

**Strategic Planning Implementation  
Annual Workplan Results  
Fiscal Year 2016**

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 FY2016. 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 *Marketing, Academic Affairs and Student Affairs will collaborate with ACC to develop a recruitment campaign and marketing publications to promote Northeastern and the new residence hall.*  
**Complete**
- 1.1.2 *Implement out-of-state recruitment plan.*  
**Identified new high school markets in northern and southern Illinois, the suburbs, Indiana and Wisconsin. Participated in National College Fairs in Milwaukee and Indianapolis. Participated in all State University Articulation locations which included participation of high school counselors from Missouri. Expanded ACT name purchases to include students from bordering states. Expanded high school visits to Wisconsin.**
- 1.1.3 *Add a minimum of 7 new graduate program outreach initiatives.*  
**Complete: 8 outreach events added.**
- 1.1.4 *Conduct 5 high school counselor breakfasts and 2 community college counselor breakfasts.*  
**Not conducted. Instead, the focus shifted to enhancing partnerships with our two year partners. Finalized Guaranteed and Dual Admissions Agreements with City Colleges. Created a Star Scholarship Program at Northeastern. Finalized a Guaranteed Admissions Partnership with the College of Lake County.**
- 1.1.5 *Upgrade the CRM to 4.0 to leverage integration, enhance communication and reporting.*  
**Postponed until FY17; some enhancements made.**
- 1.1.6 *Increase international student admission by at least 5%*  
**Complete**
- 1.1.7 *The COE will work with Enrollment Services to plan at least one visit per semester to at least two local community colleges to inform their students about our programs.*  
**COE attended two Educational Advisory Partnership Board meetings at Truman College this year.**
- 1.1.8 *The Teacher Education Department will increase student enrollment in both the Elementary MSTI and MAT by 10% each year for the next three years.*

**Complete**

- 1.1.9 *The COE will implement effective use of Cognos in order to personally reach out and monitor all potential graduate students as soon as they apply until they enroll in a course. Consider use of texting and phoning rather than email.*

**No progress made.**

- 1.1.10 *Increase alumni engagement in enrollment through social media and participation in recruitment, retention, and programming activities.*

**The Office of Alumni Relations (OAR) maintains an active social media presence for the NEIU Alumni Association on LinkedIn, Twitter and Facebook. The Office highlighted 20 “Class Notes” stories via social media to bring attention to achievements of Northeastern graduates. In October, the Alumni Association assisted the NEIU Foundation with the first ever Thank-A-Professor Day. Students, alumni, faculty and staff were encouraged to stop by the Thank-a-Professor table in Village Square, to pin a note on the Thank-A-Professor bulletin board, or to join in on the fun via social media using #Thankaprof. Hundreds of responses were received, and many of them were posted to the NEIUAA Facebook and Twitter.**

**The OAR administers three scholarships meant to help recruit and retain students: the Doris Vrooman Alumni Mentoring Scholarship, the Class Gift Scholarship, and the NEIUAA Internship Scholarship. In addition to signature events of Salute to Graduates and Academic Honors, the OAR organized monthly social engagement events and co-sponsored internal events such as the 2016 Academic Decathlon and student-led alumni panels for Pre-Law Society, Future Health Professionals, and the International Business Conference.**

**New for FY2016, the *NEIU Alumni: All Access* program allowed the OAR to create profile stories and to host four outstanding alumni speakers this year: Michael Angelo Batio, Carlos Jimenez Flores, Julia Anderson and Jose Fulgencio.**

- 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 *Test and refine fall-to-spring and fall-to-fall predicative analytic retention models beginning with the Fall 2015 freshman cohort.*

**Complete**

- 1.2.2 *Use predictive analytic results to support Undergraduate Retention Intervention Teen (URIT) in developing targeted and tailored retention interventions. Provide meaningful and timely predictive scores to retention and advising staff to support targeted and tailored outreach. Utilize the predictive analytics software to better understand our students and to develop strategies to help them succeed.*

**Complete**

- 1.2.3 *Create and implement common best practices for TRIO programs and Student Success Programs in conjunction with the Learning Support Center for early identification of students at risk for academic challenges in courses and foundational skill building.*

**In progress: The next step is to use the African American Student Initiative model including collecting recruitment, retention and graduation data to develop an action plan.**

