

## **Strategic Planning Implementation Annual Workplan Fiscal Year 2013**

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 FY2013. In addition to these items, other activities will be implemented across all units of our campuses. Activities are numbered to correspond to Action Steps within the Strategic Goals.

**Goal One - Student Success:** Ensure student success from recruitment through graduation by creating a culture in which all members of the University community are engaged in attracting, educating, and graduating students who achieve the objectives for baccalaureate and graduate degrees.

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

- 1.1.1 Develop a strategic recruitment plan for graduate students; hire a Graduate Student Recruiter.
- 1.1.2 Establish a plan with policies and procedures for the recruitment and enrollment of international students.
- 1.1.3 Develop Key Performance Indicators to track hours attempted and hours earned for new first-year students; review with University Planning and Budget Council.
- 1.1.4 Establish an Enrollment Services Student Advisory Committee.
- 1.1.5 Enhance relationship between Admissions and Alumni Relations to support recruiting efforts through alumni engagement.
- 1.1.6 Develop and implement integrated public relations and marketing plans that support enrollment goals.
- 1.1.7 Build and test new NEIU website. Deploy necessary technical infrastructure to support the University Web Site project. This includes contracting for a Drupal hosting provider as well as setting up an internal website (intranet).
- 1.1.8 Develop baseline web traffic measurements for future assessment.

1.2 Build well-defined articulation agreements and foster strong relationships with community colleges and other colleges and universities to ensure clear transition pathways for transfer students.

- 1.2.1 Expand the development of articulation agreements, transfer guides and on-line course equivalencies and collaborate with Title V Transfer staff and Title III staff to focus on STEM programs for major feeder schools.
- 1.2.2 Complete the degree audits for all undergraduate degree programs.

1.3 Raise undergraduate and graduate student recruitment, retention, and graduation rates, including those for students from historically underrepresented groups, to specific University benchmarks and goals.

- 1.3.1 NEIU-EI Centro will recruit at least 100 additional first-year students from targeted High Schools and community centers.
- 1.3.2 CTC will recruit 2 graduate cohorts of teachers from partner schools for reading endorsement and M.A. programs in partnership with the Reading Department of the College of Education.
- 1.3.3 Develop, construct, and open the LGBTQA Resource Center and the Women's Resource Center, as components of the Angelina Pedrosa Center for Diversity and Intercultural Affairs.
- 1.3.4 Form Student Advisory Committees specifically for Latino Students and African American Students recruitment initiatives.
- 1.3.5 Develop and implement strategies to target students in jeopardy of losing financial aid due to unsatisfactory academic progress.
- 1.3.6 Explore the feasibility of hiring a Financial Services/Financial Literacy Advisor to reduce the number of students who receive accounts receivable holds and leave the University.
- 1.3.7 Present research findings to the University community on the impact of current admission standards for undergraduates on the six-year graduation rate.
- 1.3.8 Review current international partnerships, bilateral agreements, and memoranda of understanding and explore new international partnerships which strategically address the needs of NEIU students and faculty; actively pursue multiple efforts for international student recruitment.
- 1.3.9 Implement an assessment management system that will allow for comprehensive planning and assessment of student co-curricular learning outcomes.
- 1.3.10 Successfully integrate student health services and counseling functions, based on national best practices, to better serve NEIU students.
- 1.3.11 Develop programs and services for parents and family members of first-year students as a way to engage them in the student success process.
- 1.3.12 Develop strategies to enhance the student career development process, with a strong initial focus on first-year students.
- 1.3.13 Implement a comprehensive orientation peer leader development program.
- 1.3.14 Create a Student Advisory Board for the College of Graduate Studies and Research.
- 1.3.15 Develop Institutional Research capacity to use GIS (ArcGIS) software to map and analyze data relevant to recruitment and advertising goals.

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

- 1.4.1 Present research findings on students enrolled in First-Year-Experience Programs in Fall 2012 in order to collaboratively determine even better advising and teaching strategies for our first year students.

1.5 Improve coordination among student and academic support programs and services with a focus on quality, customer service, and intentional integration with the curriculum.

