<b>DESCRIPTION</b>	<b>PURCHASE ORDER AMOUNT</b>
Dee's Catering Service	Hot and bag lunches for Child Care Center FY19	\$50,000.00
Garco, Inc./Alpha, Inc. JV	Janitorial Services for El Centro FY19 Renewal	\$86,010.00
Lyons Electric Company, Inc.	Electrical Services – BBH Environmental Science Lab	\$85,850.00

## **II. E. INFORMATION ITEM: PROGRAM UPDATE - PH.D. IN LINGUISTICS**

A preliminary proposal for a Linguistics Ph.D. program was presented to the NEIU Board of Trustees at a special meeting held on October 31, 2016, after which the Board approved the development of a full proposal to be taken through the governance process.

In October 2017, the full proposal for a Linguistics Ph.D. program was submitted to the College of Arts and Sciences Academic Affairs Committee (CASAAC) and proceeded through the College curricular review process. This is the second stage of the governance process, following the department's approval. The proposal was included on the agenda of three meetings of the CASAAC: these meetings were held on October 18, 2017; November 1, 2017; and November 15, 2017. At those meetings, faculty representing the disciplinary constituencies of the College of Arts and Sciences were given opportunities to comment on and ask questions about the proposed program.

Several key questions and concerns could not be addressed based on the original program proposal, so it was determined that a comprehensive budgetary model be developed with the proposal authors to address those questions. A revised Linguistics Ph.D. program proposal that included a revised budgetary model was submitted to the CASAAC for consideration, and was included on the agenda of their meeting on March 14, 2018. At that meeting, the revised budgetary model and a more complete explanation of how the proposed program would operate was presented to the CASAAC by the Dean of the College of Graduate Studies and Research. At the conclusion of the meeting on March 28, 2018, the CASAAC held a final discussion and voted on the program proposal. The CASAAC vote resulted in fifteen (15) "no," eleven (11) "yes," and two (2) abstentions.

The program proposal process in the CASAAC followed procedures aligned with Committee by-laws and consistent with CASAAC review of other new program proposals (e.g. Master of Social Work, TESOL Certificate, Master of Public Health) in terms of the robust and iterative discussions held at Committee meetings, and the proposal requiring review at multiple meetings to provide ample opportunity for questions and consideration of the proposal.

The Office of Academic Affairs and the President recognize the need for NEIU to develop and implement new academic programs, including a Ph.D. program. For that reason, the University has recently engaged the Hanover Research Group to conduct a scan of our institution's academic portfolio and to identify improvement opportunities for existing programs and new programs for exploration. Once the preliminary market analysis is completed, we will work with faculty to consider which new academic programs we should consider launching and which of our existing programs we should strengthen.

## II. F. INFORMATION ITEM: FISCAL YEAR 2018 ANNUAL WORK PLAN RESULTS AND FISCAL YEAR 2019 ANNUAL WORK PLAN

### Strategic Planning Implementation Annual Work Plan - Fiscal Year 2018: Results

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 FY2017. 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 1 Student Success:** Advance student success from recruitment through graduation by engaging all members of the Northeastern community.

- 1.1 Increase the enrollment of both undergraduate and graduate students.
  - 1.1.1 Work with Enrollment Management Council to implement the Ruffalo Noel Levitz Student Satisfaction Inventory.

**Completed:** The Ruffalo Noel Levitz Survey was administered in April and May 2018. The administration included 4 e-mail communication campaigns, table tents, posters, Inlighten promotion, and visits to student groups. High-level results were presented to the Administrative Team on June 18th. On-going presentations will be held with the Executive Team, Enrollment Management Council, and the Undergraduate Retention Intervention Team, and student groups. This information will be used to develop action plans for the coming year.
  - 1.1.2 Increase freshmen conversion rates by 3%.

**In progress:** The results for this goal will not be available until the census date. Activities that are taking place to support this goal include: the development and implementation of multi-layers communication campaigns, text campaigns and telephone push campaigns. On-campus programming is also developed to help to increase yield.
  - 1.1.3 Implement a communication campaign to increase participation of faculty and staff in the Recruitment Resource Repository.

**In progress:** In spring 2017, during a two-hour Recruitment Presentation as part of Forward 150, the Associate Vice President for Enrollment Services announced the implementation of Recruitment Resource Repository program. This is a program that provides faculty, staff, and administrators with an opportunity to express his/her interest in participating in the undergraduate and/or graduate recruitment events and outreach. This announcement and electronic sign-up sheet was shared with the University Community in fall 2017 and will be updated when the faculty return from summer break.
  - 1.1.4 Implement three additional pathway agreements.

**In progress:** Health Sciences and Physical Education has updated all transfer guides and has been in contact with 5 community colleges to create pathway agreements, but there was no movement on the pathways agreement initiative within the transfer center at NEIU as of February 1, 2018.
  - 1.1.5 Collaborate with Colleges to develop an application and admission contract course process template.

**Completed:** Enrollment Services participated in numerous discussions with the Goodwin College of Education, and with staff from the Center for College Access and Success to explore ways to streamline the cohort, and contract admissions and enrollment processes. These processes lacked communication

## II. F. INFORMATION ITEM: FISCAL YEAR 2018 ANNUAL WORK PLAN RESULTS AND FISCAL YEAR 2019 ANNUAL WORK PLAN

and coordination which often posed enrollment and billing challenges for these students. While there is still a great deal of work to be done, an important step was taken when the Admissions Processing Office created a shared database that can be viewed and updated by staff from the Center for College Access and Success, Goodwin College of Education, and Enrollment Services. This process has helped everyone to check the application, admission, and enrollment statuses of students in these programs. Continuous process improvements will continue into the next fiscal year

- 1.1.6 Develop a comprehensive Master Recruitment Event Calendar to include freshmen, transfer and graduate events. Share the calendar in early September with the University Community.

**Completed:** A Master Recruitment Calendar was created and disseminated to the University Community in September.

- 1.1.7 Launch the MA LBS I program at Proviso Center for Exceptional Children (PAEC) in Maywood with one cohort of at least 12 students.

**On Hold:** We did not get a sufficient number of students (only 6) to launch the cohort.

- 1.1.8 Launch at least one gifted endorsement program cohort in either Oswego District #308 or Elmhurst School District.

**Completed:** We have launched a cohort at Oswego as of Fall 2017. The cohort is moving through its Master of Arts in Gifted Education coursework.

- 1.1.9 Literacy Education will implement and engage in a comparison of three different recruitment strategies to determine which method works best in recruiting teachers to this graduate program.

**In progress:** The alumni database is almost complete.

- 1.1.10 Recruit at least 15 new students for the Higher Educational Leadership program.

**Completed:** In Fall 2017 LEAD Higher Education admitted a cohort of 22 new students.

- 1.1.11 Undergraduate Elementary Education program will increase enrollment by 20%.

**Completed:** The ELED program admitted a cohort of 30 new undergraduate students. In FY 18, the program admitted a cohort of 49 students. This represents a 63% increase. We do not expect this kind of growth every year, but this is a definitely a sign of enrollment reversing the trend.

- 1.1.12 Business will develop transfer pathways from Lake County and McHenry County Community Colleges.

**In progress:** This was accomplished as much as fiscally possible. With the budget difficulties, only initial discussions were held. The COBM outreach professional was pulled back in to help with advising. This will roll over into the 2019 plan.

- 1.1.13 Business will expand the outreach calendar for our outreach personnel as much as possible given new staffing realities.

**Completed:** COBM added additional networking nights for alumni, and also added additional information sessions on campus. We could expand this much more and will again continue this effort in the 2019 plan.

- 1.1.14 The Center for College Access and Success will increase the number of contract graduate courses for teachers from Chicagoland districts by 5% over baseline in collaboration with the COE and CAS.

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**Completed:** The Center for College Access and Success, in collaboration with CAS and GCOE, increased the number of contract graduate courses from 14 in FY17 to 28 in FY18, an increase of 100%.

- 1.1.15 Public Relations will promote student and faculty success with the news media and on the University website and social media outlets to draw attention to stories that convey institutional excellence and a welcome environment for potential students.

**Completed:** The Office of Public Relations facilitated positive coverage in news media outlets such as the Chicago Tribune, WTTW, CLTV, Univision, C-Span and many more broadcast, online, and print sources. The Office of Public Relations further promoted the University through timely and inspiring stories and videos published to the University website.

- 1.1.16 Alumni Relations will promote admissions-related events and will engage alumni teachers and counselors through promotional materials and university visits.

**Completed:** The Office of Alumni Relations conducted several events that served not only as alumni engagement, but also recruitment events. These include the NEIU Weekend Picnic in September; Night with the Chicago Sky on May 20; and the Alumni All Access Program in April. The Office partnered with academic departments and colleges including the Computer Science and the College of Business and Management to host alumni panels and career fairs. In addition, throughout the year Alumni Staff distributed NEIU Spirit Kits, including small give aways and NEIU information to alumni teachers and counselors upon request. The Office continuously promotes campus tours to alumni who are teachers/counselors via the alumni website.

- 1.1.17 Alumni Relations will continue producing activities and programs that showcase successful Northeastern alumni.

**Completed:** The Office produced several activities and programs showcasing successful NEIU alumni. The Alumni Awards Ceremony during the Golden Gala presented four prominent NEIU alumni and one student (future alumnus/na) with the Distinguished Alumnus Award, Community Alumni Leader, Alumni Service Award, GOLD Alumni Award, and the Future Alumnus Award. The NEIU Alumni All Access series features a successful and prominent alumnus/na by inviting him/her to do a talk back with current students. This year's NEIU Alumni All Access Speaker was NEIU alumnus Robert Jordan, M.A. '04, former news anchor and reporter for WGN News, and author. Alumni stories were featured in In Common magazine, online articles, class notes and Facebook alumni announcements Annual membership appeals promoted alumni and student internship success stories.

- 1.1.18 Increase enrollment of international students

OIP worked with Enrollment Services, the Registrar, and other departments to change NEIU policy for international student applications. The new policy will allow students to apply and be admitted academically before needing to show their financial statement. This change was made to accommodate the growing of number of international students who are financing their education through student loans in their home countries, and who need a letter of acceptance to get a bank loan.

OIP, since August 2017 has been using two online recruiting services to expand NEIU's capacity to attract highly qualified students while providing data analytics and enable the staff to identify areas for recruitment more effectively and strategically.

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OIP staff attended 5 recruiting fairs and connected with prospective students from Brazil, Mexico, Columbia, Jordan, Tunisia, Cairo, Egypt, Philippines, Malaysia, Indonesia, and Vietnam. The full impact of this strategy will not be known until January 2020 as many students were only beginning their search for the right university.

OIP updated and translated its recruitment PowerPoint from English to Spanish to quickly explain to prospective students and their parents NEIU's strengths, in Spanish speaking countries.

OIP worked with Enrollment Services to make a more accessible application process for incoming exchange students. This will also improve accuracy of records and thus help to expedite the documentation process not only for OIP but also for the Enrollment Services office.

1.2 Increase retention and graduation rates for all students. Identify and implement high-impact practices for all students with a special focus on underrepresented populations.

1.2.1 Develop a comprehensive retention strategy for the University.

**In progress:** The Undergraduate Retention Intervention Team (URIT) has met every two weeks since September 2017. This group is composed of Success Programs, Advising, the Learning Success Center, Student Disability Services, The Pedroso Center, and Math and English Development. The team has formed sub-groups to develop strategies for increasing retention and these have been disseminated among the group members. We have set a goal of 10 percentage point increase in retention over the projected 50% retention rate for the fall 2017 freshman class (fall 2017 to fall 2018 rate).

1.2.2 Infuse into the syllabi of the Seminar Course support offered by the Learning Support Center thus raising the GPA of the incoming freshmen to 2.4. Continue to work on raising GPAs.

**In progress:** The Learning Success Center worked more closely with the Success Programs during Success Hours to support course assignments and developmental courses. Cumulative GPA reported did not significantly change.

1.2.3 Provide academic support to CCICS students in the new cohort, the ESCI grant, and the two Title V grants submitted, thus raising the GPA of the students served by the grant to 2.5, and their first year retention to 80%.

**In progress:** The ESCI grant was successful. The only student referred to the LSC for assistance had a GPA of 4.0. The cohort at CCICS was very small and retention was not achieved.

1.2.4 Re-design the Seminar course taught by the Success Programs and house it properly in a discipline.

**On Hold:** This will be occurring in Fall 2019 if the Freshmen services are reorganized and the Seminar course is housed within a discipline. The First Year Experience program will provide training to the success programs on how to construct an academic course, and will work with the appropriate discipline/major to create the courses. Possibilities include a Latino Studies FYE for Proyecto Pa'lante, and an African American Studies FYE for Project Success.

1.2.5 Collaborate with the new Title V grants and FSS to provide academic support, and create care teams for students.

**II. F. INFORMATION ITEM: FISCAL YEAR 2018 ANNUAL WORK PLAN RESULTS AND FISCAL YEAR 2019 ANNUAL WORK PLAN**

- Completed:** This goal was accomplished. We will continue to work with URIT to support the goal of increasing retention rate by 10 percentage points. Part of the Title V grant funds peer mentors; we will work to fully integrate them into programming by training them and offering ongoing support and supervision.
- 1.2.6 Create a common practice for Achievement Agreement, Individual Learning Contracts, and reporting through an enhanced Common Report template for Project Success, Proyecto Pa'lante, and Wentworth.
- Completed:** This goal was accomplished. A midyear report was submitted and an academic year report was submitted by July 6, 2018.
- 1.2.7 Create coordinated goals and learning outcomes for Summer Bridge, Kick Start College, and Success Hour that are coordinated for all Success Programs.
- Completed:** This goal was accomplished for Summer 2017. However, due to staff layoffs, the Summer Bridge and Kick Start have been moved into a different University unit.
- 1.2.8 Pilot expanded discipline-specific writing tutoring.
- Completed:** The Center for Academic Writing piloted discipline-specific writing tutoring beyond the Writing Intensive Program (WIP) courses in Spring 2018 for select courses in the Masters of Community, Teacher Leaders program, and the capstone course in Chemistry.
- 1.2.9 Offer an ACT Preparation Workshop, funded in part by the Goodwin College, in collaboration with TRIO in both reading comprehension and mathematics to intended education majors who have not earned a sufficient passing score.
- Completed:** We exceeded enrollment capacity in the Spring 2018 ACT/TAP 10-week Workshop. We have already secured agreement from the workshop instructors and began publicizing a 6-week summer workshop due to strong interest.
- 1.2.10 College for Graduate Studies and Research will create a New Graduate Student Orientation program.
- Completed:** We had ~100 new graduate student attendees at the orientation held on Golden Eagles Day, 2017.
- 1.2.11 The Center for College Access and Success will provide academic support to the GEAR UP students on campus in their freshmen year beginning Fall 2017 focused on increased retention.
- Completed:** CCAS provided academic support to over 125 GEAR UP students at NEIU.
- 1.2.12 The CAS will inventory high impact practices (HIPs) that are currently used by CAS departments, and that can be widely implemented and disseminated to all programs in college.
- In progress:** This year CAS is cataloguing the use of the following high-impact practices and disciplinary best practices from CAS programs: cohort models (e.g., CASEP and SWK program), peer-led team learning (e.g., in STEM programs), faculty/student research team teaching, internships, community-based fieldwork, as well as career and professional development activities. The CAS also continues to explore ways to grow interdisciplinary linkages and curricula. The dissemination took a different form than initially expected, as these HIPs were enumerated in the CAS report filed as part of the Forward 150 process on the University's website. CAS also conducted two workshops with



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**the CAS program leadership on assessment, which was also an opportunity to engage in discussion of mechanisms to assess the extent to which these high-impact pedagogies impact student success and retention.**

- 1.2.13 Complete research project *Black Student Experience of Interdisciplinary Studies Program* to identify best practices for African-American student retention and graduation.

**In progress:** Data collection complete and analysis of some data completed by December 2017.

- 1.2.14 Develop a plan to renovate the Physical Education Complex to improve aging facilities to better serve students, faculty, staff and community.

**In Progress:** This initiative was put on hold for most of the academic year due to the budget impasse. An external architectural firm (Perkins+Will) have been contracted to conduct a facility study of the PE Complex. A report with recommendations will be available later this fall.

- 1.2.15 Implement Student Affairs departmental Assessment Plans.

**Completed** and Ongoing: The Division of Students Affairs has created and implemented departmental assessment plans based on best student affairs practices. Current assessment plans will be reviewed this summer.

- 1.2.16 Develop student emergency fund from facility and community rental programs.

**In Progress:** The Division of Student Affairs worked with Finance and Administration (comptroller) and Institutional Advancement to determine the feasibility of this initiative. After a comprehensive analysis it was determined that revenues from rental/facilities from Campus Recreation and Student Union, Event and Conference Services (SUECS) could be utilized for student financial awards provided these funds remained in their respective areas and were awarded by these areas. Therefore, both areas have developed award sub accounts and have budgeted awards for next fiscal year. Each area will develop award criteria that is not limited to student emergency funds. The name of the awards are: Campus Recreation Award and SUECS Award.

- 1.2.17 Continue to implement the African American Student Success initiative, Foundation of Student Success (FSS), Excellencia initiative, Dream.US scholars programs, and student mentorship programs.

**Completed** and Ongoing: The Division of Student Affairs coordinated four initiatives with varied levels of success. The African American Student Success initiative became a standing committee with the name of Black Student Success Committee who accomplished many of its goals. The FSS accomplished the goal of collecting data and participated in several conference calls. The team is currently developing a work plan for the coming year. Dream.US scholars initiative has grown to 20 students, the majority being transfer students. The mentorship programs were put on hold due to staff vacancies in the Pedroso Center.

- 1.2.18 Develop and implement the Start NEIU retention program with the focus on eliminating institutional barriers and assisting students with academic, co-curricular and "life" issues.