- 1.2.4 *Conduct pilot projects with instructors in Biology and Sociology to implement and assess learner-centered strategies in General Education courses.*  
**Complete**
- 1.2.5 *Develop and implement a plan to reduce the number of students who have over 60 credits and have not yet declared a major.*  
**Students identified and connected with the Career Development Center for major/career exploration.**
- 1.2.6 *Develop and implement effective plans and strategies for students on academic probation and those in danger of being placed on academic probation.*  
**In progress; implementation difficult.**
- 1.2.7 *Increase international student (F-1) retention by at least 2% over Fall 2014 numbers.*  
**Incomplete; postponed to FY17**
- 1.2.8 *Pilot expanded discipline-specific tutoring.*  
**Postponed**
- 1.2.9 *CAS will create a committee to focus on retention and graduation in FY2016. The Retention Committee (RC) will take inventory of high impact practices (HIPs) that are currently used by CAS departments. The RC will disseminate the HIPs inventory and identify promising practices that can be widely implemented in our programs.*  
**Postponed to FY17**
- 1.2.10 *Formalize early warning for retention; update advising methods as appropriate to focus on student success and retention.*  
**Complete**
- 1.2.11 *Assess and address the challenges confronting Asian/Asian American students.*
- 1.2.12 *Conduct a review of the structure and services of the Angelina Pedrosa Center for Diversity and Inter-Cultural Affairs with continued focus on recruitment, retention and graduation rates.*
- 1.2.13 *The Center for College Access and Success will develop and implement a FAFSA completion initiative including the development and incorporation of a financial literacy module for first year students in collaboration with FYE and Financial Aid.*  
**Financial Literacy workshop modules developed; implementation programmed for Fall 2016.**
- 1.2.14 *Continue to expand services for undocumented students and conduct an Undocumented and Documented student summit.*  
**In progress: Due to budget impasse, the Dacamented Summit did not take place at NEIU but we collaborated with CPS to offer various sessions at El Centro and other community centers. The university signed an MOU with DreamUS to welcome dream scholars who receive up to 4 years of tuition scholarships.**
- 1.2.15 *Marketing will begin taking steps toward website accessibility and functionality based on user needs.*  
**In Progress**

- 1.3 Develop and implement strategies to support the transition and success of first-year and transfer students.
- 1.3.1 *Identify and implement common best practices for advisors in TRIO programs and Student Success Programs in conjunction with Academic Advising Office to support the academic program planning for first year and transfer students.*  
**Not addressed during this academic year; planning conducted for FY17.**
- 1.3.2 *Increase the number of students participating in the Summer Transition Program.*  
**Expect to see increased student participation in Summer 2016.**
- 1.3.3 *The Center for College Access and Success will support dual credit and dual enrollment strategies for high school students.*  
**369 GEAR UP high school students enrolled in dual credit and dual enrollment courses through the City Colleges while in 11th and 12th grade.**
- 1.3.4 *Implement the Doris Vrooman Mentoring Scholarship to provide a mentoring relationship with an alumnus and first semester sophomore student.*  
**The Office of Alumni Relations matched three pairs of alumni mentors and first-semester sophomore students in Fiscal Year 2016. Each student mentee renewed enrollment for the subsequent semester. The Vrooman Scholarship has capacity for up to four scholarships per year with each award at \$500.**
- 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 *Develop common outcomes for Writing Intensive Program (WIP) courses and submit to governance for approval and future assessment.*  
**Postponed to FY17**
- 1.5 Increase bicultural/bilingual support in the areas of admissions, enrollment services, financial aid, student affairs, and academic affairs.
- 1.5.1 *Add additional bilingual staff to units within the Office of Enrollment Management Services.*  
**Hired a Spanish-speaking admissions counselor and recruiter.**
- 1.5.2 *Student Affairs working with Academic Affairs will implement the Student Advocacy program and African American Student Success initiative.*  
**In progress: Delayed due to the financial crisis and the need to preserve cash on hand.**
- 1.5.3 *Student Disability Services will work with the University community to add a disability accommodation request statement to every program flyer, TV ad, handout, etc.*  
**Complete**
- 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 Administer the student satisfaction inventory in Spring 2016.

**Delayed due to the financial crisis and need to preserve cash on hand.**

- 1.6.2 Apply for International Tutor Training Program Certification for the WIP peer-tutor training program from CRLA (College Reading and Learning Association).

**Complete**

- 1.6.3 Develop and distribute brief, online video segments for WIP students on the goals and benefits of WIP peer tutoring visits.

**Two videos scripted and distributed.**

**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 *Objectives will be developed and through governance before the end of the Spring 2016 semester.*

**Complete**

- 2.1.2 *Formalize university-wide guidelines that differentiate graduate-level work from undergraduate-level work will be established.*

**Complete**

- 2.1.3 *Complete the two year revision of the MBA curriculum (involve assessment and industry) with pricing and delivery options to include additional sites and online.*

**Developed accelerated MBA curriculum model. Plan to begin enrollment at El Centro in fall 2016.**

- 2.1.4 *At such time as the program is approved by the Board of Trustees, Special Education (SPED) will prepare the IBHE proposal of the SPED Ed.D.*

**Formal approval by the BOT postponed.**

- 2.2 Implement and assess the University Core Curriculum.

- 2.2.1 *Work with UCC leadership to map courses to baccalaureate goals and develop a plan to assess student learning under the UCC.*

**In progress**

- 2.2.2 *Integrate 25% of academic programs' assessment plans and maps into TK20.*

**Complete: over 25% programs are integrated into TK20.**

- 2.2.3 *Work with academic departments to offer an online and hybrid version of each of their General Education courses.*

**Postponed**

- 2.2.4 *ELE (Engaged Learning Experiences) courses will have passed through shared governance by Spring 2016 in order to implement the full UCC program by Fall 2016.*

**75 ELE courses reviewed in CAS and submitted to the University Core Curriculum Committee. Implementation of full Core Curriculum to begin Fall 2016.**