- 1.5.1 Review Mathematics Placement exam.
- 1.5.2 Implement ACCUPLACER as the on-line placement exam for the English Language Program.
- 1.5.3 Create a Student Library Advisory Committee to address increased opportunities for student engagement in the Library.
- 1.5.4 Expand library hours to better accommodate students and faculty schedules outside of the classroom and to further promote the Library as a central place for research and community.

**Goal Two - Academic Excellence and Innovation:** Develop an environment that supports curricular and pedagogical innovation aligned with the mission of the institution, the standards of the disciplines, student needs, and career and civic opportunities in a global society.

2.1 Develop a Statement of Objectives for the Baccalaureate Degree and a Statement of Objectives for the Masters Degree at NEIU.

- 2.1.1 Begin focused and concentrated work on preparing for the Higher Learning Commission's "Open Pathways" accreditation process.
- 2.1.2 Begin work on NEIU's Higher Learning Commission "*Quality Initiative*": the Assessment of the University's Baccalaureate Goals.
- 2.1.3 Finalize implementation of new College of Graduate Studies and Research based on the work of the Graduate Studies Task Force.
- 2.1.4 Conduct searches for the Dean and Associate Dean of the College of Graduate Studies and Research.
- 2.1.5 Develop graduate program assessment guidelines and metrics in coordination with the Graduate Advisory Council.

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

- 2.2.1 Propose and guide through governance the re-design for the General Education Program curricula which reflects the consensus of two years of work by the General Education Task Force.

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

- 2.3.1 NEIU's College of Education will have a successful NCATE Accreditation visit in Fall 2013.
- 2.3.2 Work will continue on the development of the Master's Degree in Social Work.
- 2.3.3 Increase the number of graduate and undergraduate weekend-institutes and other creative scheduling of course/program offerings by 10%.
- 2.3.4 COBM will complete implementation of standards alignment plan for AACSB Accreditation.
- 2.3.5 Engage a consultant to advise on workforce needs for individuals with graduate degrees in the field of Higher Education.

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

- 2.4.1 Develop new opportunities for student engagement abroad (e.g. service learning opportunities, internships).
- 2.4.2 Provide support for the development of at least four 2<sup>nd</sup>-Year courses which include applied learning opportunities in the curriculum.
- 2.4.3 Provide financial support for four additional peer mentors for the First-Year Experience Program.
- 2.4.4 Develop and implement training for all new Graduate Assistants not currently receiving training from their programs.

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

- 2.5.1 Implement the recently IBHE approved interdisciplinary Global Studies Program.
- 2.5.2 Develop a First Year Experience course to be housed in the University Honor's Program.

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

- 2.6.1 Upon completion of bid documents, conduct competitive bidding and select contractor, inclusive of MAFBE contracting goals, to perform construction of the new El Centro building.
- 2.6.2 Design and begin to implement a strategic plan specifically related to academic programming at the new NEIU-El Centro.
- 2.6.3 Explore, design and begin to implement innovations in the Inner City Studies Program's curriculum.

- 2.6.4 Improve distance learning capabilities between main campus and CCICS.
  - 2.6.5 Explore and purchase appropriate state-of-the-art equipment to enhance our distance learning opportunities.
  - 2.6.6 Initiate a new degree completion program out of the College of Education at the University Center of Lake County.
- 2.7 Utilize diversity as a curricular/pedagogical dimension integrated with global and cultural studies and throughout the curriculum.
- 2.7.1 Explore the development of an MBA partnership program with the Jagiellonian University Medical School (Poland).
- 2.8 Establish technology-enriched curricula to include hybrid and online courses.
- 2.8.1 Coordinate faculty development initiatives that use technology with the resources and staff in the MLRC and the Library.
  - 2.8.2 Explore joining an on-line MBA Consortium.
- 2.9 Focus on academic programs linked to regional economic development and work force demands for the global society.
- 2.9.1 The College of Arts and Sciences will design a new major in the Art Department in Graphic Design, and another in the English Department in Creative Writing.
  - 2.9.2 A new major in Environmental Science will be submitted to governance committees.
  - 2.9.3 Re-articulate the relevance of our goals for general education/the goals for a liberal education and NEIU's Baccalaureate Goals with regard to regional economic development and work force demands for the global society.