**Completed** and Ongoing: The Division of Student Affairs developed and implemented the Start NEIU. With the new name of Living and Learning Community, LLC paired students living in the residence hall with a member of the University's staff. LLC will be revised in the coming year.

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- 1.2.19 Work with academic affairs to identify faculty members to serve as faculty fellows within the Pedroso Center.

**Completed:** The Pedroso Center has identified a faculty fellow who will begin in the Fall 2018.

- 1.2.20 In partnership with Institutional Research participate in a national study on how hunger and homelessness impacts on NEIU students undergraduate experience to gain insights on the needs of our students and how best to develop programs and services to support those needs.

**Completed:** Student Affairs presented results to Administrative Team in June 2018.

**Completed:** NEIU was one of 42 four-year institutions to participate in this study. Results will be shared later this fall.

- 1.2.21 Expand wrap around programs in the Food Pantry to better support students dealing with economic insecurity issues in partnership with academic programs and local non-profit organizations.

**Completed and Ongoing:** Good work continued with expanding wrap around programs and expanding partnerships. These included a partnership with Student Health Services and a local community agency in Fall 2017 offering assistance in signing up for health plans available through the Affordable Care Act; partnering with the North Park Friendship Center, a local food pantry with a clothing closet where the University passed along clothing that was not taken from the Power Closet in exchange for clothing they had; the AmeriCorps VISTA's involvement with the North River Commission's Social Service Network; and a new developing relationship with Common Pantry, another local pantry that has a Social Worker who helps students with housing issues.

- 1.2.22 Continue to provide leadership for Student Affairs involvement in the American Democracy's Project Economic Inequality Initiative, and cultivate opportunities for strong partnerships between Student Affairs programs and the Arts & Sciences Curriculum through this initiative. This includes support for development of programs that address how economic inequality impacts on NEIU students.

**Completed and Ongoing:** This has continued as evidenced by the collaborative work with non for profit organizations such as American Democracy's Project, AmeriCorps VISTA, and North River Commission's Social Service Network.

- 1.2.23 Expand learning experiences for students through collaborative efforts with the Department of Health Sciences and Physical Education, the Food Pantry, and The Nest residence hall.

**In progress:** We continue to make good progress on this although there is much more to be done.

- 1.2.24 Finalize the vaccination policy for students and develop a plan for the immunization compliance program for the University.

**Completed:** Immunization compliance policy completed and approved for Fall 2018. Communication plan was implemented this spring.

- 1.2.25 Expand the Power Closet program aimed at providing students with every day and business attire.

**Completed:** Students and faculty from the Psychology department played a big role in gaining momentum with the Power Closet, and has since led to the

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**Psychology Department agreeing to provide a field experience student on a semester basis to help with Power Closet operations.**

- 1.2.26 Alumni Relations will focus on student mentoring through the Doris Vrooman Alumni Mentoring Program and other opportunities for alumni and student mentoring and networking, including the NEIU Alumni Association Internship Scholarship.

**Completed:** The Office of Alumni Relations actively promoted the Doris Vrooman Alumni Mentoring Scholarship, the NEIU Alumni Association Internship Scholarship, and the Class Gift Scholarship during fiscal year 2018. Throughout the year the Alumni Association/OAR included students at alumni events to connect and network with alumni including alumni career panels and social activities.

- 1.2.27 Alumni Relations will continue producing the NEIU Alumni: All Access program to bring high-profile alumni to the main campus to showcase success stories and network with students.

**Completed:** The NEIU Alumni All Access event is hosted twice a year by the NEIU Alumni Association. This event features a successful and prominent alumnus/na by inviting them to do a talk back with current students. The purpose of this event is to serve as a retention vehicle and demonstrate to students that they can and will be successful. This year's NEIU Alumni All Access Speaker was NEIU alumnus Robert Jordan, M.A. '04, former news anchor and reporter for WGN News, and author.

- 1.2.28 Alumni Relations will continue to partner with various departments across the university to host Alumni Career Panels.

**Completed:** In FY18, the Office of Alumni Relations partnered with various academic departments and colleges, including Computer Science and the College of Business and Management, to host alumni panels and career fairs. At these events the alumni staff promoted to current and prospective students the University and its resources, including Foundation scholarships.

- 1.2.29 Public Relations will promote the successes of alumni to connect earning a degree with positive outcomes.

**Completed:** The Office of Public Relations continued to highlight successes of Northeastern's alumni through newsletters, In Common magazine and original stories posted to the University website.

- 1.3 Develop and implement strategies to support the transition and success of first-year and transfer students.

- 1.3.1 Move one GCOE FYE course through governance.

**Completed:** We met this goal with approval of SPED 109.

- 1.3.2 El Centro will implement a staff mentoring program for cohorts transitioning to their majors.

**Completed:** Goal accomplished.

- 1.3.3 By December 1, 2017 produce an information document for NDP students and advisors regarding options (courses, placement test, credit by exam) for meeting the university math/quantitative reasoning graduation requirement.

**Completed:** The document was created in December and is being used as an advising tool for newly admitted and continuing students in both Nontraditional Degree Programs.

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- 1.3.4 Alumni Relations will select four students to receive the Doris Vrooman Alumni Mentoring Scholarship, (See also 1.2.1) which provides mentoring relationships for alumni and first-semester sophomore students.
- In progress:** Despite many efforts to promote the Doris Vrooman Alumni Mentoring Scholarship to current students, faculty, and staff, there were no applications submitted this fiscal year, and therefore, no student recipients. Alumni staff will continue to promote the scholarship to students in FY19, and will develop a comprehensive marketing strategy to build internal awareness, and encourage faculty and staff to promote to students.
- 1.4 Conduct a comprehensive review of all academic advising services, and implement intentional, coordinated strategies that reflect national best practices in advising to increase student satisfaction and success.
- 1.4.1 Send one professional advisor to professional development training, if budget permits.
- Completed:** A professional advisor was not sent to professional development training; however, on-site professional development was offered to professional and faculty advisors through six meetings of the Advisor Network.
- 1.4.2 The Alumni Association will continue to participate in university Open Houses and other student recruitment events to help promote university services and additional resources offered to students through the Alumni Association.
- In progress:** Due to a staff layoff, and an increase in alumni programming in FY18, Alumni staff were unable to participate in the University Open House events. The Office of Alumni Relations hosted a variety of programs and events that promoted University services and student resources., including NEIU All Access event, NEIU Weekend, Alumni Career Panels, Alumni Career Fairs, NEIU Night with Chicago Sky, ongoing Alumni Association student tabling, and multiple activities through the new NEIU Student Philanthropy program.
- 1.5 Increase bicultural/bilingual support in the areas of admissions, enrollment services, financial aid, student affairs, and academic affairs.
- 1.5.1 Implement the "Welcome Desk" to serve as the main "hub" for customer service for the University community and Student Union clients.
- Completed and In Progress:** Worked with campus partners to change vernacular and references from Information Center to Welcome Desk. Updated digital media - including Facebook, the University website, and digital signs - to reflect new name and focus on welcoming environment. We are still working with Facilities Management to change signage related to the Welcome Desk.
- 1.5.2 OIP's F-1 Coordinator attended University of Warsaw's 9th International Staff Training Week, the topic covered was "Resolving Conflicts in a Multicultural Community." She returned with new ideas on how to work with diverse student populations and international students.
- 1.6 Enhance the quality of service and communication to promote student satisfaction in all areas of the University with a focus on "points of entry," such as admissions, financial services, enrollment services, the website, and other critical areas.
- 1.6.1 Officially launch the first online application process for admission to the GCOE.
- Completed:** We launched our first online admission process for the GCOE in Fall 2017 and have already been making improvements to the application documents.

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- 1.6.2 Create and deliver content and support to students in Proyecto Pa'lante, Project Success, and Wentworth through the creation of a Success Hour that all freshmen in AY 17 Success Program cohort must attend and managed by the Learning Success Center (new name for fall 2017).

**Completed:** This goal was accomplished and Success Hours were scheduled for every student in Wentworth, Project Success, and Proyecto Pa'lante.

- 1.6.3 Student Payment Services will use Touchnet to integrate Banner billing data with monthly email reminders to send student notices about specific balances due.

**No response provided.**

- 1.6.4 University Technology Services will implement a new single sign-on and identity management solution to improve password management and accessibility.

**In Progress:** UTS implemented the Fischer Identity Management system. The system has been functioning for many months, and we intend to finalize the remaining features over the coming months.

- 1.6.5 University Technology Services will implement an updated auto attendant system in English and Spanish languages.

**In Progress:** UTS successfully implemented the main menu, in Spanish. Still reviewing departmental menu processes to determine how to handle Spanish version.

- 1.6.6 University Technology Services will implement a new help desk ticketing system to improve service response time using a new taxonomy system.

**Complete:** TeamDynamix Helpdesk ticketing system was successfully implemented. A robust taxonomy system was also put in place to help triage tickets and incidents.

**Goal 2 Academic Excellence and Innovation:** Implement and support curricular and pedagogical best practices aligned with the mission of the institution, student needs, the standards of the disciplines, and career and civic engagement opportunities.

- 2.1 Develop a Statement of Objectives for the master's degree, and explore adding the doctoral degree to the academic portfolio.

- 2.1.1 Map program goals of Master's programs to the University's Masters' goals.

**In progress:** TK20 is now being used for SPA reports and data analysis. It is being used for CAEP accreditation and CACREP accreditation programs. All but two Arts and Sciences academic programs have mapped their program goals to the University's Master goals.

- 2.2 Implement and assess the University Core Curriculum.

- 2.2.1 Seventy-five percent of all academic programs will produce an annual assessment report from TK20. Report will include feedback loop to support and guide academic innovation.

**In progress:** TK20 is now being used for SPA reports and data analysis. It is being used for CAEP accreditation and CACREP accreditation programs. All but three Arts and Sciences academic programs have produced an annual assessment report from TK20.

- 2.2.2 Develop a plan to assess both areas of the UCC, Engaged learning and Distributive learning. Build assessment process into TK20 and begin collecting data.

**2.2.2 and 2.2.3 are duplicates**

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2.2.3 Work with UCC leadership to develop a plan to assess both areas of the UCC, Engaged learning and Distributive learning. Build assessment process into TK20 and begin collecting data.

**In progress:** The Executive Director for Assessment and Institutional Research met with UCC leadership in Spring 2018. He presented pilot data for assessment of distributive learning courses where we assessed critical thinking. Developed plan is to roll it out in 2018-19 on a larger scale. Reviewed assessment procedure under development by Non Traditional Degree Programs with an eye toward implementation for assessing all Engaged learning courses. Developed plan to pilot in 2018-19.

2.3 Support, create, and sustain interdisciplinary courses and programs that lead to higher levels of critical, analytical, and integrated learning.

2.3.1 Pending approval of the Master in Public Health (MPH) Program by the Board of Trustees, obtain IBHE approval for the program.

**Completed:** BOT and IBHE approval has been granted and we are waiting to hear from The Higher Learning Commission.

2.3.2 Modify the Physical Education minor to an Exercise Science Minor to attract students into the Exercise Science and MPH programs.

**Completed:** This has gone through governance and the minor will start in Fall 2018.

2.3.3 SCED will move the ISBE approved MAT/TLP program through IBHE via Academic Affairs.

**Completed:** The new SCED program was approved in November 2017 by IBHE and will be implemented in Fall 2018

2.3.4 Counselor Education will develop an honors BA/MA program.

**On Hold:** Counselor education has not made progress on this goal. They are researching how and if this will be possible. However, they have submitted 2 proposals to create certificate programs in Family Counseling and School Counseling Endorsement.

2.3.5 Explore out-of-class learning opportunities for additional student skill development.

**In progress:** COBM has started this process and has been involved with discussions with a couple of companies (and computer science was involved in at least one of these discussions).

2.3.6 Continue working on academic offerings that are cross-functional with Computer Science and HRD.

**Completed** and **In progress:** COBM and HRD completed a Human Resource Management minor as a joint venture between COBM and GCOE. For 2019 we will move forward with a joint HR major. Discussions with computer science continue.

2.3.7 By May 15, 2018 develop and submit to governance a policy that requires Interdisciplinary Study majors to design and title a focus area for their individualized interdisciplinary curricula. By June 30, 2018, design and submit to governance an Academic Course Record for Interdisciplinary Studies majors.

**In progress:** The Academic Course Record was created and will be submitted to NDP Advisory early in the Fall 2018 semester.

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- 2.4 Focus on academic programs linked to regional economic development and workforce demands for the global society.
- 2.4.1 Implement the District 214 dual enrollment program for high school students interested in becoming secondary education teachers.  
**Completed:** The first group of high school students began taking an FYE course in the high school in Fall 2018 with 6 sections of the course offered.
- 2.4.2 Adopt a uniform, valid, and reliable disposition assessment for our initial licensure programs with data collected at admission, prior to clinical, prior to student teaching, and at program's end.  
**In progress:** We have identified a proprietary assessment to track dispositions at the clinical and the student teaching experience. We are in the process of developing a CAEP-ready disposition assessment to use at admission. We have gathered input about the instrument and our GCOE Evaluation Committee is working on its continued development. The goal is to have an assessment ready to pilot by Fall 2018.
- 2.4.3 Pilot and adopt a uniform, valid and reliable student teaching evaluation instrument for our initial licensure programs.  
**Completed:** We completed a Fall 2017 pilot of the Candidate Pre-service Assessment of Student Teaching (CPAST) in 3 initial licensure programs. In Spring 2018, we expanded the pilot to all initial teaching licensure programs. We also piloted a Pre-CPAST assessment in a clinical experience in 2 programs in Fall 2017, and expanded our pilot in Spring 2018.
- 2.4.4 Create a common, valid lesson plan rubric for initial licensure programs.  
**Completed:** After input from various stakeholders including faculty and members of our Goodwin Field Experience Advisory Board, we piloted in Spring 2018 a new common lesson plan rubric.
- 2.4.5 SCED will solidify its partnership with the Illinois Writing Project and offer professional development coursework for teachers.  
**Completed:** Our partnership now has a Memo of Understanding. During Summer 2017, several graduate students-at-large enrolled in 3 different secondary education courses, taught in conjunction with the IWP Summer Leadership Institute. These courses were offered again in Summer 2018. In addition, the IWP hosted an evening's professional development workshop at District 214 on March 1, 2018 at Buffalo Grove High School. Finally, in Summer 2018, IWP workshops will be held on NEIU's El Centro Campus.
- 2.4.6 Counselor Education will move the School Counseling program from a 48-hour to a 60-hour program to meet CACREP accreditation requirements.  
**Completed:** Counselor Education submitted the program modification proposal and has received approval. The program admitted its first group of graduate school counseling students into the new 60-hour program in Spring 2018.
- 2.5 Support and create academic and professional development opportunities for students through internships, international study, research, service learning, and career services.
- 2.5.1 Create a universal peer facilitators training program that incorporates both the training of campus peer mentors and tutors that includes the faculty with collaboration from the Center for Teaching and Learning.  
**Completed:** The Learning Success Center, the Center for Academic Writing, and the Center for Teaching and Learning hosted a day-long training on August 22,

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**2017. Over 60 student peer facilitators participated. Seven faculty members participated.**

2.5.2 The Higher Educational Leadership program will forge at least 2 new partnerships with outside agencies to support their practicum and internship experiences.

**Completed:** The Higher Educational Leadership program has created two new practicum sites: one at Oakton Community College, and another at the University of Chicago.

2.5.3 Continue enhancing the student internship program and add additional programming by partnering with career services to teach students interviewing and other job search skills.

**Completed:** COBM accomplished this during 2018. Much was learned and we will adjust and continue developing for 2019. For 2019, COBM will work more closely with Career Services to continue development.

2.5.4 Enhance student club activities by bringing in ten additional executives.

**Completed:** COBM accomplished this goal, expect to equal or exceed this number in 2019.

2.5.5 Expand paid internship opportunities and other engaged learning experiences for students through development of positions to support the Student Food Pantry, Tree Campus USA, Northeastern's community garden, and non-profit organizations around NEIU's campuses.

**Completed and Ongoing:** We continue to make good progress on this though there is much more to be done. A major challenge we have found is that many upper division students do not submit FAFSAs and thus do not qualify for work study positions. We were also able to develop six new paid internship positions with community partners in the area through our partnership with IL Campus Compact.

2.5.6 Work with faculty in Human Resources to develop applied learning opportunities for graduate and upper division undergraduate students in Human Resources to provide resume critiques for students.

**In progress:** We have made some progress in this area, but much needs to be done. This will be a focus as we rebuild Career Development area.

**Completed:** COBM increased paid internships from 58 to 99 during FY2018.

2.5.7 Alumni Relations will continue to partner with Career Development Services to provide career resources to students and alumni.

**In progress:** Due to staffing and structural transitions in Career Development, the Office of Alumni Relations was not able to partner on many initiatives with Career Development, now known as Student Counseling and Career Services. The Office of Alumni Relations was able to partner with the Department of Computer Science and College of Business and Management on co-hosting career fairs and career focused alumni panels.