- 2.3 Support, create, and sustain interdisciplinary courses and programs that lead to higher levels of critical, analytical, and integrated learning.
- 2.3.1 *The Teacher Education Department will initiate an interdisciplinary discussion to develop a STEM concentration for the MSTI Program.*
- In progress**
- 2.4 Focus on academic programs linked to regional economic development and workforce demands for the global society.
- 2.4.1 *Modify curriculum content for the MSA 4+1 concept and for information technology.*
- In progress**
- 2.4.2 *The Special Education Department (SPED) will submit a proposal to ISBE for the Gifted Endorsement.*
- Complete**
- 2.4.3 *The Special Education Department (SPED) will petition for a reasonable extension to the Master of Arts in Special Education program to enable international students to apply and enroll in this modified program.*
- Complete**
- 2.4.4 *The Counselor Education department will have a successful CACREP visit.*
- Complete**
- 2.4.5 *Educational Foundation (EDFN) will market and enroll the first cohort in the MA Community and Teacher Leader Program.*
- Enrolling the first cohort for the MACTL for Fall 2016.**
- 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 *Professionalize the hiring practices and training of tutors and align with those of other units.*
- Complete**
- 2.5.2 *Identify and establish a minimum of five new international partnerships that offer a variety of courses in English across disciplinary areas for student exchanges.*
- Complete: Eight (8) new partners added.**
- 2.5.3 *Increase semester abroad participation for students at international partner institutions by at least 25% over FY 2015 numbers.*
- Complete**
- 2.5.4 *Strengthen Northeastern's involvement in the Illinois Cooperative Internship Program by increasing partnerships and involvements with academic departments and programs for the internship experiences offered through this program.*
- In progress**
- 2.5.5 *The Special Education department will hold another Research2Practice conference in Spring 2016 with our LBS II candidates as presenters.*

**LBS II candidates mentored undergraduate LBS I majors in SPED 382.**

- 2.5.6 *Obtain re-accreditation for the Childcare Center and enhance connections between the Center and the College of Education.*

**Finance and Administration enhanced connections between the Childcare Center and the Daniel L. Goodwin College of Education by transferring operations oversight to the College. The College is overseeing the re-accreditation process.**

**The Child Care Center is in the Self-study process of re-affirmation of accreditation by the National Association for the Education of Young Children (NAEYC). The Daniel L. Goodwin College of Education and the Child Care Center have joined the National Coalition for Campus Children's Centers (NCCCC) and the Illinois Daycare Owners Association (ILDCOA). Faculty in the Daniel L. Goodwin College of Education are currently preparing workshops to be implemented for the staff at the Child Care Center in FY 2017.**

- 2.5.7 *Create opportunities for students to apply skills learned in classes through involvement in media outlets, leadership programs and civic engagement activities.*

**Complete: Student Leadership Development and the Student Media Advisor worked with the CMT and English departments, among others, to promote the student media outlets, recruit students, and teach the basic skills needed to produce media content. The Leadership Pathways workshops and Leadership Pathways Certificate program provided students with the knowledge and understanding of personal leadership skills, characteristics, and style. Student Leadership Development provided alternative spring break programs, days of service, and other volunteer activities to hundreds of students.**

- 2.6 Enhance and expand academic offerings and resources at CCICS.

- 2.6.1 *Revised M.A. in Inner City Students Education (ICSE) using a cohort model will be through governance by Spring 2016.*

**Final program and course modification forms in preparation; will send through Governance in early Fall 2016.**

- 2.6.2 *Plans for revised B.A. in ICSE will begin in Spring 2016.*

**Postponed until Fall 2016.**

- 2.6.3 *Expand student health, counseling and disability services at El Centro and CCICS.*

**In progress: The Student Health and Counseling Services (SHCS) suite at El Centro is almost complete and a floor plan has been approved for CCICS.**

- 2.7 Integrate culturally relevant pedagogy and content throughout the curriculum.

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

- 2.8.1 *Present Quality Matters Rubric for peer review of all new online and hybrid courses to Faculty Council on Academic Affairs.*

**Postponed**

- 2.8.2 *Identify programs willing to go online and help two such programs develop online/hybrid curricula.*

**Postponed**

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

2.9.1 *Develop common outcomes for Writing Intensive Program (WIP) courses and submit to governance for approval and future assessment.*

**Postponed**

**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 *The COE will continue to build pathways to NEIU through partnerships with Amundsen High School, Grow Your Own (GYO), the Post-Secondary Pathways grant, the Bronzeville Research Project and Team Englewood. This will include the explanation of dual credit at Amundsen and with Team Englewood as well as a focus on Special Education and Assessment at Amundsen.*

**Complete**

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

3.2.1 *Organize strategic and focused one-day campus visits for students from the Chicago Public Schools and Cicero/Berwyn to expose 8th through 12th graders to Northeastern.*

**3,306 students in grades 8 through 12, visited Northeastern Illinois University.**

3.2.2 *CCAS will lead the University's partnership with the Congressional Hispanic Caucus Institute in planning and holding the "Ready to Lead" Conference for 150 area Latino high school students, on the main campus in Spring 2016.*

**Postponed until Fall 2016.**

3.2.3 *The COE will develop and implement concrete structures with other NEIU offices (i.e., Proyecto Pa'Lante, Project Success, Trio, CASEP, MSTQE, and Golden Apple) to identify first-year students, especially men of color, who want to be teachers. Student support structures will be designed and implemented.*

