

Strategic Planning Implementation Annual Workplan Results Fiscal Year 2014

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 chose the activities described below for FY2014. In addition to these items, other activities have been implemented across all units of our campuses. Activities are numbered to correspond to Action Steps within the Strategic Goals.

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 Implement the Customer Relationship Management for Recruitment Project.

In progress and on-going.

1.1.2 Deploy NEIU mobile app for students.

Complete.

1.1.3 Develop new digital recruitment advertising model to increase response by 20 percent over previous year.

In progress and on-going.

1.1.4 Promote AcademicWorks, scholarship database, through the website and in publications.

Complete and on-going.

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 Reconstitute the Enrollment Planning structure and update the Enrollment Plan.

Complete.

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 *Assess the impact of Writing Intensive Program (WIP) courses, redesigned ENG 101 and 102 courses, and WIP peer tutoring on retention and graduation rates.*

Results of analysis of retention of 3rd year students who took WIP courses from Fall 2009 through Fall 2012 pending.

1.3.2 *Present a proposal to appropriate governance bodies establishing a process ensuring graduation for students who have separated from the University and who have only the ECE/WIP graduation requirement remaining.*

Draft proposal will be finalized and submitted to governance in Fall 2014.

1.3.3 *Develop workshops and roundtable events for faculty and department chairs to explore and promote student retention strategies.*

Postponed until next year with a new format.

1.3.4 *Launch New Financial Aid, Scholarship and Student Employment Initiatives to enhance services to students.*

Complete.

1.3.5 *Implement the new university website.*

New website was launched in late June. Department of Marketing will assume responsibility for website.

1.3.6 *In collaboration with colleagues in Academic Affairs and other University partners, Student Affairs will develop a plan for enhancing a more welcoming environment for new undergraduates.*

Complete.

1.3.7 *Produce a minimum of two workshops per month which engage first year students in learning activities that improve their written and oral communication skills.*

Complete.

1.3.8 *Implement a series of student engagement workshops targeting NEIU's diverse student populations. The workshops will include topics on interdisciplinary learning, connecting co-curricular activities to classroom learning and worth of a liberal arts education.*

Complete.

1.3.9 *Identify academic needs for students by analyzing past trends in student success rates, and adjust Learning Support Center Services at all University locations to meet student needs.*

Planned for FY 2015.

1.3.10 *Enhance the delivery of services to students with disabilities by providing online training for student note-takers. The student note-takers will become more effective and an asset for students with disabilities by gaining a better understanding of the Americans with Disabilities Act (ADA) and Family Educational Rights and Privacy Act (FERPA).*

Complete.

1.3.11 *Distribute a survey to students who visit Student Health Service to obtain input for the implementation of new services.*

In Progress. Will complete FY 2015.

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

1.4.1 *Guide each student, identified by the Project Success Progress Report, in the creation of an academic success plan during the first advising session.*

Complete.

1.4.2 *Reinvigorate the Undergraduate Admissions Recruitment Program.*

Complete.

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 *Implement an online tool for students in WIP courses and provide information and support to WIP faculty and peer tutors to integrate into courses.*

Initiated pilot in FY 2014. Full implementation next year.

- 1.5.2 *Develop a minimum of two Student Affairs initiatives to support the integration of civic engagement and/or other activities that support the integration of co-curricular/curricular learning.*

Complete.

- 1.5.3 *Provide more comprehensive and consistent information to students by having liaisons in the Advising Center meet with their respective academic departments four times during the academic year.*

Complete.

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 *Complete mapping baccalaureate goals onto 30% of all academic program assessments.*

39% accomplished; additional 32% trained. Continue in FY 2015.

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

- 2.2.1 *Begin mapping baccalaureate goals onto existing University Common Core (UCC) courses in the distribution and help faculty develop assessment strategies for these goals and establish an infrastructure for the UCC.*

Delayed until Fall 2014 and Spring 2015. Instead, academic chairs and coordinators are mapping their undergraduate major programs to the baccalaureate goals first.

- 2.2.2 *Identify points of collaboration across the University community for the development of Engaged Learning Experience (ELE) courses for UCC: Minimally--enough courses to fully implement the UCC program by Fall 2015.*

Just enough courses have been identified to fully implement the UCC program by Fall 2015.

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

2.3.1 *Inventory and review all academic program assessment activities; provide support for those programs that need it.*

The majority have well-defined assessment systems in place and are making good progress in establishing an assessment system. An assessment report template was created to be used across all programs. Progress continues.