**Completed:** The Office of Alumni Relations also launched a new resource through Parker Dewey, an external vendor that provides paid micro-internships to students. The Parker Dewey online portal allows for current students to search through available short-term internships, and NEIU alumni can submit paid short-term internship opportunities through the system for current students to review and apply. Alumni Relations staff have also promoted the launch of



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**NEIU Hire, the new job search hub offered through Student Counseling and Career Services.**

- 2.6 Enhance and expand academic offerings and resources at CCICS.
- 2.6.1 The ISCE graduate program will move through governance.
- In progress:** The program faculty prepared governance documents for the revised ICSE graduate program and submitted these to the Chair of the Educational Inquiry and Curriculum Studies (EICS) Department on January 26. However, the Chair identified missing information and returned these forms with feedback on February 1. Approximately 18 courses have been updated or newly developed. Therefore, the revised program has not yet passed the Department approval stage. The faculty plan to resubmit the paperwork by February 9th.
- 2.6.2 Partner with El Centro and CCICS staff and administrators to set up and implement appropriate programs to meet student needs and expectations at El Centro and CCICS.
- In progress:** Much has been done to partner with El Centro and CCICS to meet the needs of students. We are thrilled to have developed a shuttle program to transport students between these locations. This will be a focus for this year as we continue to assist with the growth of El Centro and CCICS.
- The GCOE Leadership Team met with the new Director of CCICS to determine potential programs to offer at the CCICS site.
- 2.6.3 Facilities Management will coordinate renovations at CCIS to provide ADA access to financial aid offices, and to provide an ADA accessible and gender neutral restroom.
- Completed:** There are now three ADA restrooms on the first floor of CCICS. Two in the general public area, and one in the Student Counseling and Health Services space.
- On hold:** There is a new director at CCICS and reassessment of financial aid office space use is currently being done.
- 2.7 Integrate culturally relevant pedagogy and content throughout the curriculum.
- 2.7.1 Host an expert in implementing culturally relevant pedagogy for this year's Jean Carlson Memorial Lectureship and provide a venue for faculty to use this professional development to improve curriculum.
- Completed:** On November 14, 2017, the GCOE hosted Dr. Ernest Morrell as this year's Carlson Memorial Lecturer. His presentation was entitled, **Culturally Responsive Teaching in the College of Education: Walking the Talk**. It was extremely well attended by our faculty and students.
- 2.8 Increase high-quality hybrid and online curricula throughout the University.
- 2.8.1 Implement the D2L upgrade, Daylight, across the university. Train departments and faculty on the use of new D2L tools including the Learning Object Repository, video assignments, and virtual classroom.
- Completed:** Implementation completed December 2017 after weeks of demonstrations and training. Workshops and on-demand support tools are ongoing throughout the year.
- 2.8.2 Increase the percentage of course sections that use D2L to 90%.
- In progress:** In Spring 2017, 84.5% of course sections used D2L. The rate in Fall 2017 was 86.0%, and Spring 2018 was 85.1%. This goal was not met.

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- 2.8.3 Present Quality Matters Rubric, or a similar assessment model, for peer review of all new online and hybrid courses to FCAA.  
**On Hold:** We did not make progress on this item due to the loss of two full-time staff members in the CTL that were working on this. We will add it to the plan for FY19.
- 2.8.4 Literacy Education will move 3 courses to online delivery.  
**In progress:** Elective LTCY 515 scheduled as online in Summer II; LTCY 512 currently running as hybrid; still exploring the possibility of LTCY 504 or LTCY 502 as hybrid.
- 2.8.5 The Department of Health Sciences and Physical Education (HSPE) will move at least 3 new online courses and 3 hybrid courses to online delivery.  
**Completed:** All health sciences faculty have been trained and we currently offer all our courses either online, hybrid, or face-to-face. By the end of the Spring 18 semester, all of the physical education faculty will be trained, and PE will be offering 3 new online courses and multiple sections of hybrid courses. We have greatly exceeded this goal.
- 2.8.6 Undergraduate Early Childhood program will move one course to online delivery.  
**Completed:** ECED 316 is now an online course. Due to low enrollment, this course was not offered in Sp. 18, but will be offered in Fall 2018.
- 2.8.7 The Bilingual/Bicultural Endorsement program will move 2 courses to hybrid delivery.  
**Complete:** Four graduate BLBC courses have been offered as hybrid and online during FY 18. These courses have been offered for cohorts of teachers in the Bilingual Endorsement Program.
- 2.8.8 Complete the revision of the MBA curriculum with pricing and delivery options to include additional sites and online. This activity was paused in FY2017 pending identification of funding opportunities.  
**On Hold:** COBM continues to have this activity paused pending the need for additional faculty resources. Approximately five faculty are required during the next two years to be able to successfully launch this.
- 2.9 Prioritize resource allocation to learning resource centers and support centers.
- 2.9.1 Develop common learning outcomes for Writing Intensive Program (WIP) courses to submit to governance for approval and future assessment.  
**On Hold:** No progress was made on this item due to academic units focusing their limited time and resources on Forward 150 plans, and adjustments to changes/losses in personnel. We will add this to FY19 plans.
- 2.9.2 Collaborate with other support centers to determine and suggest possible organization models that are more efficient in supporting faculty and students across the university through the prioritization process.  
**Completed:** The Center for Academic Writing and the Center for Teaching and Learning discussed possible models to be proposed in the respective units' Forward 150 prioritization templates. Input from the Learning Success Center was also sought. The CAW and CTL Forward 150 reports include such a proposal.
- 2.9.3 Create a mechanism for subsidizing faculty open access publishing fees with the support of indirect funds.

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**In progress:** The Research & Creative Activities Advisory Group is reviewing and finalizing the OA Publishing Fund Policy first drafted in fall 2016. The Library will use its Indirect Fund account to support the program.

- 2.9.4 Increase student health and counseling services at El Centro and the Carruthers' Center for Inner City Studies and remodel the student lounge at CCICS.

**Completed:** At CCICS we have remodeled the student lounge and created the student health and counseling office. At El Centro we have developed health education programs.

**Goal 3 Urban Leadership:** Build upon Northeastern's tradition of community partnership and engagement by collaborating with educational, social service, governmental, philanthropic, and business organizations in Chicago and the region.

- 3.1 Collaborate with local and regional schools, community organizations, and parents to vertically align knowledge, skills, and dispositions across K-12 schooling in order to prepare students to succeed at Northeastern or other postsecondary institutions.

- 3.1.1 Hold a meeting of the first ever Goodwin Field Experience Advisory Board comprised of school leaders/administrators, cooperating teachers, and university supervisors to gather input on how we might improve our teacher preparation curriculum and assessments.

**Completed:** The Goodwin Field Experience Advisory Board met on January 10, 2018 with 25 members present. Discussion and feedback on our assessment results and continuous improvement process took place. A follow up online survey was sent to our members to solicit additional feedback on one of our assessment instruments.

- 3.1.2 CCAS will build pathways to postsecondary through partnerships with 30 Chicago area high schools and community colleges to increase the number of students who apply and enroll in postsecondary, and to increase the yield to NEIU from CCAS partner high schools with high application rates.

**Completed:** The Center for College Access and Success increased the enrollment rate from 54 students in Fall 2016 to 151 in Fall of 2017 from students we serve in our partner schools.

- 3.1.3 The Center for College Access and Success will increase the number of high school students who enroll in dual credit and dual enrollment classes by 5% over baseline.

**Completed:** 641 students took a total of 871 Dual Credit and Dual Enrollment courses, and 612 students earned credit in one or more courses.

- 3.1.4 Hold two workshops with parents/families from schools and communities that the Center for College Access and Success serves to help them better understand post-secondary options.

**Completed:** The Center for College Access and Success has held more than two workshops with parents/families to help them better understand post-secondary options.

- 3.1.5 Alumni Relations will launch a Corporate Alumni Relations program that will collaborate with businesses and industries where alumni work to provide engagement, continuing education, promote giving via match programs, and elevate NEIU's presence in among business networks.

**Completed:** This year, the Office of Alumni Relations coordinated with the College of Business and Management and the Department of Computer Science to engage alumni business owners and corporations, and to host specialized

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career fairs. Alumni Relations staff promoted these events to alumni. In Fall 2017, Alumni Relations hired an intern to conduct an alumni research project via LinkedIn which identified companies that have larger groups of alumni working at their corporations. A master list was established and six companies were identified as lead corporations to begin corporate alumni engagement efforts. The companies identified are: AT&T, ComEd, Allstate, BMO Harris, Abbott, and Walgreens.

This spring, the Office of Alumni Relations engaged in conversations with AT&T to begin an alumni company group sanctioned by AT&T. The first activity/meeting from this effort will take place in FY19.

- 3.1.6 Alumni Relations will continue to work with the Cornerstone Community Outreach Center every year on a back pack drive to provide backpacks for underprivileged children who attend Chicago Public Schools.

**Completed:** In partnership with Cornerstone Community Outreach (CCO), the Office of Alumni Relations coordinated a backpack drive for children without permanent housing. Through the generosity of NEIU faculty, staff, students and alumni, over 100 children, ranging in age from preschool to high school, were given backpacks and school supplies at CCO's "Back-to-School Rally." The Alumni Association raises hundreds of dollars each year for this special event.

- 3.1.7 Alumni Relations will also continue to provide spirit kits to schools all over the country to help promote education and Northeastern.

**Completed:** In FY18, Alumni Relations staff sent NEIU Spirit Kits to alumni teachers and counselors upon request. The packet includes mini NEIU pennants, pens, pencils, and NEIU information.

- 3.2 Position and promote Northeastern as a leading Hispanic Serving Institution in the recruitment, retention, and graduation of Latino students.

- 3.2.1 Increase interactions between the College of Business and Management and the Latino Professional organizations of Prospanica and ALPFA.

**Completed** and **In progress:** The Prospanica Club continues to function and members attended the Prospanica national conference this past October. They will attend the 2018 Prospanica national conference in Milwaukee.

COBM is building an ALPFA (Association of Latino Professionals for America) club that will launch in Fall in time for the Chicago ALPFA symposium. As the Chicago professional chapter of ALPFA leadership have several HRD alums, we will be inviting HRD and any other area on campus to participate. The COBM dean is an invited panelist of Deans and Executives at the ALPFA National conference at Caesars Palace in Las Vegas in July 2018.

- 3.2.2 Organize strategic and focused campus visits and academic programming to be held on campus for students from the Chicago Public Schools and Cicero/Berwyn to expose 8th through 12th graders to Northeastern.

**Completed:** The Center for College Access and Success increased the number of elementary and high school students who visited the University from 9,338 in FY17 to 10,451 in FY 18, and over 500 participated in summer and Saturday academic programs on campus.

- 3.2.3 Identify students from partner high schools to become a part of the NEIU cohort program in their freshmen year.

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**Completed:** 153 students who graduated from partner CPS high schools of the Center for College Access and Success became part of the NEIU cohort in their freshman year in Fall 2017.

3.2.4 Enhance the cohort model at El Centro to achieve a higher retention and graduation rate. The goal is to have a 90% retention rate from first to second year.

**No response provided.**

3.2.5 Development will continue to feature Latino scholarship recipients and their testimonies in communications with donors, alumni, and friends to demonstrate the impact of philanthropy.

**Completed:** The Office of Development featured several Latinx students and alumni throughout the year who were active at Northeastern, including scholarship recipients and outstanding alumni. These stories were featured in print and electronic appeals, in online newsletters and features. Students were asked to speak at stewardship and fundraising events, including the Golden Gala Alumni Awards Dinner, the NEIU Foundation Annual Meeting, and the Scholar/Donor Luncheon to demonstrate the impact of giving to current and prospective donors.

3.2.6 Public Relations will continue to support Marketing in its promotions of El Centro and its academic programs and highlight the successes of Hispanic students, faculty, staff and alumni.

**Completed:** The Office of Public Relations supported the promotion of El Centro through social media, event promotion and success stories posted to the University website.

3.3 Increase Northeastern's presence across diverse urban communities through intentional marketing.

3.4 Encourage and support programs that expand understandings of our urban metropolis, with emphasis on our community partners.

3.4.1 Conduct a needs assessment of the Child Care Center to ready the Center for NAECY accreditation.

**In progress:** In Fall 2017, a professional with expertise in Early Childhood and Early Childhood Special Education was hired to conduct a needs assessment of the NEIU Child Care Center. A summary report, organized by each NAECY standard was shared with the Dean and the Chair of Teacher Education. The summary and recommendations provided clear directions for improvements that will be required before the Center would be ready to under-take NACECY review.

3.4.2 Collaborate and partner with NEIU faculty researchers involved in the Chicago Cancer Health Equity Collaborative (CHEC) grant program to focus on health and wellness initiatives.

**In progress:** The Division of Student Affairs has housed the CHEC staff and worked on several health and wellness initiatives.

3.4.3 Alumni Relations will promote five alumni recognition awards during NEIU Weekend 2017 that will provide an opportunity to recognize alumni community leaders, and establish better community partners.

**Completed:** The annual Golden Gala Alumni Awards Dinner showcases four prominent NEIU alumni and one student (future alumnus/na). The awards are the Distinguished Alumnus Award, Community Alumni Leader, Alumni Service Award, GOLD Alumni Award and the Future Alumnus Award. Award recipients in

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**2017 were: Distinguished Alumna Award - Alice McGee (B.A. '84), former chief publicist and senior supervising producer of "The Oprah Winfrey Show;" Alumni Service Award - Dr. A. Michael Drachler (B.A. '68 Biology), Obstetrics and Gynecology; Community Leader Award - Dr. Jerry Watson (B.A. '93), associate professor of Social Work at Rust College; GOLD Alumni Award - Carlos Jimenez Flores Z (B.A. '06), writer, producer and film director; Future Alumni Leader Award - Nicholas Martinez, current NEIU Student.**

3.5 Encourage and support programs and research that focus on contemporary urban issues, such as education reform, immigration, economic development, and the environment.

3.5.1 Add members to the COBM executive council who will provide access to the big accounting firms.

**Completed:** COBM added four partners and two tax leads from accounting firms to the COBM executive council.

3.6 Enhance Northeastern's marketing and public relations plan, inclusive of community outreach, to expand internal, local, regional, national, and international awareness of our urban leadership efforts.

3.6.1 Public Relations will promote appropriate faculty and staff members as experts in the news media, work with all divisions, offices and departments to encourage best practices on social media and enhance messages relevant for internal and external markets.

**Completed:** The Office of Public Relations facilitated faculty appearances in dozens of print, broadcast and online media to discuss timely events in their areas of expertise or the results of their research. The Office of Public Relations also continued to lead the University's community of social media administrators to share best practices and key messaging.

3.6.2 Public Relations will expand, refresh and maintain the University's photo library.

**In progress:** Public Relations handed over control of the University's photo library to its partners in the Marketing office during a minor restructure. The photo library remains a strong and stable resource for the University community.

3.6.3 Development will work with Alumni Relations and Communications to coordinate two issues of *In Common* alumni magazine to feature outstanding aspects of the University's community and programs and encourage affinity and increased donations.

**In progress:** The Office of Development continued its partnership with Alumni Relations and the newly created Marketing and Communications division to build content for the Fall 2017 issue of *In Common* magazine, and to develop content for the fall 2018 issue. The timing of the magazine's mailing was factored into the appeal schedule, and included content to reiterate messaging around the Transforming Lives campaign, NEIU Weekend and the Goodwin Gift Challenge.

3.6.4 Development and Alumni Relations will continue to submit potential stories that highlight alumni, faculty, staff and students for use as content online, in magazines, appeals, speeches, reports, newsletters, and other communications.

**Completed:** The Offices of Development and Alumni Relations featured several alumni in FY18 for online and print content. Such content appeared in weekly e-newsletters, Noteworthy at Northeastern and New@NEIU, in annual mailed appeals for support, in the *In Common* alumni magazine, in the President's Report. NEIU alumni and current students were asked to speak at events,

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**including the Golden Gala Alumni Awards Dinner, the NEIU Foundation Annual Meeting, on Giving Tuesday 2017, at the Scholar / Donor Luncheon, and at the Chuck Kane Scholarship Golf Event.**

3.7 Promote CCICS, El Centro, and CCAS as examples of Northeastern's commitment to urban leadership.

3.7.1 Host a one-day college access and success conference in Fall 2017 for high school counselors, teachers and other college access professionals from partner institutions including members of community-based organizations to understand current trends in college access and to strengthen partnerships to support student success.

**Completed:** Center for College Access and Success held two events in Fall 2017.

3.7.2 Development and Alumni Relations will work with CCICS and El Centro to support their programs and alumni.

**Completed:** Institutional Advancement (IA) staff were in frequent contact with leadership at El Centro and the Carruthers Center for Inner City Studies in FY18. IA consulted with El Centro faculty and staff to promote the first "Beer and Bites" fundraising event in July 2017, sending e-blasts and social media, and providing online registration and day-of support. The Vice President for Institutional Advancement worked with El Centro leadership to secure the IME Becas scholarship grant from the Consulate General of Mexico, and attended the formal presentation of the grant. Development and Alumni Relations staff met to discuss alumni and donor engagement activities related to El Centro's 50th anniversary year.

With the arrival of the new Director of the Carruthers Center, IA staff met early in the year to learn the director's initiatives and priorities for the Center, and to provide information on alumni and donor history, and Foundation fund information. IA staff also worked with CCICS to coordinate alumni participants in the Hyde Park July 4th Parade and the Bud Billiken Parade. The NEIU Alumni Advisory Board hosted two of their four annual meetings at El Centro and CCICS. The NEIU Foundation Board hosted a committee meeting at El Centro in October, and will host the first quarterly meeting of FY19 at CCICS.

3.7.3 Public Relations will work directly with the leaders of the locations to develop and update strategies.

**Completed:** The Office of Public Relations worked with the directors of all locations to assist with social media management, and to identify important events and stories to share with the public.

**Goal 4 Exemplary Faculty and Staff:** Invest in and support faculty and staff to foster a nationally recognized urban university and create a thriving work environment that makes Northeastern an employer of choice.

4.1 Intentionally recruit and retain faculty and staff who understand and support Northeastern's mission and the students we serve.

4.1.1 Fully implement the Diversity Council and develop recommendations to support a healthy campus environment.

**In progress:** The Diversity Council has focused this year on rewriting their bylaws. The revised bylaws have been accepted by the President. The Council will be in full operation in Fall 2018 once the new members have been identified.

4.1.2 Develop and implement "NEIU Bucks" (working title) declining balance option for faculty and staff.

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**Completed:** We implemented GET Funds for meal plan students. Due to implementation time, including constraints on Controller's office vacancies throughout the year, there were some delays in accounting set-up, and the program was not offered to faculty and staff, but will be implemented if determined feasible in FY19.