**Through the AACTE Networked Improvement Community (NIC) project, we met with all of the above groups, once individually and once together, for the purpose of developing specific structured pipelines; this work is ongoing.**

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

3.3.1 *The Office of Continuing and Professional Education (CAPE) markets to those interested in non-credit programming. Efforts will be concentrated in direct mail, community newspapers, brochures and other mailings to a variety of groups and organizations, and on-line. The intended outcome is to attract students to CAPE; the additional outcome is to enhance name recognition for NEIU.*

**Complete**

3.3.2 *Install signage for CCAS on outside of building facing west.*



## **Installed**

3.3.3 *Marketing and Public Relations will collaborate to develop a multimedia online newsroom that incorporates print news, features, videos, and social media.*

**The Office of Marketing and Web Communications moved to the Division of Academic Affairs in 2015. The Office of Public Relations continues to work closely with Marketing and other offices at the University to develop and supply relevant, timely content for a dynamic online newsroom. This is a piece of the website that will be in constant development as content trends and standards evolve.**

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

3.4.1 *Meet with a community group/organization each month to discuss offering non-credit programs and seminars that meet the needs of these various community partners.*

**Complete**

3.4.2 *Offer programs that highlight specific community areas, including non-credit conversational language classes that can be used for greater understanding.*

**Complete**

3.4.3 *Finalize entrepreneurship program development for El Centro.*

**Complete and implemented.**

3.4.4 *The COE will engage in a Community Study Day with the Logan Square Neighborhood Association.*

**Complete**

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 *Implement the Economic Inequality Initiative which thematically ties teaching, research and creative activities.*

**Complete**

3.5.2 *Develop new continuing education program on digital literacy.*

**Incomplete: Will pursue in FY17.**

3.5.3 *The COE and the Educational Inquiry and Curriculum Studies (EICS) department will host a Film Screening of "Education, Inc." and Panel Discussion with faculty and students, moderated by Bill Ayers on October 5, 2015.*

**Complete**

3.5.4 *The COE's 4th Jean B. Carlson Lecture will focus on educational reform; Dr. Kevin Kumashiro will be the featured speaker on November 3, 2015.*

**Complete**

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 *Update and translate the International Programs brochure that is specifically aimed at international student recruitment into three languages.*

**English and Chinese versions of the international brochure updated; Arabic, Russian, and Turkish versions for FY 17.**

3.6.2 *Complete mural, a collaborative project with the National Museum of Mexican Art, that reflects the cultural aspects of the Avondale neighborhood and recognizes the educational influences of El Centro in Fall 2015.*

**Complete**

3.6.3 *Conduct planning for comprehensive University signage and way finding.*

**This planning requires expert contractual services and was delayed due to the financial crisis and the need to preserve cash on hand.**

3.6.4 *Maintain and update the shared “bank” of story leads on alumni, donors, faculty, and students. Add 10 profile stories.*

**The bank of story ideas has been maintained and remains an effective space to store ideas for the right time.**

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

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

**The Office of Public Relations has maintained a working relationship with El Centro and the Carruthers Center to promote accomplishments and events, and to update the photo library with fresh material to be used internally or shared with news media.**

**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 *Engage faculty in a discussion of student success and retention at New Faculty Orientation and Instructor Orientation.*

**New faculty orientation complete, instructor orientation postponed.**

4.1.2 *Review hiring processes for possible improvements.*

**This review is in progress and will continue. We have increased department involvement in the review of Civil Service applicants’ employment skills and experience, and distributed the scheduling of interviews to departments.**

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

4.2.1 *Develop an Open Access Policy for faculty approval.*

**Complete and approved.**

4.2.2 *Develop a mechanism to acknowledge faculty research and creative works outside of the standard publication environment.*

**Accomplished**

- 4.2.3 *Disseminate and provide universal training opportunities to University areas that provide academic support.*

**Complete**

- 4.2.4 *The CTL will revise its professional-development curriculum to be competency-based.*

**Complete**

- 4.2.5 *The CTL will partner with North Park University to share and increase faculty-development opportunities for faculty members at both institutions.*

**Postponed**

- 4.2.6 *Offer regular Principal Investigator (PI) Trainings: Grants 101 (intro to ORSP, grant-writing, and Grants Accounting) and Grants 102 (post-award training).*

**Accomplished**

- 4.2.7 *Offer effective grant fiscal management training for PI's.*

**Accomplished**

- 4.2.8 *Develop and implement strategic support of research using indirect cost recovery funds.*

**Accomplished**

- 4.2.9 *CAS will conduct a professional development workshop for chairs at NEIU.*

**Postponed until FY17**

- 4.2.10 *COE will expand iPad integration for teaching and learning by offering faculty workshops.*

**Accomplished**

- 4.2.11 *Develop and distribute brief, online video segments for faculty on Center for Academic Writing resources and the goals and benefits of Writing Intensive Program (WIP) peer tutoring.*

**Postponed**

- 4.2.12 *Develop and offer faculty workshops on issues related to writing. Offer two topics not offered in FY15.*

**Complete**

- 4.2.13 *Add members to the COBM executive council that will provide access to the accounting profession.*