**Goal Three – Urban Leadership:** Work collaboratively with educational, social service, governmental, and business institutions in Chicago and the region to build upon NEIU's tradition of community involvement.

- 3.1 Improve preparation for higher education by working with K-12 schools.
- 3.1.1 The College of Education will partner with Amundsen High School in order to provide leadership and support to faculty and administrators with the goal of increasing retention and graduation rates in that school.
  - 3.1.2 The College of Arts and Sciences, in collaboration with the Chicago Teachers' Center will explore, develop and pilot a joint summer program for High School students.
  - 3.1.3 The College of Arts and Sciences will develop, market and implement content-based professional development programs for teachers.

- 3.1.4 The Chicago Teacher’s Center through its partnership with District 299 and 21 Chicago Public High Schools will increase the college readiness, graduation rates and postsecondary enrollment rates of those schools.
- 3.2 Review and integrate the University’s outreach and community service functions, with special emphasis on the unique programs provided by CTC, CCICS, and El Centro, to strengthen our community partnerships.
- 3.2.1 Offer community education programs and services at CTC, CCICS and El Centro such as: ESL, technology, health, housing, tax preparation, naturalization, financial aid and scholarship opportunities, etc.
  - 3.2.2 Offer professional development programs for Chicago area teachers and administrators at CTC in such areas as Intensified Algebra, Inquiry-based instruction, STEM (computer programming, robotics, game design), common core, etc.
  - 3.2.3 Develop opportunities for collaboration between faculty and student affairs staff in the development of student civic engagement initiatives.
  - 3.2.4 Through participation in the AASCU Campus and Community Civic Health Initiative, conduct a comprehensive review of existing civic engagement activities at the University.
- 3.3 Encourage and support research projects that focus on such contemporary urban issues as education reform, immigration, economic development, and the environment.
- 3.3.1 Host co-sponsored conferences that address contemporary issues in interdisciplinary areas (eg. Water “Nexus” Blue Energy Conference, Art in Response to Violence, Innovative Curricula and Educational Trends).
  - 3.3.2 Integrate community-based projects into COBM courses to facilitate the development of the Bryn Mawr Corridor.
- 3.4 Strive to make NEIU, as a designated Hispanic Serving Institution, an institution of choice for Latino students.
- 3.4.1 Engage prospective and current students, faculty, staff, alumni and friends with the University through free social media networks.
  - 3.4.2 Generate awareness internally and externally of private financial support available to underrepresented and undocumented students.
  - 3.4.3 Develop and implement fundraising and communications plan for the opening of the new El Centro Campus.
  - 3.4.4 NEIU-CTC will host Northeastern Fridays for GEAR UP and TRIO students from partner schools.
- 3.5 Develop a brand for NEIU that expresses pride and conveys the University’s special attributes.

- 3.5.1 Use targeted electronic communications to convey the University's brand and to engage alumni.
- 3.5.2 Develop and implement a communications plan highlighting the leadership role and function of the Office of the President to external communities.
- 3.5.3 Implement strategies to increase the number of "followers" in social media.

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

- 3.6.1 Focus the University's communication plan to emphasize the University's special attributes.
- 3.6.2 Enhance New@NEIU to promote student, faculty, and alumni accomplishments.
- 3.6.3 Construct a new marquee on Foster Avenue.

**Goal Four – Exemplary Faculty and Staff:** Invest in faculty and staff to make NEIU a world-class metropolitan university and an employer of choice.

4.1 Build a culture of mutual respect and collegiality across the University and its multiple locations throughout Chicago.

- 4.1.1 Assess campus climate with regard to civic engagement through the AASCU "Campus and Civic Health" Initiative.
- 4.1.2 Schedule Provost's Council Meetings at CCICS, CTC, El Centro and UCLC at least once per year.