4.2 Enhance scholarship, professional development, and training for faculty and staff.

4.2.1 Send at least one faculty member to the CAEP accreditation conference.

**Completed:** In Fall 2017, three faculty members plus the Dean of the GCOE attended the CAEP conference in October.

4.2.2 Conduct reliability training for university supervisors and faculty on our new assessments (e.g., student teaching evaluation, dispositions).

**Completed:** All faculty involved in the CFAST and PRE-CFAST pilot participated in an online reliability training in Fall and at the beginning of Spring 2018.

4.2.3 The GCOE Technology Committee will use last year's survey results to host a panel on technology devices and applications used in today's schools and businesses to keep our faculty current.

**Completed:** On January 29, 2018, the GCOE Technology and Professional Development Committees hosted a panel of 7 professionals from schools, school districts, and organizations with expertise in technology. The panel was facilitated by a faculty member to help the GCOE community better understand what technology-related knowledge and skills our graduates need in today's workplace. Follow up survey responses were positive overall.

4.2.4 Continue the second year of the faculty research funding experiment and program four dates for research sharing.

**Completed:** COBM completed this and it's working well. We also had four shared dates. For 2019 we will increase to five dates.

4.2.5 Revise and streamline processes and protocols in light of the upcoming federal changes in regulations (the revised Common Rule).

**Completed:** The federal government has twice postponed the implementation of the revised Common Rule. It is currently scheduled to go into effect January 21, 2019. We have adjusted our implementation plans to match the federal changes.

4.2.6 Produce a Resource Manual for grant PI's.

**On Hold:** Not finished due to staff reductions.

4.2.7 The CAS will research and propose a facilitator to conduct an internal professional development workshop for chairs and coordinators.

**In progress:** The CAS conducted research at November 2017 meeting of the Council of Colleges of Arts & Sciences (CCAS), specifically soliciting interest from Chicago-area facilitators, as facilitators secured directly from CCAS were not affordable by the CAS given the current NEIU budget situation. Given that professional development for chairs would be difficult to pursue from a financial standpoint, we considered other possibilities to engage chairs in a curriculum that would be supportive of their growth and development as academic leaders. Our progress on this initiative was also a bit forestalled due to an unclear sense of how the role of the department chair will shift and change after recommendations from the Forward 150 Program Prioritization Processes are put forward.



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- 4.2.8 In collaboration with the College of Arts and Sciences provide a professional development session for faculty, staff, and students on how to facilitate "Deliberative Dialog" discussions programs to improve their ability to build the critical thinking skills of students.

**Completed:** Student Affairs collaborated on a successful workshop in Fall 2018 that over 20 faculty and staff attended.

- 4.2.9 Student Disability Services will design, lead, and implement Universal Design for Learning (UDL) for Faculty Training Cohort.

**Completed:** Developed, launched, and maintained the year-long training program. A cohort of 10 faculty completed the comprehensive training.

- 4.2.10 Institutional Advancement will encourage staff members to pursue training and professional development including courses, conferences, website training, focusing on free and low cost offerings.

**Completed:** Institutional Advancement staff attended multiple training sessions and development courses, including attending workshops offered by the Lilly School of Philanthropy, Forefront, the Chicago Council on Planned Giving, the Council for Advancement and Support of the Education, Alumni Career Services Network, Major Gift Academy-online fundraising, and participating in many webinars on a variety of fundraising and alumni relations-related topics to review current information on the new tax law change and its effects as well as best practices in these fields.

- 4.2.11 The Office of International Program will provide professional development activities for its staff.

**Completed:** OIP worked with NEIU's European partner universities to select NEIU as one of their Erasmus+ partners. This resulted in the University of Warsaw (UW) hosting 1 NEIU staff for a training on intercultural communication and providing 1 NEIU faculty the opportunity to lecture and engage with their counterparts in Poland. The latter is now leading to additional faculty exchanges, including 1 NEIU faculty now working with faculty at SGH Warsaw School of Economics on a large grant proposal; an agreement to send 2 English faculty to UW next year to teach academic writing; and discussions about other faculty going to UW next year to participate in various activities. NEIU also hosted 1 UW Linguistics faculty and 1 staff. The latter used his visit to explore ways to further expand cross university joint research and teaching. UW has also awarded NEIU 1 more Erasmus+ faculty spot for FY 2019, and the Universidad Rey Juan Carlos in Madrid will provide funds to have one NEIU staff, faculty and student go there in FY 2019.

OIP Interim Director received initial F-1 training in the SEVIS system to further our ability to ensure NEIU remains in compliance with US government requirements related to international students.

OIP's Coordinator of International Programs (and J-1 compliance) was awarded the NAFSA Diversity Impact Program (DIP) Scholarship of \$2,500 which gives her a one year NAFSA membership, free registration in NAFSA's 2018 Conference, a special information luncheon for HSI institutions, and two webinars that can be taken anytime in FY19. In addition, she has been assigned a mentor who is in charge of advising NEIU about any international education initiatives and projects OIP may want to pursue.

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- 4.3 Use support systems and programs to build and foster a culture of mutual respect and collegiality across the University.
- 4.3.1 Continue to coordinate the Social Justice Ally Initiative.  
**Completed:** and Ongoing: Several trainings were conducted this past year. Several social justice sessions will be offered in FY19.
- 4.3.2 Development will continue to provide consultation and planning for approved special solicitation efforts conducted by University departments and student groups.  
**Completed:** The Office of Development continued to provide counsel, guidance, and support to more than 15 academic departments and student organizations in FY18 who were conducting unit-specific fundraising projects. Staff consulted with department faculty and staff to discuss fundraising best practices, ideas for activities and communications, built registration and donation pages in IA's specialized fundraising portal and provided progress reports, and advised on best practices.
- 4.4 Provide ongoing professional development to support culturally relevant pedagogical approaches from new faculty orientation onward.
- 4.5 Increase collaboration and accountability across all units of the University.
- 4.5.1 Human resources will implement FMLA tracking in Banner to ensure effective monitoring and assessment of FMLA using while meeting legal requirements.  
**Complete:** FMLA tracking implemented in Banner.  
**In Progress:** HR working on updating forms and other materials for employees.
- 4.6 Develop an effective application of shared governance at Northeastern.  
**Goal 5 Enhanced University Operations:** Improve operating efficiencies, physical and technological infrastructure and systems, and environmental sustainability in order to provide a supportive learning, teaching, and working environment.
- 5.1 Ensure that all classroom, laboratory, office, student, and support spaces accommodate current needs and long-term growth.
- 5.1.1 With funding approval build out the Café Collection area in the Ronald Williams Library café to support student recreational reading.  
**Completed:** The Library has spent funds from the Student Library Fee to build this collection in the Café Descartes space on the 1st floor of the main library. Café Collections are also in place at the El Centro Library and Learning Resource Center and the CCICS Library, with unique titles in each.
- 5.1.2 Continue to restructure Student Affairs areas for budget reductions and efficiency.  
**Completed:** and Ongoing: Several positions were eliminated and revised in FY18. We will continue to revise vacant positions. In an effort to serve students, next year we will rebuild areas that were negatively affected by the budget impasse.
- 5.1.3 Complete the restructure of the Pedroso Center for Diversity and Intercultural Affairs that aligns to the University's financial and staff resources. Develop strategies to continue to support the following major student groups: Asian American, Latino/a, African American, LGBTQ, and Women.  
**Completed:** The restructuring has been completed for long term sustainability. We are now in the process of hiring to fill vacancies.
- 5.1.4 Combine Student Counseling and Career Services into one department and expand services to better serve students.

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**Completed:** Due to the budget impasse, Student Counseling and Career Services were successfully merged. However, the areas have now been separated so that they can continue to address the growing demand for counseling and career services.

- 5.1.5 Campus Recreation will facilitate with creation of a Family/Inclusive Changing Room in the PE Complex.

**In progress:** This project has not begun. An architectural firm (Perkins+Will) has been contracted to conduct a facility study of the PE Complex. Their initial report identifies this as the top priority project. We believe funding is in place for this project, but work seems to be stalled with Facilities Management. It is anticipated that this project will begin and be completed in FY19.

- 5.1.6 Develop plan to incorporate the programming efforts of Student Leadership and Development and multicultural affairs.

**In progress:** Student Leadership and Development has been moved to the Pedroso Center for Diversity and Intercultural Affairs. We have begun the work of incorporating the programming of both areas. Due to staff turnover and the budget impasse, the search for a coordinator position shared by both areas was put on hold. The plan is to hire a coordinator in FY19.

- 5.1.7 Facilities Management will complete CDB roofing and façade work for PEC, BBH, and Building H when funding is made available.

**In progress:** This project will be completed by July 30, 2018.

- 5.1.8 Facilities Management will renovate existing space at CCICS to provide new restrooms that are gender neutral and ADA compliant.

**Complete:** This was completed in April 2018.

- 5.1.9 Facilities Management will renovate an existing space at CCICS to provide ADA compliance in Financial Aid area.

**On Hold:** There is a new director at CCICS and reassessment of space use is currently being done.

- 5.1.10 Procurement and Support Services will complete renewal of CCAS tenant lease or investigate alternative property locations.

**Complete:** Renewal of CCAS lease has been completed.

- 5.1.11 Procurement and Support Services will transition Bookstore textbook inventory display from course/section based presentation to one based on textbook author, reducing duplication of inventory attributable to multiple sections requiring the same textbook.

**Complete:** System was implemented in fall 2017 but cancelled for spring 2018 due to student adaptation difficulties.

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

- 5.2.1 Design and implement specific health education programs for resident advisors and residents at The Nest.

**Completed:** Successful outreach, including flu clinics, sexual health, and immunization events were held in the residence hall.

- 5.2.2 Attain budgeted residence hall occupancy of 352 (80%), leading to a financial gain for the institution. Continue to build residential hall programs to support student retention.

**Completed:** We attained 80% occupancy in the residence hall and created the Living and Learning Community program for resident students. Several policy and operational changes are in place for FY19.

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- 5.2.3 Procurement and Support Services will complete relocation of Bryn Mawr property tenants, renewal of applicable leases.  
**Complete:** Bryn Mawr relocations have been completed. Remaining tenant leases were renewed.
- 5.3 Invest in and implement technology applications and infrastructure to maximize academic and operational goals.
- 5.3.1 Create a quiet library computing area on the 3rd floor of the Ronald Williams Library.  
**Completed:** Throughout the Library, including in the 3rd floor Multimedia Learning Resource Center, the Library has installed Verilab, software which restricts usage to current NEIU students, faculty, and staff. Guests may request daily 2-hour passes by showing a photo ID. This aligns our computer use policy with the other computer labs on campus, and has helped us maintain an environment that is more appropriate for student study.
- 5.3.2 Convert Room 201 at El Centro into a lab with the Raspberry Pi's.  
**No response provided.**
- 5.3.3 University Technology will deploy wireless access control, plan for Identity Management Replacement, and establish authentication structure when funding is available.  
**In progress:** No wireless access controls were implemented; however, a wireless upgrade is planned for 2019. Refer to 1.6.4 for Identity Management.
- 5.4 Streamline and redesign operational and financial workflows and processes to improve service quality and productivity.
- 5.4.1 The CAS will contribute to University discussions around the development of alternative budget models.  
**Completed:** The CAS is pleased to have contributed to the University discussion of alternative budget models through the work of a CAS Leadership Team member, who served as Co-Chair with Vice President for Finance and Administration of NEIU's Budget Task Force. This work included helping to educate the University community on budget modeling, providing regular reports and feedback to the CAS Leadership Team, facilitating Open Budget Meetings, and engaging the Budget Task Force, which was charged with making recommendations. This work represents important contributions to the streamlining and redesigning of budget operations and workflows at NEIU. The CAS is also pleased to have faculty leadership on the Budget Task Force.
- 5.4.2 Improve efficiency by establishing an NDP portfolio evaluation fund to collect fees and distribute stipends to faculty evaluators.  
**In progress:** An environmental scan and review of relevant internal data regarding portfolio submission and assessment costs were conducted. Currently in discussion about a new fee structure to make the portfolio option a viable one for more students, in advance of establishing the fee account.
- 5.4.3 Develop a "Student Affairs Fee Advisory Committee" to develop a plan to inform students on the usage of student fees and review/recommend future fee increases.  
**In progress:** This item is still in the early stages of development, and will be a primary focus in the FY19 work plan.
- 5.4.4 Procurement and Support Services will resolve complications related to event parking reservations, streamline internal departmental processes, leverage pay-by-phone technology, invest in new kiosk, and improve user training.

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**In progress:** Pay-by phone process upgraded to accommodate event code input. Parking lot areas entered into 25Live reservation system. Two new parking permit kiosks are on order for installation summer 2018.

5.4.5 University Budgets will develop a plan to implement budgeting in Self-Service Banner when funding is available.

**On hold:** until Banner 9 implementation is complete and the new budget model is approved.

5.4.6 University Budgets Office will research various budget models for best practices, and begin identifying steps for implementation.

**In progress:** The Budget Task Force's initial recommendations have been made to the UPBC and are pending President's approval. Implementation steps are being identified continuously.

5.4.7 Continue working on replacing the Administrative Memorandum Series with contemporary approved policies.

**On Hold:** Due to staff shortages, and the focus on Forward 150 and Budget Modeling, the Division has not been able to focus on any new replacement policies this year.

5.5 Ensure the continued safety and security of the University; that all facilities and infrastructure, including technology and critical data, are protected; and that campus security and emergency preparedness are continually monitored and enhanced.

5.5.1 Complete emergency plan for the Ronald Williams Library and hold a practice fire drill.

**Completed:** The Library finalized its emergency plan in cooperation with Lt. John Schulz of University Police in fall 2017. Building Action Packs (BAPs) were distributed to specific locations on each floor, and staff located in the library building received copies of the plan. We held a fire drill in May 2018, and the building was evacuated without incident within 3 minutes.

5.5.2 University Police will oversee the renaming of the Access Road to a proper street name.

**On hold:** The Chicago Department of Transportation (CDOT) is not willing to hold further discussions. Chicago Police, Fire and the Office of Emergency Management and Communication support the renaming of the access road but CDOT is the lone holdout. There is now a new Commissioner at CDOT so the issue will be brought up again.

5.5.3 University Police will provide active shooter virtual reality/simulation training.

**In progress:** The Virtual Reality Simulator has been installed in BBH 3rd floor computer room. Only four computers currently support the software. Since early May, we have been running tests of the system. A new school scenario will be released in the fall at which time we can look into conducting training with individuals outside the police department.

5.5.4 University Technology Services will complete Banner Disaster Recovery project to be located at the new El Centro campus.

**In progress:** With a change in direction, Disaster Recovery will now be part of the cloud environment, which is currently under construction at Server Central.

**Goal 6 Fiscal Strength:** Enhance Northeastern's financial position by diversifying revenue sources and by strengthening institutional relationships with donors, public and private entities, and alumni.

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6.1 Increase external funding, including grants, which supports programming critical to Northeastern's mission.

6.1.1 Continue to receive Workforce Development approval status (to allow students to receive federal/state funding) for CAPE's Veterinary Assistant and Pharmacy Technician Program. We will work to add our Clinical Medical Assistant Program to this as well.

**Completed:** CAPE added Dental Assistant Training, Clinical Medical Assistant Training, Medical Billing and Coding, Paralegal Certification, and Trade Programs (Programs with WIOA approved funding). CAPE attended four career fairs for high-school students in Spring of 2018.

CAPE added more partnerships to offer non-credit online courses, and has a catalogue of online options. Classes are being taken by students in other states as well as within Illinois.

6.1.2 Lead the university community in developing a vision for research and creative activities that has the requisite university support.

**Completed:** completed the initial phase (long-term project).

6.1.3 The Center for College Access and Success will increase the number of proposals submitted to federal, state and private agencies as measured by a 5% increase in external funding and the number of proposals submitted.

**Completed:** CCAS has increased external funding from federal and state agencies from \$3,526,832 in FY17 to \$4,759,190 in FY18 for an increase of 35%.

6.1.4 Work with McAllister and Quinn to increase and diversify the university's grant portfolio as measured by a 5% increase in external funding, and an increase in number of proposals submitted.

**Completed:** The University has spent \$388,800 on McAllister and Quinn's support over the last four years. Through this support and through the participation of the Center for College Access and Success, the University has received grant funding of \$13,246,734 million to date and has an additional \$5,550,000 million in pending submissions.

6.1.5 The CAS will increase fundraising (external and Internal) by 5%.

**Completed:** Gift giving in the CAS increased by 34% from FY17 to FY18 (for an increase of \$128,268.99). The CAS secured an additional \$355,557 in external grant funding. The CAS/NEIU developed a partnership with the Chicago Sky, and held a new fundraising event (see 6.5.4) in May 2018.

6.1.6 Corporate and Foundation Relations will identify an additional 50 prospects and submit at least 30 proposals.

**Completed:** Corporate and Foundation Relations submitted 41 proposals and identified 85 prospects.

6.1.7 The Office of International Programs will increase grant revenue to fund its initiatives.

**Completed:** OIP staff worked with their counterparts at the Universidad del Atlántico and Universidad Simón Bolívar, in Barranquilla Colombia to obtain a \$25,000 grant from the 100,000 Strong in the America's program to link courses in FY19 at the three universities. The topic will be on comparing methods of reducing youth violence in both countries. 10 NEIU students plus two faculty will travel to Colombia, and their Colombian counterparts will be hosted by NEIU.

6.2 Strategically plan for future Title V and other Minority Serving Institution grant applications using data and outcome analyses from current funds.

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6.3 Increase advocacy efforts with federal and state governments to secure appropriations for the University.

6.3.1 The NEIU Alumni Association will continue to partner with Illinois public universities in the Advocacy Consortium of Public Illinois Alumni Associations in order to unify and advocate for Illinois public education, mobilize alumni, and share resources for effective grassroots advocacy and civic engagement.