**Accomplished**

- 4.2.14 *Student Affairs will launch the Social Justice Training Ally initiative that will immerse faculty and staff into a full exposure of social justice tracks at Northeastern (Safe Zone, Undocumented Student Project, Title IX workshop, and The (dis)Ability Project).*

**Complete: Student Affairs launched the Social Justice Training Ally initiative that immersed faculty and staff into a full exposure of social justice tracks at**

**Northeastern (Safe Zone, Undocumented Student Project, Title IX workshop, and The (dis)Ability Project).**

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

4.3.1 (See 4.6.1)

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

4.4.1 *Identify and pursue opportunities with international partner institutions for faculty exchanges.*

**Accomplished**

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

4.5.1 *Align the work of the Assistant Provost and the Executive Director of Learning Support Center to create communication and monitor the use of common practices in academic support and advising initiatives.*

**In progress**

4.5.2 *Finalize outstanding policies regarding Human Resources processes.*

**In progress: Have increased HR involvement in department disciplinary processes to encourage success.**

4.5.3 *Student Affairs will work with College of Arts and Sciences to develop and implement the Economic Inequality Initiative intended to enhance the learning environment and support student success.*

**Complete**

4.5.4 *Continue to provide faculty with training and resources on addressing student misconduct inside and outside the classroom by expanding the calendar of presentations to academic departments at the main campus and other locations at the beginning of each semester.*

**Complete**

4.6 Develop an effective application of shared governance at Northeastern

4.6.1 *Hold a series of informal meetings with members of University-wide leadership groups (e.g. UAC, Faculty Senate, UPBC, FCAA, A & P and Civil Service Councils) to begin open discussions leading to a shared definition of what is an "effective application" of shared governance.*

**Informal coffees were held over the summer with representative University leadership. A formal meeting was held in the fall semester to identify where shared governance was working or not working; the group identified areas we wanted to work on moving forward. Another formal meeting was held in the spring to determine where we were being successful and what was not working. Another formal gathering has been scheduled for the Fall 2016 semester to work on how we build trusting relationships. The Faculty Senate proposed constitutional changes that were approved by the Faculty Assembly and forwarded to the President. The President has approved all the Constitutional changes with the exception of one that is pending, and has asked for further dialogue with the Senate to reach consensus.**

**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 *At such time as funding is approved, begin to plan for the first phase of the Library master space plan.*

**Funding not approved.**

5.1.2 *Release QBS and complete planning for the Education Building.*

**Delayed due to the financial crisis; halted by the Governor and Capital Development Board.**

5.1.3 *The COE faculty and staff will continue to be an integral part of planning the NEIU Education Building to ensure innovative and flexible learning spaces.*

**Accomplished: New capital projects currently frozen.**

5.1.4 *Complete Building B expansion to house the LGBTQA and Women's Centers.*

**Complete**

5.1.5 *Complete planning for CDB roofing and façade work for the PE, BBH, and Building H.*

**Complete**

5.1.6 *Begin construction of the south campus utilities central plant.*

**Delayed due to the financial crisis and the need to preserve cash on hand.**

5.1.7 *Conduct a comprehensive review and prospective reorganization and renewal of bookstore operations.*

**Complete: A University wide task force reviewed bookstore operations and future needs, an RFP process was conducted, a new vendor contract was established with Follett, and they assumed operations two months ahead of schedule.**

5.1.8 *Complete LWH restroom upgrades.*

**In progress: Asbestos tile abatement completed and new tile installed in restroom entries on second and third floors.**

5.1.9 *Complete the annual BBH Lab renovation project.*

**Project completed for FY16, and new project planned for FY17.**

5.1.10 *Conduct ongoing repair and renovation projects using \$500,000 operational funding recommended by UPBC and provided via budget control process. (Tentative)*

**Delayed due to the financial crisis, mid-year budget cuts, and the need to preserve cash on hand.**

5.1.11 *Complete phase one of LWH HVAC induction units replacement.*

**Delayed due to the financial crisis and the need to preserve cash on hand.**

- 5.1.12 *Renovate the Bursar's Office space to reflect a new focus on financial services to students.*

**Delayed due to the financial crisis and the need to preserve cash on hand.**

- 5.1.13 *Provide vestibules at BBH entrances/exits not containing them, and rebalance HVAC system to prevent uncontrolled influx of external air, and highly variable internal temperatures in offices near entrances.*

**Delayed due to the financial crisis and the need to preserve cash on hand, though some progress was made. ADA entrance is being moved to east end of building where ADA parking is located, but new door hardware must be purchased and installed. A vestibule weather barrier was installed at the west entrance, pending funds for a more effective barrier.**

- 5.1.14 *Renovate existing space to provide new restrooms that are gender neutral and ADA compliant, in BBH and at CCICS.*

**Delayed due to the financial crisis and the need to preserve cash on hand.**

- 5.1.15 *Renovate existing space at CCICS to provide ADA compliance in Financial Aid area.*

**In progress, with planning underway for coordinated ADA renovations on multiple floors.**

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

- 5.2.1 *Student Affairs will lead the development of a comprehensive plan to serve residential students, including, e.g., Library and Academic Support Services, University Police, Technology, Facilities Management and Student Payout Services.*