2.3.2 *The College of Arts and Sciences will work with Department faculty to revise Math Development and English Learning Program curricula based on national best practices.*

CAS will collaborate with the Division of Student Affairs to implement Accuplacer software package. – Complete.

The English Language Program will pilot supplemental writing instruction program. – In progress.

CAS will organize a professional development workshop focusing on strategies that facilitate students' progress in developmental math, reading, and writing courses. The workshop will be held at the end of the Spring 2014 semester. – Complete.

Sarah Cordell will lead a Mathematics Development Curriculum Committee to revise Math Development curricula. The new program will be implemented in FY2016. – In progress.

2.3.3 *Continued efforts towards AACSB accreditation of the College of Business and Management include: filing a second report on standards alignment plan by May 2014; writing the self-evaluation report in preparation for a mock-AACSB visit in 2014; hosting the AACSB mentor one more time.*

Activities completed.

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

2.4.1 *Increase the number of sections of First-Year Experience courses which provide service-learning opportunities for students.*

Complete.

2.4.2 *Provide advanced professional development for Campus Recreation's senior student staff through the active participation in ongoing staff training by conducting 25% of all-staff and in-service trainings.*

Complete.

2.4.3 *Increase job placement opportunities for students with disabilities through a collaboration among Academic and Career Advising, Student Disability Services and TRIO Student Support Services.*

Complete.

2.4.4 *Alumni Affairs, in collaboration with the Office of Scholarships, will implement the Alumni Association Internship Scholarship.*

Complete.

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

2.5.1 *Roll-out the recently approved Global Studies Program.*

Curriculum and partnerships established.

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

2.6.1 *Increase the number of First-Year Experience classes for Fall 2014 at the El Centro campus.*

Complete.

2.6.2 *Begin development of a cross-functional small business major that includes some kind of partnership with a small business consulting organization.*

Postponed until next year.

2.6.3 *Explore the possibility of developing an MBA cohort (curriculum, pricing, support issues) for the CTC site.*

This model will be used for the MBA program renovation.

2.6.4 *Work with library faculty, campus units and UCLC staff to review, improve and coordinate library services for NEIU students at UCLC.*

Complete.

2.6.5 *Complete plans for library services in the Library Resource Center at El Centro. This includes staffing, book delivery and technology needs for the LRC.*

Plans are progressing.

2.6.6 *Comprehensive Program Review for Inner City Studies Education bachelor's and master's program.*

Comprehensive Program Review of ICSE bachelor's and master's degree programs complete; Action steps for future will be outlined by Fall 2014.

2.6.7 *Prepare to launch Special Education undergraduate cohort.*

Prepared to launch in Fall 2014.

2.6.8 *Complete construction of the new El Centro main building and out building, commission buildings, outfit with new equipment and services, and deploy computer applications.*

Opening Fall 2014.

2.8 Establish technology-enriched curricula to include hybrid and online courses.

2.8.1 *Identify and develop appropriate technology initiatives for MIS, Accounting, Finance, and Management courses.*

*An accounting faculty member being trained in accounting software (SAP).
- Ongoing.*

2.8.2 *Create a fully-online academic program that enrolls students in Fall 2014.*

Six online courses for the LBS I Focus Program developed.

2.9 Focus on academic programs linked to regional economic development and work force demands for the global society.

2.9.1 *Successfully launch Human Resource Development (HRD) at UCLC in FY2014.*

Complete.

2.9.2 *MSW and Bachelor of Arts degree programs in Graphic Design and Creative Writing will go through governance in Fall 2013.*

MSW passed by the Board of Trustees in June 2014. Bachelor of Arts in Graphic Design is in progress.

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 *Continue to build Amundsen partnership by:*

Supporting the science partnership through collaboratively planning physics units and bringing Amundsen physics students to NEIU. – Complete.

Continue to work with Amundsen feeder, Chappell Elementary, to build literacy and to transition new students from Trumbull (one of the 50 closed schools). - Postponed until academic year 2014-2015.

3.1.2 *CTC will strengthen its partnership with the Chicago Public Schools and serve over 10,000 8th, 9th and 10th graders from 26 high schools.*

CTC will hold a three week summer academy for rising 8th graders at NEIU focused on STEM. – Complete.

CTC will hold transition to high school programs for rising 9th graders at 26 GEAR UP high schools in the city. – Complete.