**Completed:** The Office of Alumni Relations continued to meet regularly with other Illinois public universities in the Advocacy Consortium of Public Illinois Alumni Associations. The Office sent email messages that served as 'calls to action' requesting alumni to email, call and write letters to legislators requesting support for a balanced state budget. As part of the Advocacy Consortium of Public Illinois Alumni Associations, all public universities, including Northeastern Illinois University, hosted a reception in Springfield for legislators and university leaders to thank legislators and the Governor for their support. The Offices of Alumni Relations and Government Relations staff did not host an Alumni Advocacy Day this year due to the presidential transition, but do expect to host this activity in the Spring of FY19. Plans also continue to develop to host events throughout the year to encourage active and engaged citizens and joint university alumni advocacy. The alumni staff maintain the NEIU alumni advocacy webpage for the university community to use as a resource for advocacy talking points, current information and a portal to easily contact state and local legislatures.

6.3.2 The NEIU Alumni Advocacy Committee, under the auspices of the NEIU Alumni Advisory Board, will continue to partner with the Executive Director of Government Relations to organize an annual Alumni Advocacy Day as well as other coordinated advocacy initiatives.

**On hold:** Due to the University presidential transition, the Offices of Alumni Relations and Government Relations did not host an Alumni Advocacy Day in Spring 2018. The offices do expect to host this activity in Spring 2019.

6.3.3 Maintain fiscal strength via adequate reserves when funding is available.

**In progress:** The University survived the budget impasse; however reserves will need to be replenished.

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

6.4.1 Center for College Access and Success will increase private, corporate, and foundation support for its programs as measured by increased dollar amount over baseline, increased number of proposals submitted, and increased number of successful proposals.

**Completed:** CCAS has increased the private, corporate, and foundation support from \$306,000 in FY17 to \$407,565 in FY18 including funding from JP Morgan Chase, and the Chicago Community Trust.

6.4.2 Host one fundraiser event for the Center for College Access and Success.

**Completed:** CCAS hosted an event onsite on October 9, 2017 for a brand new funder (\$30,000 grant), introducing the funder both to staff and to Chicago teachers who would participate in the new.

6.4.3 Development will raise no less than \$1.6 million in private donations to the NEIU Foundation.

**Completed:** The Offices of Development and Alumni Relations raised more than \$2.8 million in FY18, exceeding the stated goal. This was accomplished through

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significant one-time gifts from individuals, through the second year of the Goodwin Gift Challenge fulfillment, and from significant gifts from corporations and foundations. In addition, in anticipation of the change in tax law, 2017 year-end donations increased. Recurring annual support has improved through sustained communications with donors and prospective donors, the message of the Transforming Lives Campaign, Goodwin Challenge and sesquicentennial, as well as through new relationships established with the help of the NEIU Foundation Board, Alumni Advisory Board, Executive Advisory Board of the College of Business and Management, and through University faculty and staff. Development continues to identify, cultivate, solicit and steward donors who have made planned gifts.

- 6.4.4 Development will meet the \$500,000 goal for the Goodwin Gift Challenge by December 31, 2017, and will publicize this success and anticipate the 2018 Goodwin Gift Challenge.

**Completed:** Development and Alumni Relations achieved the \$500,000 goal for Year Two of the Goodwin Gift Challenge during NEIU Weekend's Golden Gala in September of 2017. The occasion was publicized through social media, internal communications, e-newsletters and e-blasts. IA created a "We Did It" messaging campaign in the Goodwin Challenge's webpage, and anticipated the third and final year of the Goodwin Gift Challenge. In early January 2018, postcards and e-blasts promoting the third and final Goodwin Challenge year were mailed to more than 3,000 constituents.

- 6.4.8 Institutional Advancement will continue fundraising to achieve the \$10 million goal of *Transforming Lives: The Campaign for Northeastern Illinois University* by the end of December 2018.

**Completed:** The Division of Institutional Advancement achieved the \$10 million campaign goal for Transforming lives in January 2018. In February 2018, the achievement was made public, along with the announcement of a stretch goal of \$12 million. The campaign time-frame remains the same.

- 6.4.9 Institutional Advancement will produce NEIU Weekend in collaboration with other Divisions in order to promote engagement, fundraising, advocacy and celebration of the sesquicentennial anniversary for current students, parents, faculty staff, donors and alumni.

**Completed:** NEIU Weekend was produced on September 15 and 16, 2017, and brought more than 1,000 guests, including current students, parents, faculty staff, alumni, donors and community members to Northeastern Illinois University. The three anchor events, Fall Fest, the Alumni and Family Picnic, and the Golden Gala Alumni Awards Dinner were produced as the official launch of the University's sesquicentennial year and ongoing Transforming Lives campaign. In the remaining months, additional events celebrating the sesquicentennial were reduced or stalled due to a refocus on the presidential search and continued budget challenges.

- 6.4.10 Institutional Advancement will work with the Foundation Board to define the Foundation's mission, vision, and strategic plan.

**Completed:** The vice president for Institutional Advancement worked with the NEIU Foundation Board in the Summer 2017 and throughout fiscal year 2018 to articulate strategic goals for the Board and its standing committees, and to define tasks related to these goals. The NEIU Foundation's new Strategic Plan, including the Foundation's mission and vision, was adopted by the Foundation



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**Board at the April 2018 Quarterly meeting. The plan articulates tasks and goals for the Foundation for fiscal years 2019 and 2020.**

- 6.4.11 Institutional Advancement will continue engagement in the University's sesquicentennial celebration events and will ensure cohesive messaging between the sesquicentennial and the *Transforming Lives* campaign.

**Completed:** The sesquicentennial celebration messaging appeared in all Transforming Lives campaign materials and fundraising activities associated with the campaign in fiscal year 2018.

- 6.4.12 Development will revise the faculty and staff giving campaign to include volunteer leaders from across the University to promote employee giving.

**Completed:** The Office of Development re-designed the faculty staff giving initiative, recruiting a committee of faculty, staff, and retirees from across the University to promote the faculty/staff/retiree appeal launched in October 2017. Development worked with committee members to produce talking points about faculty and staff giving to promote across the University community. Final analysis will come at fiscal year-end, but very few new employee donors resulted from the appeal. Committee members received helpful feedback from their colleagues, discovering in their conversations that overall morale was low and if employees were to be asked to give, it would need to come from peers and Development staff.

- 6.4.13 Public Relations will promote philanthropic support and highlight the positive outcomes.

**Completed:** The Office of Public Relations was a critical part of the team that advanced the Transforming Lives campaign and the Goodwin Gift Challenge. The Office of Public Relations works directly with the Division of Institutional Advancement to determine key opportunities to share accomplishments and stories inside and outside the University.

- 6.4.14 Development will produce the third year of the Student Caller program in the Fall 2017.

**Completed:** Development hosted its fourth year of the student caller program with a fall 2017 calling program from November 27 to December 8, 2017, and a week-long calling program from April 23-27, 2018. The fall student caller program raised about \$3,200 from 100 donors. An average of four students made calls to lapsed donors. The spring program in April 2018 had five students calling lapsed donors and raised \$1,100. The results of student caller programs are decreasing, primarily as a result of a smaller lapsed donor list to call and the effect Caller ID has on calling programs across the country. Development will continue to watch the trend in calling programs and adjust accordingly.

- 6.4.15 Development will produce a Faculty Caller program in FY18 to encourage first-time donations from alumni.

**In progress:** Development drafted a faculty caller program to have faculty call alumni who have never donated to the NEIU Foundation to update them about the department or program, and if appropriate, ask for a small, participatory gift to the department/program. Staff began to share the plan with department chairs, asking to visit department meetings to talk about the program with faculty. Faculty were resistant to participation for a variety of factors: low morale, heavy workloads in light of staff layoffs, and not feeling that fundraising was their responsibility. One department showed some interest, but once staff provided materials to move forward and followed up after a few weeks, there had

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been no action. After two months of trying, the program never fully launched. Development will revisit this program in the next fiscal year.

- 6.4.16 Development will host two or more regional events to promote the campaign and encourage regional alumni and donor cultivation.

**Completed:** Development hosted a successful regional event in Washington, DC at the end of FY17 (April 25, 2017) and in Deerfield, IL on July 25, 2017, with 30 guests in attendance, to promote the Transforming Lives campaign. In addition, a successful launch of The Mossadegh Initiative was held on campus on October 21, 2017. With the presidential search in process, other stand-alone regional events were postponed, but the campaign was promoted at every Institutional Advancement event throughout the fiscal year.

- 6.4.17 Alumni Relations will devise and execute a student philanthropic engagement plan.

**Completed:** Managed by the assistant director of Alumni Relations, the Student Philanthropy Initiative is a new endeavor to engage students in fundraising from the beginning of their academic career to instill a culture of giving. The initiative had many successful events this semester including Penny Wars with Greek Organizations, Piggy Bank Savings Challenge during the March Mania Philanthropy Month, Pie-lanthropy Bake Sale, and Psycho Bingo event with NEIU Alumni.

- 6.4.18 Development will coordinate Northeastern's participation in the nationwide social media day of giving, #Giving Tuesday, on November 28, and will plan and implement a social media day of celebration specific to Northeastern in Spring 2018.

**Completed:** Development hosted its fourth #GivingTuesday social media day of giving on November 28, 2017, raising a record \$44,000 from just over 100 donors, doubling the amount raised in the previous year. Staff contacted donors and encouraged them to make their next gifts on the giving day, or to sponsor an hour on social media, encouraging their own social circles to give during their hour. Staff also devised a social media plan with the PR department, and used the Inlighten screen system to promote gifts, sponsored hours and impact messaging. With several donors fulfilling their gift pledges on #GivingTuesday, numbers were bolstered.

- 6.4.19 Development and Alumni Relations will continue consulting with departments and student groups on special fundraising and alumni-related outreach efforts.

**Completed:** The Offices of Development and Alumni Relations regularly partnered with academic departments and student organizations across the University on special fundraising initiatives or events, providing guidance and support as well as assisting with the registration and web presence of events, and the promotion to alumni through e-blasts and newsletters.

- 6.5 Generate revenue by leveraging Northeastern's assets (such as space rentals, fees for services, and continuing education programs) while continuing to prioritize University needs.

- 6.5.1 Increase the number of fee for service contracts, workshops, and space rentals at the Center for College Access and Success as measured by the number, as well as revenue produced.

**Completed:** CCAS has increased the number of fee-for-service contracts from 2 to 6, as well as the number of contract courses and increased revenue.

- 6.5.2 Engage NEIU faculty and departments in creating CAPE offerings to generate revenue.

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**Completed:** The Music and Dance Department is taking advantage of CAPE's help to generate funds for their department. Other departments have also been approached.

6.5.3 Increase revenue generated by CAPE by at least 15% in FY18.

**Completed:** Over 100% increase in revenue generated from FY17 to FY18. CAPE revenue is at \$25,000 from Fall 2017 through Summer 2018.

6.5.4 The CAS will develop a working group to research ways to expand revenue-generating activities (e.g., enrichment courses for the community, expansion of contract courses), partnering where feasible with other University units (e.g., CAPE).

**Completed:** The CAS engaged in college-wide discussions of ways to grow revenue-generating opportunities and activities, including: expanding contract course offerings in English, TESOL, and Computer Science; the growth of the CAS to now include the SAELL (School for the Advancement of English Language Learners) program; work with CAPE leadership to determine a community needs-assessment to guide strategic offerings from the CAS that will generate interest among the surrounding areas; and the partnership with Alumni Affairs to plan the spring 2018 fundraiser, NEIU Night at the Chicago Sky, which promises to engage CAS programs in fundraising for their areas -- and to be an avenue for NEIU recruitment.

6.5.5 Student Union, Event and Conferences Services and Campus Recreation will continue to increase revenue collected from the rental of our spaces.

**In progress:** Our FY18 goal was to increase revenue, however due to the additional expenses incurred in these two areas as a result of the budget impasse and reduction of credit hour production, we do not expect an increase in revenues. Net revenue is still being calculated at this time as final bills are received.

6.5.6 Alumni Relations will continue to promote public rental spaces and continuing education to alumni through various channels.

**Completed:** Alumni Relations staff sent e-blasts promoting University events that provided continuing education including the CAPE program. The Office of Student Union, Event & Conference Services and the Office of Alumni Relations sent e-blasts and mailed brochures to alumni business owners encouraging alumni to rent space at NEIU for their events and meetings. Alumni who rent space qualify for a 10 percent discount courtesy for the Office of Student Union, Event & Conference Services.

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### Strategic Goals and Action Steps Annual Work Plan Fiscal Year 2019

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 FY2019. 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.

#### STRATEGIC GOAL ONE

Student Success: Advance student success from recruitment through graduation by engaging all members of the Northeastern community.

#### Action Steps

##### 1.1 Increase the enrollment of both undergraduate and graduate students.

- 1.1.1 The Goodwin College of Education (GCOE) will collaborate with the Director of the Jacob Carruthers Center for Inner City Studies (CCICS) to put in place marketing and other elements to launch Couple and Family Counseling Certificate by Fall 2019.
- 1.1.2 GCOE will launch the Grow Your Own Bachelor of Arts in Elementary Education (BLBC) program and/or Bachelor of Arts in Special Education program at the College of Lake County based on Pathway Agreement created in FY18. These students will eventually matriculate to NEIU.
- 1.1.3 GCOE will host a Rally to the Future: Turn up for Teaching event for prospective teacher education major.
- 1.1.4 GCOE will revise some 300 level courses in teacher preparation programs to 200 level delivery for dual credit initiatives with P-12 districts.
- 1.1.5 El Centro will implement "The Golden Tour Program" beginning January 2019, to confirm attendance of students who have been accepted to Northeastern Illinois University (NEIU) for the Fall 2019. This concept was piloted in 2018.
- 1.1.6 The Office of International Programs (OIP) will develop a marketing plan to better target specific international markets using a variety of different approaches.
- 1.1.7 The NonTraditional Degree Program (NDP) will hold an open house for adult students in Fall 2018.
- 1.1.8 NDP, in collaboration with the Faculty Fellow for Success and Retention, will develop retention plans for both Nontraditional Degree Programs.
- 1.1.9 Enrollment Services will reconstitute the faculty recruitment team and create a work plan that supports undergraduate, transfer and graduate enrollment.
- 1.1.10 The Office of Enrollment Services will work with the Goodwin College of Education (GCOE) to build undergraduate and graduate recruitment plans to increase under-represented students in teacher education programs.
- 1.1.11 Enrollment Services will upgrade all Banner Student Models from 8.0 to 9.0 while insuring that all operations are uninterrupted.
- 1.1.12 Enrollment Services will increase freshmen admissions to enrollment yield.
- 1.1.13 Enrollment Services will collaborate with Academic Colleges to develop 3 additional transfer pathways programs.
- 1.1.14 Enrollment Services will develop and implement an alumni recruitment team to support outreach to the following sectors: business, human services, government, and nonprofits.

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- 1.1.15 Enrollment Services will collaborate with Nontraditional Degree Programs to support the increase in adult learners.
- 1.1.16 The Jacob Carruthers Center for Inner City Studies (CCICS) will create, and implement a strategic enrollment plan. This plan requires enhanced academic programming (in collaboration with the colleges) and will include recruitment activities that target high school students (CPS and suburbs), community college students, as well as current NEIU students and transfer students.
- 1.1.17 The College of Graduate Studies and Research (CGSR) will roll out a graduate recruiting plan.
- 1.1.18 The College of Business and Management (COBM) will develop transfer pathways for Lake and McHenry County colleges.
- 1.1.19 COBM will expand outreach as much as possible given staffing constraints. (Focus on El Centro and Lake County sites).
- 1.1.20 COBM will institutionalize the concept of a study tour connected to the International Business Conference.
- 1.1.21 Alumni Relations will promote admissions-related events and will engage alumni teachers and counselors through promotional materials and university visits.
- 1.1.22 Alumni Relations will continue producing activities and programs that showcase successful Northeastern alumni.
- 1.1.23 Alumni Relations will engage alumni who are teachers and counselors to promote NEIU to students through strategies including providing NEIU Spirit Kits for classrooms, encouraging class tours of NEIU's locations, and by serving as NEIU ambassadors at their schools.