**Student Affairs Response - In progress: The Division of Student Affairs has developed a comprehensive plan to serve students living in the residence hall. With the assistance of American Campus Communities (ACC) the committee has developed a Resident Guide which includes housing policies and procedures; has developed food plans for fall, spring and summer; created tentative building hours of operation to serve students on evenings and weekends; identified and awarded housing scholarships; participated in the hiring of student residence assistants; and developed academic and co-curricular programming; and developed processes to support students living in the residence hall. The committee is currently researching the implementation of a vaccination program for resident students. SHCS has contracted with ProtoCall to provide immediate response to student mental health needs.**

**Finance and Administration Response - In progress. Technology Services accomplished network hardware planning and implementation, Facilities Management accomplished utilities infrastructure planning and coordination, and University Police Department is very involved in building and occupant security planning and coordination.**

- 5.2.2 *Complete acquisition of Bryn Mawr property.*

**Complete**

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

- 5.3.1 *Implement Purchasing Cards.*

**The first year pilot program is complete, and we will expand to involve more users in FY17.**

- 5.3.2. *Implement an Institutional Repository (IR) to support Open Access and facilitate the dissemination and exposure of institutional scholarship.*  
**An institutional repository has been purchased and implementation is well under way for fall 2016.**
- 5.3.3 *Utilize newly purchased text-messaging module as part of the TutorTrac/AdvisorTrac suite; assess student and staff satisfaction at end of Academic Year 2015/16.*  
**Accomplished**
- 5.3.4 *The CTL will survey the faculty to determine software and hardware needs related to teaching practices at Northeastern.*  
**A survey was not conducted in FY16.**
- 5.3.5 *Establish a COBM Finance trading room.*  
**Postponed**
- 5.3.6 *Implement E-Verify (I.N.S. System).*  
**Complete**
- 5.3.7 *Review Banner contract renewal.*  
**The Banner contract has been renewed. A preliminary review of WorkDay ERP was conducted, but it is financially impossible to move forward with an alternate ERP at this time.**
- 5.3.8 *Complete Multifunction Device implementation.*  
**Complete**
- 5.3.9 *Implement campaign for Electronic 1098-T opt-in.*  
**Complete**
- 5.3.10 *Streamline access to and use of photography archives through digital asset management system.*  
**Management and maintenance of the photography archives shifted from the Office of Marketing and Web Communications to the Office of Public Relations in early 2016. In June 2016, the platform is moving from Widen's Media Collective, a third-party vendor, to an internal Google service that will save the University thousands of dollars.**
- 5.3.11 *Integrate Banner with Desire2Learn Learning Management System to do real-time integration which will allow students immediate access to Desire2Learn after registering.*  
**In progress: Desire2Learn (D2L) is in the process of upgrading its real time integration adaptor. We await completion.**
- 5.3.12 *Deploy wireless access control, plan for Identity Management Replacement, and establish authentication structure.*  
**In progress: Completion has been delayed due to the financial crisis and staff shortages during the furlough period.**
- 5.3.13 *Assure distance education deployment for point-to-point support.*

**A review was conducted of the hardware and licensing required to provide individual point-to-point support for an indeterminate number of students, and is on hold due to the expense required.**

5.3.14 *Conduct planning and begin to move existing University server room to a new location that is not beneath a leaky HVAC mechanical room.*

**In progress: Finance and Administration is negotiating with the University of Illinois – Chicago regarding off site location and their management of our server and network center.**

5.3.15 *Provide a Banner production clone for Financial Aid processing purposes.*

**Complete**

5.4 Establish environmental sustainability as a key element of Northeastern's identity through green design and activities such as increasing recycling, reducing waste, conserving energy, and digitizing processes.

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

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

**The review was completed, and changes are in progress. We implemented license plate permitting process and enforcement, online registration and updating, and online and cellular visitor permit purchasing. We are still improving the registration process for event and visitor parking.**

5.5.2 *Configure and begin to load student data into the Ellucian Banner Enterprise Data Warehouse, especially headcount and credit hour generation, on a daily basis.*

**Complete**

5.5.3 *Work with Grants Accounting and Human Resources to improve service quality and productivity in the area of grants management.*

**Accomplished**

5.5.4 *Inventory paper forms and strategize replacement with electronic processes.*

**In progress: Several paper forms were eliminated this year, and the work continues.**

5.5.5 *Improve Facilities Management and UTS project processes.*

**Vice Presidents began reviewing major projects for annual prioritization in summer, 2015. A University Technology Advisory Council will begin meeting in fall to assist with technology project prioritization and coordination.**

5.5.6 *Review Student Health Insurance program.*

**A review of the deficit was conducted, and the Health Insurance Fee was shifted to become a priority in the student payment schedule whereby payments are assigned to specific purposes. Benefits were adjusted to maintain a fee of less than \$1,000. Given the impact of the Affordable Care Act, review of the program will continue.**

5.5.7 *Review and strengthen the relationship between the Office of Human Resources and Student Employment.*



**Complete: Human Resources assumed responsibility for student employment payroll entry without requiring the transfer of any staffing resources.**

5.5.8 *Implement the process to require departmental budget transfers on-line through Self-Service Banner, and issue corresponding budget transfer policy.*