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 *Enhance students' sense of community responsibility by increasing participation in Student Leadership Development's 'Days of Service' projects by 10% over FY2013.*

Complete.

3.2.2 *The Vice President for Institutional Advancement will lead efforts to secure six memorandums of understanding with community groups with an emphasis on El Centro and the University.*

Complete.

3.4 Strive to make NEIU, as a designated Hispanic Serving Institution, an institution of choice for Latino students.

3.4.1 *Execute public relations and marketing plans for the new El Centro campus.*

Complete.

3.4.2 *Seek media coverage for HACU Youth Leadership Development Forum at Northeastern. Highlight the institution's core messages through external communications creating awareness of our commitment to the Latino community.*

Complete.

3.4.3 *Develop and implement a Spanish-language micro-site for recruitment.*

Due to the resources needed to implement the new website, this was put on hold for the near future.

3.5 Develop a brand for NEIU that expresses pride and conveys the University's special attributes.

3.5.1 *Launch and implement NEIU Brand Identity Guidelines.*

The website now has a Branding Guidelines page: brand.neiu.edu was launched along with a brief publication in Fall 2013.

3.5.2 *Work with Communications Ambassadors on supporting branding initiatives.*

On-going.

3.5.3 *Launch "Get Connected" student campaign to build pride, relationships, and increase retention and persistence.*

Complete.

3.5.4 *Post a minimum of twice a week using social media (ensure that the posts are informative and/or interactive).*

Complete and on-going.

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

3.6.1 *Use social media channels to increase engagement of prospective and current students, faculty, staff, alumni, and friends with the University by 20 percent.*

Complete.

3.6.2 *Produce a multimedia, online newsroom to publish university news and stories that convey the “quality of education” message.*

Complete.

3.6.3 *Develop and implement University signage plan.*

Carry over to next fiscal year.

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 *Develop a weekly “NEIU spirit day” to increase student, staff and faculty institutional pride and identification with the University.*

Complete.

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

4.2.1. *Attend more job fairs to develop a strong recruiting pool.*

Complete.

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

4.3.1 *Implement supervisor training related to performance coaching, progressive discipline, and dismissals.*

In progress. Carry over to next fiscal year.

4.3.2 *Expand new staff orientation to include an overview of the University’s organizational structure and specific legal requirements.*

In progress. Carry over to next fiscal year.

4.3.3 *Implement on-going budget training for financial managers.*

Complete.

4.3.4 *Implement customer service training for Student Union Events and Conference Services student employees through use of the Shiftplanning online scheduling/training software.*

Complete.

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

4.4.1 *Provide two university workshops for faculty, facilitated by FYE faculty, on the themes of (1) connecting students to University resources; and (2) pedagogies that help students succeed.*

Moved to Fall 2014-Spring 2015 action steps.

4.4.2 *Collaborate with CCICS, CTC and El Centro to plan at least one event or program focused on social justice at each campus. Provide customized experiences for students based on the unique needs of the respective environments.*

In progress.

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 *Develop a proposal for how Center for Academic Writing (CAW) might expand or adjust its activities and offerings to better support faculty on issues related to writing and better support the improvement of students' writing skills through peer tutoring.*

Surveys and focus groups complete. Analysis in process. Report to be disseminated in Fall 2014.

4.5.2 *Implement university-wide discussions related to serving 1st-Generation Students Retention and to assessment of student learning.*

University Day, First Generation Students" Achieving the Dream" held September 2013. Over 100 participants and had discussions of strategies to retain our students.

4.5.3 *Implement re-designed new faculty orientation for 1st and 2nd year faculty.*

Complete.

- 4.5.4 *Encourage excellence in Student Affairs professional practice by implementing the Professional Competencies for Student Affairs Practitioners Assessment and Professional Development Plan.*

Moved to FY 2015.

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 *Library and College of Graduate Studies and Research - Complete the transition to electronic theses submission and approval.*

Revision of thesis policy and process complete; revised policy and submitted for governance approval; electronic thesis submission postponed until Academic Year 2014-2015.

- 5.1.2 *Expand the capacity of the IR Webpage to better address internal data needs.*

The new ODS/EDW Functional Administrator, this will ensure that this is completed in FY 2015.

- 5.1.3 *Expand Institutional Research GIS services by institutionalizing an internship program (in collaboration with Geography and Environmental Studies), and build an inventory of maps to be produced for constituent divisions and departments.*

Complete.

- 5.1.4 *Implement automated communication to students related to insurance coverage.*

In progress. Carry over to next fiscal year.