### **1.2 Increase retention and graduation rates for all students. Identify and implement high-impact practices for all students with a special focus on underrepresented populations.**

- 1.2.1 GCOE will offer ACT/TAP Workshops in coordination with TRIO in Math and Reading Comprehension in Fall and Spring.
- 1.2.2 The Advising Center will increase participation and utilization of Starfish Early Alert.
- 1.2.3 The Library will facilitate student completion of assigned course readings with a new, librarian-staffed 'Textbook Tabling Center' within the Library during the first weeks of each semester.
- 1.2.4 The Library will increase high-touch, high impact individual student information literacy research consultations by 20 percent over last year, and track those meetings in Starfish.
- 1.2.5 Provost Fellow for Student Success and Retention and the Undergraduate Retention Intervention Team will: (1) Implement strategies for increasing the use of institutional data in decision-making process, such as applying predictive analytics and research insights to address issues of freshmen retention, and (2) assess outcomes of student success initiatives such as Early Alert system, Math developmental curriculum redesign, block scheduling in the first year, First-year Experience, and others.
- 1.2.6 OIP will work with the Office of Alumni Relations to explore the possibility of holiday invitations for international students so they feel more connected to the university.
- 1.2.7 El Centro will revisit the cohort schedule in order to increase time devoted to participation on Success Workshops that encompass information on financial resources, wellness, academic work, etc.
- 1.2.8 The College of Arts and Sciences (CAS) will participate in University-level discussions, with specific contributions to Undergraduate Retention Intervention Team (URIT)

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- discussions of a possible First-Year College, support for curriculum development and learning success models, and ongoing support and encouragement for high-impact pedagogies and practices.
- 1.2.9 Review current “customer service” practices and implement effective cultural relevant strategies in support of student success and retention.
  - 1.2.10 Rebuild Career Development with a focus on expanding learning experiences opportunities for student and strengthening community and business partnerships.
  - 1.2.11 Finalize and implement a student a scholarship fund program from facility and community rental revenues.
  - 1.2.12 Continue to implement the African American Student Success initiative, Foundation of Student Success and Dream.US scholars programs.
  - 1.2.13 Continue to build residential hall programs and resources, which include a dedicated residence hall staff and graduate ambassadors to support student retention.
  - 1.2.14 Implement the vaccination policy for students and develop a plan for the immunization compliance program for the University.
  - 1.2.15 Develop a “Student Affairs Fee Advisory Committee” to review and recommend the use of student fees.
  - 1.2.16 Develop a plan to provide student fee funds to enhance student engagement at El Centro and the Carruthers’ Center for Inner City Studies.
  - 1.2.17 Develop wellness activities and programs for El Centro and the Carruthers’ Center for Inner City Studies.
  - 1.2.18 Continue to rebuild the Angelina Pedroso Center for Diversity and Intercultural Affairs to support student success.
  - 1.2.19 Campus Recreation will facilitate with creation of a Family Inclusive Changing Room in the Student Recreation and Wellness Center.
  - 1.2.20 Continue to develop the Student Financial Wellness (Financial Aid, Scholarships, Student Employment and Student Payment Services) to enhance the student experience.
  - 1.2.21 Implement communication plan to inform the University community of academic and co-curricular policies and processes that affect student success (i.e. classroom disruption, academic integrity, student grievance, and behavioral concern referrals).
  - 1.2.22 Alumni Relations will focus on student mentoring through the Doris Vrooman Alumni Mentoring Program as well as other mentoring and networking opportunities for alumni and students such as the NEIU Alumni Association Internship Scholarship.
  - 1.2.23 The NEIU Alumni Advisory Board will assist the university with recruitment and retention by re-introducing its Student Recruitment and Retention Committee.
  - 1.2.24 Alumni Relations will bring high-profile alumni to Northeastern through the NEIU Alumni: All Access program in order to showcase success stories and network with students.
  - 1.2.25 Alumni Relations will continue to partner with departments across the university to host Alumni Career Panels and Career Connections events, which bring alumni to NEIU for a one-day alumni/student mentoring event.
  - 1.2.26 Alumni Relations will continue to engage students in volunteerism and philanthropy through the NEIU Alumni Association student membership program and the Student Philanthropy Initiative.
  - 1.2.27 Alumni Relations will launch an aggressive marketing and communications plan to promote NEIU Alumni Association scholarships including the Class Gift Scholarship, Doris Vrooman Alumni Mentoring Scholarship, and the NEIUAA Internship Scholarship.

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- 1.2.28 Alumni Relations will continue to train volunteer members of the Alumni Association Advisory Board to become well-informed ambassadors for recruitment, retention and student and alumni engagement initiatives.
- 1.2.29 Alumni Relations will lead the production of NEIU Weekend as part of Inauguration Week.
- 1.2.30 Development will continue to work with Financial Aid and the Office of Scholarships to ensure that scholarship information is easily accessible for students and fiscal agents.
- 1.2.31 Development will conduct the fourth year of the Student Caller Program in fall 2018 and spring 2019.

**1.3 Develop and implement strategies to support the transition and success of first-year and transfer students.**

- 1.3.1 The Library will provide members of the campus community, and especially new and non-traditional students, with necessary technology help at a new, well-publicized Tech Help Desk within the Library.
- 1.3.2 The Learning Success Center (LSC) will create and staff a Success Hour for every freshman for the Fall 2018 and create a fifteen-week curriculum with input from FYE, Success Programs, Career Development, Health Services, and Student Leadership.
- 1.3.3 The Learning Success Center will collaborate with the library reference desk to have a writing tutor on the first floor working with a reference librarian to help students structure their papers.
- 1.3.4 LSC will create intervention strategies for students in the Nest who are freshmen in Success Programs to insure class attendance and supportive services connections.
- 1.3.5 CAS will continue to collaborate with Enrollment Services staff to find ways to partner with and contribute to NEIU recruiters and admissions staff. 1) High School Student Recruitment: Revisit work with Enrollment Services to explore mechanisms for onboarding high school students to increase enrollment in summer classes at NEIU; 2) Pathway Agreements: Take the next step in exploring Pathway agreements with City Colleges, for specific programs.
- 1.3.6 Create plan to implement CCICS support services including tutoring, health services, counseling services, and academic advising.
- 1.3.7 Alumni Relations will select students to receive the Doris Vrooman Alumni Mentoring Scholarship, (See also 1.2.1) which supports a mentor/mentee program with alumni and first-semester sophomores.

**1.4 Conduct a comprehensive review of all academic advising services, and implement intentional, coordinated strategies that reflect national best practices in advising to increase student satisfaction and success.**

- 1.4.1 The Advising Center will increase participation in the Advisor Network.

**1.5 Increase bicultural/bilingual support in the areas of admissions, enrollment services, financial aid, student affairs, and academic affairs.**

- 1.5.1 OIP will build on its work with The Nest, done in Spring 2018 (to create brochures in Spanish and Korean), to request that in FY19 they add brochures in Arabic (and perhaps Chinese).
- 1.5.2 El Centro will open a search for Admissions Recruiter. This search is expected to assist with bicultural/bilingual support in the areas of admissions, enrollment services and to support the University recruitment efforts as a whole.

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### **1.6 Enhance the quality of service and communication to promote student satisfaction in all areas of the University with a focus on "points of entry," such as admissions, financial services, enrollment services, the website, and other critical areas.**

- 1.6.1 The Library will evaluate the usage of the textbook reserve program to see which students benefit the most from this service and determine which textbooks in the collection are most used/useful to help shape future acquisitions.
- 1.6.2 OIP will implement a more in-depth orientation for all arriving international students that includes an introduction to our health, counseling, disability and tutoring services.
- 1.6.3 OIP will continue to work with the Housing Committee and The Nest staff to make sure there are places for international students in The Nest, and to allow for an early move-in date, to train RAs on the special needs of international students, and to coordinate the collection of items from leaving students to provide them to incoming international students.
- 1.6.4 OIP will pick up international students at airport and bring them to campus on selected days.
- 1.6.5 OIP will host 1 social event for arriving international students at the beginning of each semester.
- 1.6.6 The Center for Teaching and Learning (CTL) will develop video tutorials and job aids to assist students in making tutoring appointments and participating in online tutoring sessions.
- 1.6.7 CTL will pilot a short-term, non-credit course for students to explore and experience the environment of a fully online course in order to determine if online learning is right for them.
- 1.6.8 Implement Dark Fiber Ring between campuses and the new Server Central data center (UTS). Upgrade university WIFI to the latest Aruba/HPE WIFI technology (UTS). Implement a new Core switch (UTS).
- 1.6.9 Alumni Relations and the NEIU Alumni Association will promote Open Houses, Golden Eagle Welcome Day and other events geared toward student recruitment and retention.

## **STRATEGIC GOAL TWO**

Academic Excellence and Innovation: Implement and support curricular and pedagogical best practices aligned with the mission of the institution, student needs, the standards of the disciplines, and career and civic engagement opportunities.

### Action Steps

#### **2.1 Develop a Statement of Objectives for the master's degree, and explore adding the doctoral degree to the academic portfolio.**

- 2.1.1 CGSR will lead the university discussion on expectations for NEIU as a doctoral-granting institution.

#### **2.2 Implement and assess the University Core Curriculum.**

- 2.2.1 The Office of Assessment and Institutional Research (IR) will roll out an assessment of student learning in Distributive Learning courses. Assessment will take place Spring 2019. During Fall 2018, the UCC Committee and the Assessment Team will choose a learning outcome and rubric, and look to the Spring 2019 schedule to recruit and train faculty.
- 2.2.2 IR will design a pilot to assess student learning in the Engaged Learning courses. Pilot will take place Spring 2019. During Fall 2018, the UCC Committee and the Assessment



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Team will modify an assessment of experiential learning used by Non-traditional Degree Programs and look to the Spring 2019 schedule to recruit and train faculty.

2.2.3 IR will formalize and institutionalize an annual assessment reporting process for all programs in College of Arts and Sciences and all non-CAEP Goodwin College of Education programs. Process includes submitting a report in TK20 in early Fall which includes assessment results for prior year and how results were used to guide changes in curricula and pedagogy.

### **2.3 Support, create, and sustain interdisciplinary courses and programs that lead to higher levels of critical, analytical, and integrated learning.**

2.3.1 Begin marketing the Master in Public Health (MPH) program once HLC approval has been obtained.

### **2.4 Focus on academic programs linked to regional economic development and workforce demands for the global society.**

2.4.1 The Office of Academic Affairs will engage the Hanover Research group to conduct an internal and external scan of academic program demand in the region and nation. This research will help identify opportunities to grow and expand upon the current academic portfolio at the University.

2.4.2 Submit the Council for Accreditation of Educator Preparation (CAEP) Self-Study Report by February 2019.

2.4.3 El Centro will work with the Continuing Education Program to ensure there is additional programming offered at El Centro which can assist with meeting the demands of economic development and workforce demands.

2.4.4 GCOE will implement the Candidate Preservice Assessment of Student Teaching (CPAST) and Pre-CPAST in all initial teacher licensure programs.

2.4.5 GCOE will pilot new GCOE Disposition Assessment in all undergraduate programs in the GCOE at admission in Fall 2017 and initial teaching licensure graduate programs in Spring 2019.

2.4.6 GCOE will put in place the collaborations that need to occur to move at least one program to a fall clinical-to-spring student teaching model with candidates remaining in the same school by FY20.

2.4.7 NDP will implement Focus Area requirement for Interdisciplinary Studies majors to support thematic academic and professional goals for these students.

2.4.8 CCICS in collaboration with CAPE, will offer information session on CAPE programming with the aim of targeting high school students and community members.

2.4.9 COBM will continue work on joint academic offerings with Computer Science.

2.4.10 COBM will continue working on Professional Sciences Masters.

### **2.5 Support and create academic and professional development opportunities for students through internships, international study, research, service learning, and career services.**

2.5.1 The OIP director will connect directly with CAS department chairs to explain the multiple ways students can study abroad.

2.5.2 OIP will continue the high touch strategy it begun Spring 2018 to assist NEIU students through the whole process of studying abroad, from selecting a destination, applying, selecting classes, and transferring credit back to NEIU.

2.5.3 CAS will continue work with CASAAC, UCC and FCAA governance bodies to streamline the review and approval of proposals for new and modified ELE courses from the CAS,

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in an effort to address student demand for these courses and to work toward all CAS programs offering ELE courses to students needing to meet the University's ELE graduation requirement.

- 2.5.4 CAS will continue to seek ways to support the successful CAS Summer Faculty/Student Research program, and faculty working with students to present their research at national and international conferences. The CAS has supported this work for the last 7 years.
- 2.5.5 COBM will explore out of class opportunities for additional skill development.
- 2.5.6 COBM will Implement the career development plan developed by a consultant.
- 2.5.7 COBM will work with career services to host two successful career fairs.
- 2.5.8 COBM will add 20 new internship opportunities.
- 2.5.9 COBM will spin out the entrepreneurship center board.
- 2.5.10 Alumni Relations will partner with Career Development Services to provide career resources to students and alumni, including the Student Internship Scholarship supported through Alumni Association membership donations.
- 2.5.11 Alumni Relations will strategically partner with other University units to organize alumni panels that discuss career pathways and/or professional development opportunities with students.
- 2.5.12 Alumni Relations will re-launch its Career Connections program aimed at recruiting alumni to mentor students.
- 2.5.13 The NEIU Alumni Association will continue to promote its recent partnership with Parker Dewey, which provides paid micro-internships to students and alumni and to promote NEIU Hire, which encourages alumni to consider students for employment opportunities.
- 2.5.14 Alumni Relations will continue to work with colleges and departments to host alumni networking events and programs that students may also attend.

### **2.6 Enhance and expand academic offerings and resources at CCICS.**

- 2.6.1 In collaboration with college deans, department chairs, and program chairs, CCICS will establish plan for additional courses and degree programs to be offered at CCICS. Also, create FYE course for freshman cohort (Fall 2019).

### **2.7 Integrate culturally relevant pedagogy and content throughout the curriculum.**

- 2.7.1 The Center for Teaching and Learning, in collaboration with faculty across the colleges, will host workshops on how to integrate culturally relevant pedagogy and content throughout the curriculum.

### **2.8 Increase high-quality hybrid and online curricula throughout the University.**

- 2.8.1 OIP will build on the connection it arranged in Spring 2018 for NEIU to work with HIVE and IIE in the MENA region, and do more to advertise this opportunity to more NEIU faculty.
- 2.8.2 COBM will complete the hybrid MBA program.
- 2.8.3 The Center for Teaching and Learning will deploy the Learning Object Repository (LOR) in Desire2Learn (D2L). Departments and faculty will be trained and supported on the use and value of shared content and materials across D2L course shells.
- 2.8.4 The Center for Teaching and Learning will work with faculty and faculty governance groups to propose a means for quality assurance of new online and hybrid courses and programs following the best practices of the field and models such as Quality Matters or quality assurance design standards for online courses used by other institutions.

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2.8.5 The Center for Teaching and Learning will assist colleges in the development of a strategic plan for increasing the number of online and hybrid courses and programs.

**2.9 Prioritize resource allocation to learning resource centers and support centers.**

2.9.1 The Library will strategically collaborate with partners such as the Learning Success Center and Center for Academic Writing to better serve the research and writing needs of our students.

**STRATEGIC GOAL THREE**

Urban Leadership: Build upon Northeastern's tradition of community partnership and engagement by collaborating with educational, social service, governmental, philanthropic, and business organizations in Chicago and the region.

Action Steps

**3.1 Collaborate with local and regional schools, community organizations, and parents to vertically align knowledge, skills, and dispositions across K-12 schooling in order to prepare students to succeed at Northeastern or other postsecondary institutions.**

3.1.1 GCOE will network with potential high schools (e.g, CPS) and community colleges to launch at least one new dual credit initiative targeted to creating a pathway for future teachers

3.1.2 GCOE will establish at least 3 new advisory boards for the College.

3.1.3 El Centro will continue the community work in regard to technology, immigration, and other educational initiatives. We will partner with Chicago Cares in order to work on the underpass from Kimball and Avondale to make it more suitable for the NEIU students and community to walk under. We will seek funding from a private entity to engage in this process.

3.1.4 Alumni Relations and Corporate and Foundation Relations will form a Corporate Alumni Relations program to collaborate with businesses and industries that employ NEIU alumni in order to elevate NEIU's presence in business networks through engagement activities, continuing education, and promotion of matching gift programs.

3.1.5 Alumni Relations will continue to work with nonprofit organizations to provide NEIU alumni and students with community service opportunities.

3.1.6 Alumni Relations will engage alumni teaches and high school counselors to serve as NEIU ambassadors at their schools, help promote NEIU to students, organize campus tours, provide spirit kits and host other activities that connect potential students to NEIU.

**3.2 Position and promote Northeastern as a leading Hispanic Serving Institution in the recruitment, retention, and graduation of Latino students.**

3.2.1 GCOE will increase the number of principals from Hispanic backgrounds by launching the CPS Leadership Collaborative

3.2.2 El Centro will continue to work with the Little Village Education Collaborative to bring forth NEIU's programs and services to the Latinx community. And, El Centro will enhance the cohort model at El Centro to achieve a higher retention and graduation rate. The goal is to have a 55% retention rate from first to second year.

3.2.3 COBM will increase AICPA/Illinois CPA Society Connections.

3.2.4 COBM will develop and cement relationships between NEIU and Chicago ALPFA Chapters.

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- 3.2.5 COBM will be involved with professional organizations more systematically: Prospanica, ALPFA, SCORE, CFA, PAA, PPBIC, ICNC, etc.
- 3.2.6 COBM will continue Executive Advisory Council networking with students and faculty.
- 3.2.7 COBM will add additional senior executive members to the executive council.
- 3.2.8 COBM will develop 7 new partnerships with industry.
- 3.2.9 Development will continue to feature stories and testimonies from Latino scholarship recipients in communications with donors, alumni and friends to demonstrate the impact of philanthropy on student lives.
- 3.2.10 Development and Alumni Relations will continue to provide Public Relations with student and staff stories that promote El Centro and its academic programs and highlight success stories of Hispanic students, faculty, staff and alumni.

**3.4 Encourage and support programs that expand understandings of our urban metropolis, with emphasis on our community partners.**

- 3.4.1 NDP will leverage University Without Walls alumni to involve community members and develop community partnerships.
- 3.4.2 Alumni Relations will promote five alumni awards during NEIU Weekend 2018 that will recognize alumni community leaders and cultivate relationships with community partners.

**3.5 Encourage and support programs and research that focus on contemporary urban issues, such as education reform, immigration, economic development, and the environment.**

- 3.5.1 El Centro will host Dr. John Flores from Case Western University for a lecture. Dr. Flores is a leading author of Mexican history. His research on the immigrant Mexican community in the 1040's in Chicago helps us understand this community from a historical perspective and an asset-based perspective.

**3.6 Enhance Northeastern's marketing and public relations plan, inclusive of community outreach, to expand internal, local, regional, national, and international awareness of our urban leadership efforts.**

- 3.6.1 The Library will accept approximately 300 boxes of archival materials and create a years-long work plan for making retiring Congressman Luis Gutierrez's archive discoverable and usable by the community in person and online.
- 3.6.2 OIP will work more closely with NEIU's marketing department to ensure all promotional materials that it uses at recruiting fairs and in online recruiting platforms are in line with NEIU's broader messaging. When relevant OIP will share new information learning from its international recruiting efforts.
- 3.6.3 Development and Alumni Relations will work with the Division of Marketing and Communications to produce In Common alumni magazine to feature high-impact stories about the University community and programs and to encourage affinity and donations.
- 3.6.4 Development and Alumni Relations will submit potential stories that highlight alumni, faculty, staff and students to option for publication in multiple sources, including print and online communications or at events.