**Online budget transfer process has been implemented. Policy is yet to be completed.**

5.5.9 *Develop a plan to implement budgeting in Self-Service Banner.*

**Delayed due to the financial crisis and the need to preserve cash on hand.**

5.5.10 *Implement time and effort reporting for grants.*

5.5.11 *Implement Touchnet electronic student payment plan.*

**Have conducted benchmarking with other universities, and we are working with Touchnet on implementation in the coming year.**

5.5.12 *Continue replacing the Fiscal Agent Handbook and Administrative Memorandum Series with contemporary approved policies.*

**In progress: This is a multi-year process.**

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

**Complete**

5.6.2 *Complete the university-wide security strategy for the effective and efficient integration of building access control and security camera deployment.*

**In progress: El Centro main building is fully integrated.**

5.6.3 *Implement the prioritized recommendations from the security assessment.*

**In progress**

5.6.4 *Obtain accreditation for the Police Department.*

**Complete**

5.6.5 *Complete the Banner Disaster Recovery project to be located at the new El Centro campus.*

**In progress: Completed successful replication and verification of data files to off site location, but unable to accomplish failure recovery at that location, and failover recovery back to primary location.**

5.6.6 *Conduct a comprehensive review of existing Honeywell card access system for implementation of a more secure proximity card ("prox card") system.*

**In progress: First stage at El Centro successfully implemented. Second stage at residence hall planned for implementation in August.**

5.6.7 *Conduct a study for implementation of a University "one card" system containing ID card, security access control, debit card, and student payment card functionalities.*

**Complete: Working group studied implementation, and we are moving forward to implement a University “one card” for residence hall students in FY17.**

5.6.8 *Upgrade BBH fire alarm panel to provide building addressability features.*

**In progress: Fire panel system upgrade completed to provide immediate Police and Engineer notification of any alarm conditions University wide.**

5.6.9 *Review and ensure contemporary Payment Card Industry (PCI) compliance for the University, including all network functionality and credit card readers in Student Payment Services, Parking Services, and the Student Union.*

**In progress: Bookstore credit card independence accomplished. Food service credit card independence being negotiated with the vendor. Review of Student Payment Services and Parking being conducted. Cybersecurity insurance implemented. FY17 funding is budgeted for a PII (personally identifiable information) scanning tool.**

5.6.10 *Implement smartphone connectivity to faculty, staff, and students for University security, safety awareness, and reporting functionality.*

**In progress via implementation of “911 Cellular” application to replace N-Alert emergency blast message function, while providing cell phone “panic button” with GPS location capability, and virtual safety escort function. To be completed prior to fall semester, 2016.**

**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.

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

6.1.1 *Seek grant-based and philanthropic funding in consultation with the ORSP and external partners to establish and continue faculty professional development in the targeted areas of accessibility, quality course design, and quality course delivery.*

**CTL, OSRP and Student Disability Services completed application for a \$50,000.00 National Science Foundation Cyberlearning Capacity-Building Grant for Northeastern and the Center for Applied Special Technology (CAST) to adopt Universal Design for Learning approaches across the curriculum.**

6.1.2 *Identify and pursue grant opportunities to increase capacity for student and/or faculty exchanges.*

**The OIP and McNair Scholars Program successfully wrote a grant through President Obama’s 100,000 Strong in the Americas program, funded by Santander Bank: ten (10) Northeastern students and two staff traveled to and delivered a two-week, for-credit class in El Salvador in July 2016, together with twenty Salvadoran students from four higher education institutions. Later, ten (10) of those Salvadoran students traveled to Chicago in November 2016 and co-presented their research with the ten (10) Northeastern students at a poster session held jointly with Northeastern’s Faculty Research Symposium.**

6.1.3 *CAS will increase external funding by 5%.*

**Funding increased by 7%.**

6.1.4 *Work with McAllister and Quinn to increase and diversify the University’s grant portfolio.*

**Complete: The University has received grant funding of \$898,564 in fiscal year 2016 and has \$4,911,292 in pending submissions, including \$2,625,000 in Title V Developing Hispanic Serving Institutions (DHSI) funding.**

- 6.1.5 *Submit pre application to Howard Hughes Medical Institute (HHMI) for Inclusive Excellence in Science to significantly increase NEIU's capacity for effective inclusion of all students in science, especially those who come to college via nontraditional pathways in collaboration with CAS.*

**Submitted December 2015**

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

**The director of corporate and foundation relations worked with the director of the office of research and sponsored projects to identify six strong prospects related to the Chicago CHEC grant. The director continues to partner with internal colleagues to develop and submit proposals from departments across the university.**

- 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.

**The NEIU Alumni Association is an active partner in the newly-formed Advocacy Consortium of Public Illinois Alumni Associations, which unites the eight other public universities in Illinois to share advocacy messages, calls to action, and resources to advocate for state support. In November, the OAR issued calls to action for an online petition and a telephone campaign, followed in May with another call to alumni to share their experiences with legislators. Links and resources were given to alumni to automatically connect alumni with their local legislators. The NEIUAA helped communicate participation for the "Save Higher Ed" rally in April 2016 and in May, drove with eight alumni advocacy board members to Springfield to meet with several legislators.**

- 6.3.1 *Maintain fiscal strength via adequate reserves. Communicate to Board, Faculty Senate, and other constituencies regarding reserves policy, processes, and practices.*

**Delayed due to the financial crisis. About half of our financial reserves have been spent to keep the University open without an appropriation.**

- 6.3.2 Communicate to Board, Faculty Senate, and other constituencies regarding reserves policy, processes, and practices.