- 5.1.5 *Finalize the employee parking re-permit project.*

Carry over to next fiscal year.

- 5.1.6 *Systematize and automate problem reporting processes for computer support, deploy tools to help manage computer configurations, and implement computer replacement plan.*

Carry over to next fiscal year.

- 5.1.7 *Provide quarterly summary reports to the President, Vice Presidents, and Board of Trustees.*

Complete and on-going.

- 5.1.8 *Develop a plan for FY2015 to implement budgeting in Self-Service Banner.*

In progress. Carry over to next fiscal year.

- 5.1.9 *Evaluate performance of direct mail solicitations based on FY2012, FY2013 and FY2014 and alter as appropriate.*

Complete.

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

- 5.2.1 *Issue RFP for student residence development*

Complete.

- 5.2.2 *Initiate planning and develop comprehensive timeline for the construction of Student Residences Phase 1.*

Planning continues into FY 2015.

- 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 *Develop construction plans for the Building B expansion of the Angelina Pedroso Center for Diversity and Intercultural Affairs to include the LGBTQA and Women's Resource Centers to ensure the needs of current and future students are being met.*

In progress. Will complete FY 2015.

- 5.4 Invest in technology infrastructure to support academic and operational goals.

- 5.4.1 *Plan and deploy greater Internet capacity to the main campus, CCICS, and the new El Centro campus.*

In progress. Carry over to next fiscal year.

5.4.2 *Leverage Banner functionality for implementing electronic transaction processing, including time-reporting and web-time entry for hourly employees; cost and revenue tracking by location; on-line requisitioning; Electronic Personnel Action Forms (EPAFs); and other related processes.*

In progress. Carry over to next fiscal year.

5.4.3 *Beginning Spring 2014, implement Accuplacer as Northeastern Illinois University's official online placement assessment for all new students to ensure the placement process is fair, consistent, and objective.*

In use beginning January 2014.

5.4.4 *Implement virtual tour of the main campus, which will be accessible through the institution's website.*

Rather than a virtual tour, an interactive map was implemented to facilitate the ability of prospective visitors to find locations on the campus.

5.4.5 *Implement digital asset management system for photography and provide access to institutional clients.*

In progress.

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 *Complete a master space plan for the library and identify priority items for additional action in FY2014 or FY2015.*

Worked with Cannon Design in developing a master space plan; presentation to the President and Vice Presidents in May.

5.5.2 *Complete south campus utilities infrastructure planning and begin construction of the south campus central plant.*

In progress. Carry over to next fiscal year.

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

In progress. Carry over to next fiscal year.

5.5.4 *Plan and complete the annual BBH Lab renovation project.*

In progress. Carry over to next fiscal year.

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

5.6.1 Explore the feasibility of installing electronic vehicle charging stations in the Parking Garage.

In progress. Carry over to next fiscal year.

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 security and emergency preparedness.

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

In progress. Carry over to next fiscal year

5.7.2. Obtain accreditation for the Police Department.

In progress. Carry over to next fiscal year.

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.

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

6.4.1 Develop and implement library specific services and programs for alumni relations and fundraising.

Complete.

6.4.2 Integrate new Assistant Director and Director of Corporate and Foundation Relations into fundraising program.

Complete.

6.4.3 Expand stewardship program to support giving societies and to facilitate movement into higher giving levels.

Complete and on-going.

6.4.4 *Enhance segmentation of direct mail solicitations to allow for requests for increased donations.*

Complete.

6.4.5 *Develop and implement strategies for planned giving program.*

Complete and on-going.

6.4.6 *Work with Marketing and Public Relations to create fundraising case statement.*

In progress.

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

6.5.1 *Develop and implement strategies to secure corporate and foundation support.*

In progress.

6.5.2 *Identify a minimum of 25 corporate and foundation prospects for the University.*

In progress.

6.5.3 *Submit proposals to a minimum of 15 corporate/foundation prospects.*

Submitted; in progress.

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

6.6.1 *Add two new members to the NEIU Foundation Board.*

Three new members joined the NEIU Foundation Board during FY2014.

6.6.2 *Add six new members to the Alumni Advisory Board.*

No additional members have been added to date. Recruitment efforts are underway to add new members over the summer 2014.

6.6.3 *Identify and qualify 50 new major gift prospects.*

Number of identified and qualified major gift prospects is 43 to date. On-going.

6.6.4 *Develop and implement campaign infrastructure.*

In progress.

8/6/14