## **II. F. INFORMATION ITEM: FISCAL YEAR 2018 ANNUAL WORK PLAN RESULTS AND FISCAL YEAR 2019 ANNUAL WORK PLAN**

### **3.7 Promote CCICS, EI Centro, and CCAS as examples of Northeastern's commitment to urban leadership.**

- 3.7.1 CCICS will work with marketing to increase visibility of CCICS with revised print materials, enhanced online presence, and increased use of social media.
- 3.7.2 Development and Alumni Relations will work with leadership of CCICS and EI Centro to highlight students, alumni, faculty and staff for use in various media and publications.
- 3.7.3 Development and Alumni Relations will partner with CCICS and EI Centro to develop alumni and donor outreach activities.

### **STRATEGIC GOAL FOUR**

Exemplary Faculty and Staff: Invest in and support faculty and staff to foster a nationally recognized urban university and create a thriving work environment that makes Northeastern an employer of choice.

#### Action Steps

### **4.1 Intentionally recruit and retain faculty and staff who understand and support Northeastern's mission and the students we serve.**

- 4.1.1 Academic Affairs will implement searches for new faculty to support the strategic initiatives of the University.
- 4.1.2 Academic Affairs will continue to develop alternative staffing solutions and professional development opportunities to mitigate faculty shortages.
- 4.1.3 After Banner 9 upgrade: Implement Banner's Applicant Tracking system (Human Resources)

### **4.2 Enhance scholarship, professional development, and training for faculty and staff.**

- 4.2.1 GCOE will make plans to host faculty professional development on Social Emotional Learning (SEL) based on faculty who participated in SEL Training offered by the Center for Reaching & Teaching the Whole Child Educator Institute
- 4.2.2 GCOE will implement revised and streamlined processes to comply with upcoming federal changes in human subject research regulations (the revised Common Rule, to go into effect January 21, 2019).
- 4.2.3 GCOE will secure a high profile speaker for Jean B. Carlson Lectureship with a focus on trauma-informed practices.
- 4.2.4 GCOE will launch the new "Goodwin Gatherings: Inquiry to Practice Snack and Learn Series" targeted for faculty who would like to engage in sharing and discussion pertaining to their research and creative activities.
- 4.2.5 The Library will grow the number of articles hosted on NEIU Digital Commons by 50%, increasing the visibility of NEIU faculty research worldwide.
- 4.2.6 The Library will pilot the OA Publication Fund to allow NEIU-affiliated researchers to publish in open access journals when funding is not otherwise available.
- 4.2.7 The Office of Assessment and Institutional Research will coordinate training for Cognos report developers to make a smooth transition from Cognos 10 to Cognos Analytics.
- 4.2.8 CCICS will identify training opportunities for CCICS staff.
- 4.2.9 Continued attention and support will be given to CAS programs in managing change around Civil Service staff cuts and re-organized administrative assignments, including organizing a professional development workshop for CAS administrative support staff

## **II. F. INFORMATION ITEM: FISCAL YEAR 2018 ANNUAL WORK PLAN RESULTS AND FISCAL YEAR 2019 ANNUAL WORK PLAN**

- 4.2.10 CAS will continue to promote faculty, student and program accomplishments, highlighting the teaching, research and service accomplishments of CAS faculty, specifically by promoting College-level and program-level activities (e.g., scholarships, workshops/professional development for students, lectures/guest speakers, symposia), via two essential tools that reach internal and external audiences, from faculty, staff, and students, to alumni, emeriti faculty, potential community partners, and donors: the CAS Annual Report and the CAS website and social media.
- 4.2.11 COBM will enhance research sharing opportunities among faculty by organizing research presentations.
- 4.2.12 The Center for Academic Writing will expand support of faculty for their scholarly writing through the redesign of Write on Site.
- 4.2.13 The Center for Teaching and Learning will develop a Learning Technologies User Group for faculty to share expertise and ideas for using learning technologies across all modes of teaching.
- 4.2.14 Institutional Advancement will encourage staff to pursue training and professional development including courses, conferences, website training, focusing on free and low cost offerings.

### **4.3 Use support systems and programs to build and foster a culture of mutual respect and collegiality across the University.**

- 4.3.1 El Centro will implement the Restorative Justice Practices in its work with students beginning with the El Centro Summer Bridge Program.
- 4.3.2 Development will provide consultation and planning for approved special solicitation efforts conducted by University departments and student groups.
- 4.3.3 Alumni Relations will provide consultation and planning for affinity efforts conducted by University departments and student groups.
- 4.3.4 Alumni Relations will continue to provide programs/departments alumni resources such as access to alumni lists, giving statistics, and alumni e-marketing and social media support.

### **4.4 Provide ongoing professional development to support culturally relevant pedagogical approaches from new faculty orientation onward.**

- 4.4.1 CTL will partner with faculty and other University experts to offer workshops on culturally relevant pedagogy.
- 4.4.2 OIP will work with our 40+ international partners to, where possible, provide opportunities for faculty to travel, teach and research abroad (e.g., Erasmus+ faculty grants, NAWA research grants, opportunities to offer short courses at partner universities, etc.).
- 4.4.3 OIP will liaise with the Fulbright program to ensure faculty learns about these opportunities in a timely way.
- 4.4.4 OIP will continue to work with faculty to facilitate their ability to offer high quality, academically relevant, short term study tours.

### **4.5 Increase collaboration and accountability across all units of the University.**

- 4.5.1 OIP will continue work, begun in Spring 2018, to work closely with Admissions, the Registrar and others to expand the ways international students can demonstrate English and academic proficiency, so NEIU can attract more international students.

## II. F. INFORMATION ITEM: FISCAL YEAR 2018 ANNUAL WORK PLAN RESULTS AND FISCAL YEAR 2019 ANNUAL WORK PLAN

### 4.6 Develop an effective application of shared governance at Northeastern.

4.6.1 Update our GCOE Standing Committee bylaws.

### STRATEGIC GOAL FIVE

Enhanced University Operations: Improve operating efficiencies, physical and technological infrastructure and systems, and environmental sustainability in order to provide a supportive learning, teaching, and working environment.

#### Action Steps

### 5.1 Ensure that all classroom, laboratory, office, student, and support spaces accommodate current needs and long-term growth.

#### Short term

- 5.1.1 • Provide support for updated planning of Education Building. (Procurement)
- Analyze long term parking infrastructure repair requirements and provide cost estimates. (Procurement, Parking, and Facilities Management)
- Stabilize declining Book Store sales and explore alternative uses for excess space. (Procurement and Facilities Management)
- Finish renovating BBH 131, 135, and 120 into an Environmental Science Lab. (Facilities Management) (will be done Sept. 2018)
- Complete CDB roof and façade work for BBH and Building H. (Facilities Management) (will be done by Aug 30, 2018)
- Install addressable fire alarm devices in BBH to provide additional safety measures. (Facilities Management)
- Install a new panel and addressable devices for the Library. (Facilities Management)

#### Long Term

- Automate personnel action forms in Banner (Human Resources)

### 5.3 Invest in and implement technology applications and infrastructure to maximize academic and operational goals.

- 5.3.1 The Library will expand NEIU Digital Commons' capabilities by hosting materials from at least one conference on it during this academic year.
- 5.3.2 Assessment and Institutional Research will modify existing or create new versions of Cognos reports that will replace current IR re-occurring reports (such as Data Digest, Fact File, Dean's list, etc). Once created, reports will be generated in pdf and ready to post. Re-engineering will include: (1) Modifying the census output files in SPSS, (2) Loading the revised census output files, (3) Modifying or create Oracle views as needed, (4) Modifying or create frameworks via Cognos Framework Manager, and (5) Creating or modify Cognos reports for each re-occurring report.
- 5.3.2 With support from University Technology Services, ensure reporting needs are met during the upgrade from Banner 8 to Banner 9.
- 5.3.3 OIP, for a second year, will work with two online international recruiting platforms to expand our footprint in international markets. And we will add the use of WhatsApp when reaching out to prospective international students.
- 5.3.4 The Center for Academic Writing will form a TutorTrac User Group to enlist and support other units that provide academic support to students in the use of TutorTrac so that all academic support visit information can be fed to Starfish Early Alert.

## **II. F. INFORMATION ITEM: FISCAL YEAR 2018 ANNUAL WORK PLAN RESULTS AND FISCAL YEAR 2019 ANNUAL WORK PLAN**

5.3.5 Banner 9 conversion (UTS/Controller's Office). Work with the Budget Task Force in reviewing the University's approach to developing annual budgets and implement recommendations once endorsed by the UPBC and President (Budgets). Implement Core Switch solutions as part of the Dark Fiber Ring (UTS).

### **5.5 Streamline and redesign operational and financial workflows and processes to improve service quality and productivity.**

5.5.1 The Library will standardize GA training across CCICS, El Centro, and the Main campuses to ensure uniform expectations and provide a consistent level of service.

5.5.2 The Library will plan to ensure that production and service goals meet or exceed demands in light of significant administrative, faculty, and staff position transitions during the coming year.

5.5.3 OIP will implement lessons learned in the two trainings we received from the US Department of State related to the safety of international students.

#### **5.5.4 Short Term**

- Develop desk procedures and staff guidelines for (Procurement):
  - Invitation for Bids, Request for Proposals, Professional & Artistic, and Construction Qualification Based Selection, and Sole Source Bulletin advertisement requirements.
  - Business Enterprise Program, Veteran Small Business, and Small Business goal setting and reporting requirements.
  - Board of Trustee procurement reporting requirements
- Streamline process to mass update of benefit discrepancies through Morneau Sheppell with help of UTS. (Human Resources)
- Fix the SURS report and the pulling of data for this report with help of UTS. (Human Resources)
- Continue to work on Administrative & Professional employee conversion to Civil Service if applicable. (Human Resources)
- Automate the Employer Benefit costs (Life, SURS, Health, etc.). (Controller's Office / Human Resources)

#### **5.5.5 Long Term**

- Research and obtain cost estimates for e-procurement software solution that enables electronic requisitions. (Procurement)
- Explore current inventory control software technology as an alternative to InCircuit. (Procurement/Property Control)
- After the Banner 9 upgrade, implement Xtender document imaging software for use by Controller's Office and Purchasing Department. (Procurement / Controller's Office)
- Develop a plan to implement budgeting in Self-Service Banner when funding is available. (Budgets)

### **5.6 Ensure the continued safety and security of the University; that all facilities and infrastructure, including technology and critical data, are protected; and that campus security and emergency preparedness are continually monitored and enhanced.**

5.6.1 Secure classrooms and offices with locking mechanisms. Work with the Alderman's office, the City, and other Chicago colleges and universities to amend city ordinances that currently prohibit locking classrooms and offices due to fire codes (University



## **II. F. INFORMATION ITEM: FISCAL YEAR 2018 ANNUAL WORK PLAN RESULTS AND FISCAL YEAR 2019 ANNUAL WORK PLAN**

Police). Upgrade Police fleet with the purchase of a new squad car (University Police). Complete Banner Disaster Recovery project to be located at the new Server Central data center (UTS). Implement a new system backup solution as part of new DR services (UTS). Upgrade Banner ERP to the new UI Ver 9x (UTS). Implement a new data center at the Elk Grove Server Central location (UTS).

### **STRATEGIC GOAL SIX**

Fiscal Strength: Enhance Northeastern's financial position by diversifying revenue sources and by strengthening institutional relationships with donors, public and private entities, and alumni.

#### Action Steps

#### **6.1 Increase external funding, including grants, that supports programming critical to Northeastern's mission.**

- 6.1.1 GCOE's Financial Affairs Committee will develop a detailed plan to increase non-tuition based revenue that focuses on coordinating professional development for teachers and teacher candidates.
- 6.1.2 CAPE will increase revenue earned by 10% through non-credit classes offered.
- 6.1.3 CAPE will continue to offer programming with Workforce Development (WIOA) funding.
- 6.1.4 CAPE will offer WIOA approved classes on the main campus and at El Centro and work with CCICS to start offering options at that campus.
- 6.1.5 The Library will apply for the Steelcase Active Learning Classroom 2019 grant to allow us to update Library instructions space to better support collaboration and flipped classroom teaching and learning.
- 6.1.6 Continue fundraising efforts in the CAS, with a goal this year of increasing fundraising by 5%. (CAS)
- 6.1.7 CAS 50th Anniversary Commemoration, with a year-long series of events, including a 50th anniversary celebration in August 23, a November activity tied to the Faculty, Research and Creative Activities Symposium, and a series of talks/colloquia held over the course of the 2018-2019 academic year.
- 6.1.8 NEIU El Centro's 50 Anniversary celebrations will culminate in the Spring 2019 with a Gala to fundraise money for our endowment scholarship. We will continue working on increasing the revenue generated for small events and activities to rent the space.
- 6.1.9 Corporate and Foundation Relations will identify an additional 50 prospects and submit at least 40 proposals.

#### **6.2 Strategically plan for future Title V and other Minority Serving Institution grant applications using data and outcome analyses from current funds.**

#### **6.3 Increase advocacy efforts with federal and state governments to secure appropriations for the University.**

- 6.3.1 The NEIU Alumni Association will continue to partner with Illinois public universities in the Advocacy Consortium of Public Illinois Alumni Associations in order to unify and advocate for Illinois public education, mobilize alumni, and share resources for effective grassroots advocacy and civic engagement.
- 6.3.2 The NEIU Alumni Advocacy Committee, under the auspices of the NEIU Alumni Advisory Board, will continue to partner with the Executive Director of Government Relations to organize an annual Alumni Advocacy Day as well as other coordinated advocacy initiatives.

**II. F. INFORMATION ITEM: FISCAL YEAR 2018 ANNUAL WORK PLAN RESULTS AND FISCAL YEAR 2019 ANNUAL WORK PLAN**

**6.4 Increase private, corporate, foundation, and other philanthropic support for the University.**

- 6.4.1 COBM will increase private, corporate, and other philanthropic support for the University.
- 6.4.2 Institutional Advancement will raise no less than \$1.8 million in private donations to the NEIU Foundation through strategic appeal planning, creative event implementation and donor cultivation and solicitation.
- 6.4.3 Development will meet the \$500,000 goal for the Goodwin Gift Challenge by December 31, 2018.
- 6.4.4 Institutional Advancement will achieve the \$12 million goal for Transforming Lives: The Campaign for Northeastern Illinois University by the end of December 2018 and will produce one or more campaign closing events to communicate outcomes and conclude the University's inaugural campaign.
- 6.4.5 Institutional Advancement will increase efforts to identify, qualify and cultivate potential donors in anticipation of future fundraising projects and the next campaign.
- 6.4.6 Institutional Advancement will implement its plan to introduce the University's new president to various constituent groups and regions within budgetary and time constraints.
- 6.4.7 In collaboration with other divisions, Institutional Advancement will produce NEIU Weekend as part of Inauguration Week activities and will ensure that alumni engagement, fundraising, and advocacy are central to messaging.
- 6.4.8 Institutional Advancement will work with the Foundation Board to continue implementation of the Foundation's Strategic Plan adopted in April 2018.
- 6.4.9 Development will institute new engagement initiatives for donors with specific giving patterns, including those who give monthly, for three or more consecutive years, and those who support the General Scholarship Fund.
- 6.4.10 Development will host two or more regional events to promote the campaign and encourage regional alumni and donor cultivation.
- 6.4.11 Alumni Relations will continue to execute a student philanthropic engagement plan.
- 6.4.12 Alumni Relations will explore adding an engagement score to constituency records to further develop our participation and donor pipeline.
- 6.4.13 Development will coordinate the University's participation in Giving Tuesday on November 27, 2018, and will expand efforts to produce another social media day of giving in spring 2019.
- 6.4.14 Development and Alumni Relations will continue consulting with departments and student groups on special fundraising and alumni-related outreach efforts.

**6.5 Generate revenue by leveraging Northeastern's assets (such as space rentals, fees for services, and continuing education programs) while continuing to prioritize University need.**

- 6.5.1 El Centro will develop a plan in order to increase revenue from space rentals.
- 6.5.2 Alumni Relations will promote the CAPE program and graduate programs to alumni in an effort to help increase enrollment in both areas, which will generate more revenue.

## **II. G. INFORMATION ITEM: FALL 2018 ENROLLMENT UPDATE – ADDED 9/19/2018**

### **Overall Enrollment**

Overall enrollment continued to decline at Northeastern Illinois University. Headcount for fall 2018 is 8103 compared to 8984 in Fall 2017. The enrollment decline occurred across all student categories.

### **New Freshman Enrollment**

After bringing in a record freshman class in Fall 2017, we experienced a 45% decrease in the Fall 2018 class. The total number of Fall 2018 first year class is 451; it was 830 in Fall 2017. The steep decline in first year students is partly a result of a decision to increase the admission requirements for the Fall 2018 class due to the declining retention rates. In the past year, we had 6,122 freshmen applicants; 1533 students were denied admission compared to 398 in Fall 2017. While freshmen enrollment declined, the diversity of the class was not greatly impacted. Hispanic enrollment for new freshmen is 42% compared to 43% in fall 2017; African American student enrollment is at 24% down from 29% in fall of 2017. The small Fall 2018 class is sobering, but we are optimistic that the changes made to the admissions decision score will yield much higher retention numbers in the coming year. We plan to conduct a comprehensive analysis to determine whether further adjustments to the admissions decision score are needed.

### **New Transfer Student Enrollment**

New transfer student enrollment was down 12%. Two factors appear to have negatively impacted the number of transfer students. The first is that the Recruitment Center was not fully staffed due to staff turnovers until half way through the recruitment cycle. Second, our community college feeder schools have experienced significant enrollment declines over the past five years: Wright College down 19%; Oakton (18%); Truman (30%) and College of Lake County (17.5%). It is important to note that community college transfers account for 73% of our new transfer enrollment.