**Complete**

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

- 6.4.1 *Finalize case for support for the University's first comprehensive campaign, and determine marketing strategy, secure major campaign gifts, and raise no less than \$1.5 million.*

**In October 2015, Northeastern secured the largest philanthropic gift in its history with a \$2.5 million total commitment from alumnus Daniel Goodwin. The Goodwin gift, which has named the Daniel L. Goodwin College of Education, is the lead gift for the University's Transforming Lives campaign. As of the April**

Foundation board report, the campaign had reached \$5.7 million in cash, planned gifts, pledges, and in-kind donations. The \$1.5 million Goodwin Gift Challenge – to raise \$500,000 in calendar years 2016, 2017, and 2018 – is not yet included in the campaign total. To date, the Foundation has raised over \$300,000 in qualified contributions to the Goodwin Gift Challenge.

The campaign's internal case for support was given to a contract writer for review in early 2016, with an expectation that it will be finalized in the summer 2016. Institutional Advancement drafted the communications and marketing strategy, worked with marketing on a wireframe for the campaign website, and will next meet with a production company to begin the campaign video in anticipation of the Spring 2017 launch.

Fiscal year 2016 cash raised was nearly \$1.4 million as of the April NEIU Foundation board meeting. Institutional Advancement expects to meet or exceed the \$1.5 million goal by the end of Fiscal Year 2016. Fundraising efforts have been bolstered by the Goodwin Gift Challenge, by expanded awareness of the campaign.

6.4.2 *Expand planned giving communications and gifts.*

Institutional Advancement increased communications about planned giving with the Founders Society Newsletter, mailed in July 2015 to more than 10,000 current and prospective Founders Society members and a stewardship plan including larger university publications and event invitations. In FY2016, the Foundation welcomed four new Founders Society members with anticipated gifts exceeding \$425,000.

6.4.3 *Evaluate the two-year pilot of the Student Phone Bank.*

In December 2014, ten students were trained by the Office of Development to participate in the Foundation's first student call center. Their calls to alumni and friends resulted in \$10,000 in gifts and pledges to the NEIU Foundation. This was followed by a Thank-a-thon in April 2015, timed to coincide with Development's May appeal.

In FY2016, the phone-a-thon was moved to November to avoid finals week. Development trained nine student callers and raised \$7,000 in gifts and pledges. The Thank-a-thon was suspended as a cost-savings measure.

At a cost of about \$2,000 to produce the student phone bank, the benefit outweighs the expense. In addition to the gifts and pledges secured, the personal connections between student callers, donors and alumni were an overall positive. Callers thanked supporters, recorded donor interests and questions, and verified contact information. In FY17, Development will continue the Student Phone Bank in December and the thank-a-thon in April.

6.4.4 *Coordinate a social-media based fundraising event that engages alumni, students, faculty and staff, and friends of the University for a 24-hour giving period. Develop a committee of volunteers, set a fundraising goal, and plan marketing and stewardship strategy.*

Northeastern's second #GivingTuesday campaign resulted in \$6,300 raised in a 24 hour period, compared to \$5,500 in 2014. In 2015, Institutional Advancement introduced new marketing and stewardship strategies, including the #ProudToBeNEIU hashtag, increased partnerships with Student Affairs and Academic Affairs, engagement of social media coordinators, an opening and closing video message from President Hahs, and a followup report e-blast to all alumni communicating the outcome. In 2016, Development seeks a matching challenge to encourage participation on Giving Tuesday.

6.4.5 *Identify a minimum of 50 corporate and foundation prospects for the University. Submit a minimum of 30 proposals.*

**Institutional Advancement currently had 39 funders identified and 27 proposals / LOI's submitted. The goals will be met or exceeded by the end of the fiscal year.**

6.4.6 *COBM will increase Revenue development through: (1) contributions to the college; (2) grants to support small business curriculum.*

**Received approximately \$30,000 for contributions to the college for scholarships. Grants: incomplete.**

6.4.7 *CCAS will increase private and corporate support for its programs as measured by increased dollar amount, increased number of proposals submitted and increased number of successful proposals.*

**Accomplished**

6.4.8 *The COE and its departments will continue to increase giving to the COE and individual departments/programs.*

**SPED secured the Janet Lerner Faculty Research Scholarship with starting funds of \$25,000. The Zinman scholarship was funded to complete endowment and the first scholarship was awarded. Three new scholarships were established by Emeriti faculty. The number of faculty and staff giving via payroll deduction increased by 47%.**

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 non-credit offerings by a minimum of 20% each semester to bring in additional revenues to the university.*

**Complete: In FY16, the Student Union, Event and Conference Services department contracted 27 rental events resulting in \$77,452 in revenue (gross income).**

6.5.2 *The Student Union, Event, and Conference Services will continue to develop and promote a comprehensive program that will rent University facilities to external organizations/corporations for meetings, conferences and various other events.*

August 31, 2016