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

- 4.2.1 Using the results of the salary study, develop a multi-year plan to address salary issues within available resources.
- 4.2.2 Explore the effectiveness and expand the use of recruitment packages like *HigherEd.com*.

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

- 4.3.1 Develop and implement a plan for highlighting and recognizing faculty and staff accomplishments.
- 4.3.2 Initiate "Library Service Matters" training and standards for all library staff to promote quality customer service to all library users.

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

- 4.4.1 Regularly use Provost's Council meetings to strengthen and enhance ties between Human Resources and Academic Affairs.

4.4.2 Develop complete organizational chart which includes all employees at NEIU.

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

4.5.1 Offer workshops in which faculty can showcase successful innovative instructional approaches.

4.5.2 Offer grant-writing services including: writing support groups, establishing a common data set and institutional narrative database, and faculty development workshops and seminars.

4.5.3 Increase the number of stipends from the Office of Academic Affairs for summer research from eight grants of \$5,000 each, to 12 grants of \$5,000 each.

**Goal Five – Enhanced University Operations:** Provide a supportive learning, teaching and working environment by improving operating productivity, physical infrastructure, and environmental sustainability.

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

5.1.1 Contract with NCURA (the National Council of University Research Administrators) to provide a full peer review of the College of Graduate Studies and Research, Office of Research and Sponsored Projects in accordance with national standards, including: grants submission processes and grants management-support processes.

5.1.2 Implement HireRight I-9 Solution to better manage employment eligibility and related state and federal regulatory compliance and streamline on-boarding of new employees.

5.1.3 With the Office of Institutional Research, integrate Standard Occupational Code data with NEIU position data to improve accuracy and productivity.

5.1.4 Develop and launch the Foundation 101 workshop and the Development/Alumni 101 workshop to inform faculty and staff about best practices and ways to enhance their relationships with the NEIU Foundation and Development/Alumni Relations.

5.1.5 Develop and implement new guidelines for fiscal agents of the NEIU Foundation accounts.

5.1.6 Implement realignment of marketing and public relations functions into an integrated communications unit.

5.1.7 Implement Single Use Account (an e-payable solution) to pay vendors.

5.1.8 Implement pay cards to eliminate the issuance of paper checks for faculty and staff who do not have direct deposit.

5.1.9 Incorporate Emergency Loan receivables into Banner as a prototype for future integration of non-student receivables.



- 5.1.10 Develop the stable organizational hierarchy necessary for extending the utility of the Banner system.
  - 5.1.11 Issue new employee parking permits to improve integrity and fiscal strength of the parking enrollment program.
  - 5.1.12 Conduct a comprehensive review of the student activity fee allocation process.
- 5.2 Add a residential life component consistent with the mission of the University.
- 5.2.1 Develop a timeline and plans for implementation of residential life component, consistent with University goals and the recommendations of the student housing feasibility study administered during FY2012.
- 5.3 Identify locations and develop facility plans for future student service centers, such as a cultural center and a “One Stop Shop.”
- 5.3.1 Identify and contract an architectural firm to develop a master space plan which recommends a broad vision for space planning in the Library and prioritizes areas/floors/services that need short and long term improvements.
  - 5.3.2 Finalize the planning and construction of a café in the Library and develop strategies to integrate library outreach efforts into this space.
- 5.4 Invest in technology infrastructure to support academic and operational goals.
- 5.4.1 Complete a functional disaster recovery system that will enable Banner (Internet Native Banner) to run in the event of a catastrophic failure of the production NEIUworks system.
  - 5.4.2 Deploy an eBooks system to selected faculty that provides access to a wide variety of electronic textbooks. From this trial, determine how to more widely deploy.
  - 5.4.3 Expand the capacity of the IR Webpage to better address internal data needs
  - 5.4.4 Deploy virtual desktop technology to classrooms and selected student labs. Add workstations to enhanced classrooms (those which have no computer workstation, but have a projector and podium).
  - 5.4.5 Explore and pilot wait-listing in Banner.
  - 5.4.6 The College of Graduate Studies and Research and the Library will design and implement the electronic submission of all graduate theses.
  - 5.4.7 Finance and Administration and Academic Affairs will deploy the new Learning Management System.
  - 5.4.8 Increase electronic course evaluations and response rates.
  - 5.4.9 Integrate NetSpartk software into alumni and fundraising efforts.