### **New Graduate Enrollment**

Degree seeking graduate student headcount was down by 12 students although graduate program degree applications and admits were up. The largest decline was for graduate students seeking certificates and non-degree seeking graduate students. There was substantial number of graduate students who deferred their admission from Fall 2018 to Spring 2019. We hope these deferments will help to bolster graduate enrollment for spring. We have also added a new recruiter to the graduate recruitment office this spring.

We have several strategies to increase enrollment in the coming year. Some of these strategies include:

- Fully staffing the transfer, graduate, and undergraduate recruitment programs;
- Increasing name purchases to increase the pool of prospective adult and veteran students;
- Exploring the possibility of using polygon advertising to target community college students;
- Expanding faculty involvement in recruitment programming and call campaigns;
- We have started holding outreach Initiatives with the Chicago Police Department to recruit police officers and staff to Northeastern;
- Increasing recruitment of international students;
- AIM Higher Initiatives – increasing scholarship funding for new freshmen and transfers who graduated from an Illinois High school;
- Improving retention of first time full time freshmen: Several initiatives underway have been spearheaded by the Undergraduate Retention Intervention Team (URIT). URIT includes representatives from Success Programs, Admissions, Academic Development, Academic Colleges, Advising, Financial Aid, Learning Success Center, Student Center for Science Engagement, Disability Services, etc. The coming together of these offices

**II. G. INFORMATION ITEM: FALL 2018 ENROLLMENT UPDATE – ADDED 9/19/2018**

- has significantly increased collaboration and shared decision making among members of our community who directly support our students. One of the significant changes that have occurred as a result of formation of this group is the breaking down of silos. Instead of administrators working in isolation from others, they are collaborating across colleges and programs. The group meets twice a month to share challenges facing various support and service groups with an aim to mutually work toward finding solutions;
- Revitalization of developmental courses to reduce time to degree; and
  - Academic Affairs has recently contracted with Hanover Research to perform an external and internal scan of our academic portfolio.

**II. H. INFORMATION ITEM: BOARD REGULATIONS UPDATE: SECTION II. EMPLOYEES,  
SUBSECTION C. CIVIL SERVICE – SICK LEAVE**

The purpose of this update is to fix inconsistent language in the Board Regulations regarding sick leave payout between the Faculty and Administrative classification and the Civil Service classification. The updated language will conform to Illinois Public Act 093-0448.

Section II. Employees, Subsection B Faculty and Administrative, Sick Leave 5) a)

Upon termination of employment, and provided the employee is not re-employed at the same place of employment within 30 calendar days, an employee, or such employee's estate, shall be entitled to a lump sum payment for accrued sick leave earned after December 31, 1983 and prior to January 1, 1998. The lump sum payment for accrued sick leave shall be computed as the product of the employee's daily rate of compensation and one-half of the lesser of the following: (i) the number of days, or fractions thereof, of cumulative sick leave earned by the employee, in accordance with paragraph 2) above, minus any days, or fractions thereof, of cumulative sick leave used by the employee; or (ii) the number of days, or fractions thereof, of cumulative sick leave earned by the employee in accordance with paragraph 2) above after December 31, 1983 and prior to January 1, 1998. Non-cumulative sick leave days shall be used first and cumulative sick leave days shall be used in the order in which they have been accrued. No lump sum payment shall be made for non-cumulative sick leave.

Section II. Employees, Subsection C. Civil Service, 6) d) Sick Leave, 3) a)

**Current language:** Upon termination of employment at the university, provided the employee is not re-employed at the university within 30 calendar days, an employee, or such employee's estate, shall be entitled to a lump sum payment for accrued sick leave earned on or after January 1, 1984.

**Recommended change:** Upon termination of employment at the university, provided the employee is not re-employed at the university within 30 calendar days, an employee, or such employee's estate, shall be entitled to a lump sum payment for accrued sick leave earned after December 31, 1983 and prior to January 1, 1998.

This recommended change will be presented for action at the November 2018 Board of Trustees meeting.

## **II. I. INFORMATION ITEM: CONSTRUCTION UPDATE**

The Capital Development Board (CDB) Building H (Steam Plant) and Bernard Brommel Hall (BBH) exterior façade projects are continuing. Building H façade is currently complete except for punch list items. BBH work is underway after a delay due to unforeseen masonry conditions. Failing wall sections need to be reconstructed. Project completion is now scheduled for September 28, 2018.

BBH 131 Environmental Science Lab Renovation Project has begun. Construction is underway with completion scheduled for September 28, 2018.

**As of this writing, the following project is on hold pending release of State funding for the Education Building by the Capital Development Board:**

- Completion of Education Building construction documents, bid process, and then construction.

## II. J. INFORMATION ITEM: STUDENT HOUSING UPDATE – ADDED 9/19/2018

### Overview

Northeastern's first residence hall, The Nest is a public-private partnership with American Campus communities (ACC). Northeastern owns the land and ACC manages and operates the building. The Nest has the capacity of 440 beds (110 units), which includes 432 for students and eight housing staff. Full-time undergraduate students (12 credit hrs.) and graduate students (9 credit hrs.) are eligible to live in The Nest. The goals of student housing at Northeastern are to improve student retention and graduation, increase university enrollment, enrich the educational and co-curricular experience, and attract out of state and international students.

On August 19, 2016, The Nest welcomed 262 students (62% occupancy), surpassing our 49% first-year occupancy commitment to ACC. Year-two occupancy was 383 (87%) surpassing our 80% second-year occupancy requirement to ACC. In the last two years, we have discovered and addressed several major challenges that include: NEIU's infrastructure to support the project (housing budget to support and develop university processes, staff training, recruitment and retention initiatives, student scholarships, technology, and personnel to address the multi-faceted residential program); building security, in particular The Nest guest policy; resident assistant staff expectations and training; high ACC staff turnover; communication with students and university community; marketing for out-of state and international students; and financial literacy and affordability education for students and their families. Some of these challenges have been addressed, and others are a work in progress.

### Fall 2018 Student Housing Profile

- 222 (50%) Occupancy –ACC requirement for FY19 is 352 (80%)
- Fall 2017 to Fall 2018 Retention: 153 (40.2%)
- Enrollment Profile: Freshman 86 (39%), Upper-Class 63 (28%), Student-at-large 28 (13%), Transfer 35 (16%), and Graduate 10 (%)
- Admit Type: New Freshmen – General 18 (8%), Project Success 8 (4%), Wentworth 17 (8%), El Centro 1 (.4%), Carruthers Center for Inner City Studies (CCICS) 1 (.4%), Proyecto Pa' Lante 4 (2%)
- Ethnicity: Asian 12 (5%), American Indian or Pacific Islander 1 (.4%), 2 or more races 9 (4%), African-American 85 (38%), Non-Resident 29 (14%), White 35 (16%), Hispanic 36 (17%), and unknown 15 (7%)
- State/Country: 9 out of state (MO 6, Oh 1, MD 1, MI 1) and 23 international (Brazil 1, Korea 10, Belgium 2, Japan 2, Spain 3, Germany 4, and Netherlands 1)
- Gender: Female 143 (64%) and 79 male (36%)
- Scholarships: 20 students receive \$1,000 housing scholarships and two receive the Larry Frank Housing Scholarship, which covers the annual housing cost.

### Challenges Meeting Occupancy for Fall 2018

- Significant decrease of new freshmen
- New financial approval process to ensure students can afford to live on campus
  - Cancelled 169 leases, and many who chose not to move from application to leasing
    - 126 of them were cancelled due to inability to secure financial aid approval

### Current FY19 Plan

- Continue to accept applications and leases.
- Strengthen our marketing plan to continue to target registered and financially approved students using email, text messaging, information tables, open houses, giveaways, and other incentives.
- Strengthen student engagement opportunities and academic support programs such as the Living and Learning Community and other retention initiatives.

**II. J. INFORMATION ITEM: STUDENT HOUSING UPDATE – ADDED 9/19/2018**

**FY20 Plan**

- Target occupancy is 440 (100%); 352 (80%) is our commitment to ACC
- Develop an aggressive marketing campaign to recruit Illinois, out-of-state, and international students to The Nest.
- Continue to review and develop internal policies to streamline processes and remove barriers to improve the student experience.
- Strengthen communication with ACC and review current practices in support of student success.
- Develop a budget to support a comprehensive residential life program including increasing funds for housing scholarships.
- Continue to provide financial literacy and affordability sessions for students and their families.

**Student Housing Phase Two**

NEIU does not have any plans to move forward with a new housing project.



**II. K. INFORMATION ITEM: ERP RELATED EXPENDITURE: TOUCHNET PAYMENT SYSTEMS**

At the April 6, 2006 meeting, the Board of Trustees resolved that "in order to facilitate the timely implementation of the ERP project, (the Board) delegates to the University President the authority to approve such expenditures and contracts directly related to the ERP project without prior Board approval, and that the President will report to the Board on all such approved expenditures and contracts normally requiring prior Board approval at the next regularly scheduled meeting of the Board of Trustees." Under this authority, the following contract has been approved and is reported to the Board as required.

Touchnet Information Systems	Subscription License for e-payment (9-1-18 to 8-31-19)	\$120,656.55
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The original 10 year agreement obtained via RFP from Touchnet Information Systems expired on August 31, 2015. A Sole Source Justification for continued service with Touchnet Information Systems e-payment services was submitted with the State of Illinois Chief Procurement Officer in 2015. At the June 18, 2015 meeting, the Board was informed that the Sole Source Agreement had been approved and will serve for 6 years. This Information Item addresses the fourth year of this six year agreement.

**II. L. INFORMATION ITEM: ERP RELATED EXPENDITURE: ELLUCIAN BANNER RECRUIT (CRM) SYSTEM 1-YEAR CONTRACT RENEWAL**

At the April 6, 2006 meeting, the Board of Trustees resolved that "in order to facilitate the timely implementation of the ERP project, (the Board) delegates to the University President the authority to approve such expenditures and contracts directly related to the ERP project without prior Board approval, and that the President will report to the Board on all such approved expenditures and contracts normally requiring prior Board approval at the next regularly scheduled meeting of the Board of Trustees." Under this authority, the following contract has been approved and is reported to the Board as required.

Ellucian Banner Recruit (CRM) System	Subscription License for Cloud Software Usage (7-01-18 to 6-30-19)	\$81,000.000
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The original 5 year agreement obtained via RFP from Ellucian expired on June 30, 2018. A Sole Source Justification for continued service with Ellucian was submitted with the State of Illinois Chief Procurement Officer in 2015. At the September 17, 2015 meeting, the Board was informed that the Sole Source Agreement had been approved and will serve for 8 years. The recommendation was to continue to partner, with Ellucian, as NEIU's ERP vendor of choice.

## **II. M. INFORMATION ITEM: NEIU FOUNDATION STRATEGIC PLAN**

The Northeastern Illinois University Foundation Board undertook a strategic planning process in Fiscal Year 2018. Working with an external consultant and with faculty member, Dr. Sandra Williams in the Department of Human Resources Development, the Foundation Board identified long-term and short-term objectives, and then developed tasks and action steps in order to realize those objectives. The plan serves as a guide for board activities in Fiscal Years 2019 and 2020.

Established in 1969, the NEIU Foundation functions as an independent Illinois not-for-profit foundation whose corporate mission is to advance the interests and welfare of Northeastern Illinois University. The Foundation is the official fundraising and private gift-receiving agency for Northeastern. The primary functions of the foundation are to develop private support on behalf of the University, to promote the University's mission, and to receive and administer contributions. In this way, the Foundation plays a vital role in ensuring that the University remains highly affordable, while retaining the highest academic standards. Private contributions, when added to state resources, add an extra dimension of support that otherwise would not be possible.

## **II. N. INFORMATION ITEM: NEWS AND EVENTS**

### **ENLACE Alumni Happy Hour – Thursday, June 21**

The Office of Alumni Relations hosted a meeting/reception at the Alumni Center with select ENLACE alumni. The purpose of this meeting is to discuss engaging ENLACE alumni with the goal of establishing an ENLACE alumni affinity group. ENLACE in Spanish, stands for ENGaging LATino Communities for Education. ENLACE began in 2000 with an initial \$1.5 million grant from the W.K. Kellogg Foundation as part of the national ENLACE Initiative. The cohorts graduate from NEIU with a master's degree in higher education and leadership.

### **Golden Eagle Lifetime Dinner – Wednesday, June 27**

Alumni Relations hosted its third yearly appreciation dinner for lifetime Golden Eagle Family Lifetime Members at Maggiano's restaurant in Skokie. This was President Gibson's first opportunity to meet lifetime members. She was joined by Liesl Downey, Damaris Tapia and Jessica Mueller to offer thanks and updates on the University's current and upcoming activities.

### **COBM Alumni Happy Hour and Networking Night – Thursday, June 28**

The College of Business and Management and Alumni Relations hosted a COBM Alumni Happy Hour at Celeste Chicago. Nearly 40 business alumni attended and networked with one another and Dean Michael Bedell of the College of Business and Management.

### **Meet and Greet with President Gibson - Sunday, July 1**

President Emerita and NEIU Foundation Board member, Salme Harju Steinberg and Dr. Michael Steinberg hosted a meet and greet event at their home in order for Foundation Board and Alumni Advisory Board members to meet President Gibson, many for the first time. The event was attended by about 20 guests, including student representatives from both boards.

### **Hyde Park 4th on 53rd Parade - Wednesday, July 4**

This year, NEIU participated in Hyde Park's nearly 3 decade tradition – a parade on the Fourth of July. The Office of Alumni Relations coordinated alumni and staff participation to recruit about 25 individuals from the University community to march in the parade. Director of CCICS, Andrea Evans, led the charge accompanied by Damaris Tapia, Sylvia Daniels, Ashley Agron and Liesl Downey to hand out promotional materials and represent NEIU in the parade.

### **Alumni and Family Day at Six Flags – Saturday, July 7**

The NEIU Alumni Association hosted alumni, students, faculty, staff, family and friends at the annual Alumni and Family Day at Six Flags Great America in Gurnee, IL. Ticket Prices included: Entrance into Great America AND Hurricane Harbor, all-you-can-eat lunch buffet in the Picnic Grove, and a summer pass. Nearly 130 people attended.

### **EI Centro Beer and Bites fundraising event – July 16**

Supporting the ongoing efforts of NEIU's EI Centro and the NEIU Proyecto Pa'Lante program, the "Beer and Bites" event was hosted at Revolution Brewing and featured craft beers, a buffet of light appetizers, and a silent auction to raise awareness and aid in reaching EI Centro's fundraising goal of \$6,000 for student emergency scholarships.

### **NEIU Golden Eagle Welcome Day – Saturday, August 25**

Development and Alumni Relations staff supported Golden Eagle Welcome Day by participating in the celebratory gauntlet of faculty and staff that greets students on their way into the welcoming program. Ashley Agron, Alumni Coordinator and student Byron Terry discussed student philanthropy. Alumni Relations also hosted an information table for students about fun philanthropic activities and initiatives during the Fall semester.

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### **Donor Appreciation Events – Wednesday, August 29**

This year's faculty, staff, and retiree donor appreciation event was held on Wednesday, August 29 from 12 noon to 3 p.m. in the B Courtyard. This year's theme was the carnival, featuring carnival games and food to acknowledge the University and Foundation's gratitude to its donors who are employees. Later that evening, the NEIU Alumni Association hosted its Appreciation Event for members of the Alumni Association with the same theme.

### **Inauguration Week: Pathways to the Future – September 10 – 15**

This year, in the lead-up to NEIU Weekend, the University hosted a week-long series of events in celebration of the Inauguration of Northeastern Illinois University's seventh president, Dr. Gloria J. Gibson. The week included a "Pancakes with the President" event, a reception and special edition of "Jazzy Mondays" at Carruthers Center for Inner City Studies, the Daniel L. Goodwin Distinguished Lecture featuring Olympic champion Jackie Joyner-Kersey on Tuesday, and continued with a faculty panel and performance by the Ensemble Espanol at El Centro on Wednesday. The Inauguration Ceremony was held on Thursday, September 13. The week concluded with NEIU Weekend, the annual community event that features Fall Fest on Friday the 14th, the Golden Eagle Alumni and Family Picnic on Saturday the 15th.

### **NEIU Weekend – September 14 and 15**

This year's NEIU Weekend concluded a week-long series of events for Inauguration Week. Friday, September 14 was the annual Fall Fest, featuring live music, food and festivities for students, alumni, faculty, staff and the community. The Golden Eagle Family and Friends Picnic was hosted on Saturday for students, alumni, faculty, staff and their families, featuring live entertainment; food and beer garden; bouncy houses and activities for kids; and department tours. Later that day, the University hosted the Golden Gala and Inaugural Ball, which honored the achievements of five outstanding alumni and celebrated the Inauguration of Dr. Gloria Gibson. The Gala is an annual fundraiser for the NEIU Foundation.

### **American Association of Retired Peoples: \$13,225**

Work for Yourself at Age 50+ (M. Bedell) – This project provides adults, aged 50+, with the resources necessary to understand the challenges and rewards of owning your own business as well as the support to take them from proof-of-concept to first commercialization. This grant is the NEIU College of Business and Management's first external grant under the Business, Innovation and Growth (BIG) Center.

### **Rockefeller Philanthropy Advisors: \$35,000**

PNAP (E. Meiners) - These funds for the Prison + Neighborhood Art Project (PNAP) will facilitate transforming the lives of male inmates at the Stateville Correctional Center by providing these incarcerated students with educational programming in the humanities, and, for a select cohort, the resources to earn a life-changing degree through NEIU's University Without Walls program. PNAP also fosters dialogue on the need for educational resources in the criminal justice system.