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

- 5.5.1 Select an architect and proceed with planning the new Education Building. Complete related south campus utilities infrastructure planning.
- 5.5.2 Complete renovation of the organic chemistry and human anatomy science labs. Determine two labs to be renovated in summer 2013. Complete planning and begin construction for planned August 2013 completion.
- 5.5.3 Plan and complete initial renovation to the CCICS Auditorium.
- 5.5.4 Finalize selection of architect through the QBS process and contract for the development of the Ronald Williams Library master plan. Support/work with the Library on the Master Plan.
- 5.5.5 In collaboration with representatives from all vice presidential areas, form an advisory committee to address space issues and to develop a master plan to determine current and long-term growth needs of the University.
- 5.5.6 Redesign the lobby area of the PE Complex (with Campus Recreation).
- 5.5.7 Student Affairs and Finance and Administration will collaborate on the Alumni Hall renovation process.

5.6 Establish environmental sustainability as a key element of NEIU's identity.

- 5.6.1 Conduct the energy measurement and verification audit to verify the energy savings produced by the energy conservation project. Continue the energy conservation program by updating lighting and HVAC components that were not covered as part of the original project.
- 5.6.2 In Spring 2013 host the Water "Nexus" Conference with participants and co-hosts from among NEIU faculty, international partner universities and local corporate sponsors.
- 5.6.3 Continue to investigate the possibility for a 4-day work/class week for the summer sessions, excluding the use of, at least, the Bernard Brommel Hall.

5.7 Ensure that the University community is safe and secure; that facilities and infrastructure, including technology and critical data, are protected; and that plans are in place to continuously monitor and enhance campus and emergency preparedness.

- 5.7.1 Complete development and begin implementation of a University-wide security strategy for the effective and efficient integration of building access control and security camera deployment.
- 5.7.2 Complete the Police Department accreditation process using policing standards developed by the Illinois Chiefs of Police Association.
- 5.7.3 Evaluate and, if necessary, replace the Code Blue emergency phones in an effort to convert them to VOIP.

**Goal Six – Fiscal Strength:** Enhance the University’s financial position by reducing reliance on state general funds and student tuition, diversifying revenue sources, and strengthening institutional relationships with federal, state and local governments, and private sponsors.

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

6.1.1 Establish working definitions for the development of certificate and continuing education offerings.

6.1.2 Foster partnerships with external constituents in order to offer opportunities for contract courses, workshops, etc. on all campuses.

6.1.3 Submit grant applications to the Center for International Business and Education Research and to the Coleman Foundation for the establishment of a Center for Entrepreneurial Leadership.

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

6.4.1 Implement the new El Centro Campus Campaign to endow a scholarship and develop community support.

6.4.2 Add a minimum of five new members to the Alumni Advisory Board.

6.4.3 Add two new members to the NEIU Foundation Board of Directors.

6.4.4 Enhance and integrate alumni relations and fundraising plans.

6.4.5 Continue work with College Ambassadors and expand the number of ambassadors.

6.4.6 Develop a Student Alumni Committee to lead the development of a culture of philanthropy among the student body, as well as assist the NEIUAA to develop programming to bring together students and alumni.

6.4.7 Engage Alumni Advisory Board to participate by engaging and mentoring prospective and current students to impact program-focused initiatives.

6.4.8 Implement new Giving Societies and other stewardship activities targeted to retirees, donors, and others.

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

6.5.1 Craft outline of a foundation/corporation solicitation program and identify funding prospects.

6.5.2 Develop outline of a corporate sponsorship program.

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

6.6.1 Identify and quality 50 new major gift prospects.

- 6.6.2. Grow number of new donors by 10%.
- 6.6.3 Increase number of paid memberships in the alumni association by 25%.
- 6.6.4 Increase revenue by 5% (including unrestricted, restricted, pledges, and in kind donations).

9/10/12