

FISCAL YEAR 2020 PRESIDENTIAL GOALS

<u>Category</u> (weight)	<u>Goal</u>	<u>Performance Appraisal</u>		
Enrollment (25%) <ul style="list-style-type: none"> • Recruitment (15%) • Student Success (10%) 	Execute 2019-23 Strategic Enrollment Management Plan			
	Recruitment Goals/Objectives	No Progress	Progress	Met/Exceeded
	Student Success Goals/Objectives	No Progress	Progress	Met/Exceeded
Diversity, Equity and Inclusion (20%) <ul style="list-style-type: none"> • Student Success (5%) • Vendor Diversity (5%) • NIU Workforce (5%) • Student Experience (5%) 	Advance NIU Equity and Inclusion Imperatives	No Progress	Progress	Met/Exceeded
	Collaborate to close achievement gaps	No Progress	Progress	Met/Exceeded
	Increase vendor diversity and expenditures under BEP	No Progress	Progress	Met/Exceeded
	Increase faculty and staff diversity and inclusion	No Progress	Progress	Met/Exceeded
	Address expressed student concerns to make NIU more welcoming and inclusive for all students	No Progress	Progress	Met/Exceeded
Research, Artistry, Innovation and Regional Engagement (20%)	Advance NIU research and artistry vision by supporting and encouraging development of emerging research initiatives consistent with NIU’s four strategic emphases.	No Progress	Progress	Met/Exceeded
	Institutionalize engagement networks as a primary organizing principle for public engagement at NIU to strengthen partnerships and make public engagement opportunities more accessible to faculty, staff and students	No Progress	Progress	Met/Exceeded
Key Leadership Initiatives (15%) <ul style="list-style-type: none"> • HRS (5%) • Master planning (5%) • Campaign planning (5%) 	Reimagine Human Resource Services	No Progress	Progress	Met/Exceeded
	Advance strategic plan/facilities master plan	No Progress	Progress	Met/Exceeded
	Identify timeline and methodology to support comprehensive fundraising campaign, working in partnership with University Advancement	No Progress	Progress	Met/Exceeded
Fiscal Sustainability (20%)	Execute multi-year budget strategy (remain on path to close structural deficit by 2024)	No Progress	Progress	Met/Exceeded

Recommendation: The University requests Board of Trustees approval of the Fiscal Year 2020 Presidential Goals.

Category (weight)	Goal	Measurable Objective
<p>Enrollment (25%)</p> <ul style="list-style-type: none"> • Recruitment (15%) 	<p>Execute 2019-23 Strategic Enrollment Management Plan to achieve enrollment goals and objectives</p> <p>Recruitment Goals/Objectives (15%)</p>	<p><u>Short-term Recruitment Goals</u></p> <p>For Fall 20, within the context of high-level policy development:</p> <ul style="list-style-type: none"> • Stabilize total enrollment at approximately 16,750 • Sustain main campus undergraduate enrollment at or above 11,570 with new freshman enrollment at or above 1,915 and new transfer enrollment at or above 1,600 • Grow online enrollment so that total online enrollment exceeds 1,130 students, approximately 65% graduate and 35% undergraduate • Increase new domestic out-of-state enrollment to 167 students or more <p><u>Long-term Recruitment Goals</u></p> <p>Within the context of high-level policy development:</p> <ul style="list-style-type: none"> • Increase new freshman enrollment to 2,052 by Fall 2023, while maintaining academic quality and diversity measures. This represents 10% growth over Fall 2018. • Increase college transfer enrollment to 1,656 by Fall 2023. This represents 5% growth over Fall 2018. • Increase new graduate enrollment to 894 by Fall 2023, while maintaining academic quality and diversity measures. This represents 5% growth over 2018.

<ul style="list-style-type: none"> • Student Success (10%) 	<p>Student Success Goals/Objectives (10%)</p>	<ul style="list-style-type: none"> • Increase new international student enrollment to 294 by Fall 2023. This represents 20% growth over Fall 2018. • Increase overall online program enrollment to 1,773 by Fall 2023. This represents 1000 additional students and 125% growth over Fall 2018. • Increase new out-of-state student enrollment to 238 by Fall 2023. This represents 119 additional students and 100% growth over Fall 2018. • Become a designated Hispanic Serving Institution (HSI) with 25% undergraduate Latinx enrollment, while continuing to attract and retain students representing the full diversity of our region, nation and world as we have done consistently to honor our public mission and commitment to access. <p><u>Short-term Student Success Goals</u></p> <p>In FY19, NIU affiliated with two learning communities focused on enhancing student success and closing equity gaps for students of color, first generation students, and students from low income backgrounds: Illinois Equity in Attainment (ILEA) and APLU Powered by Publics.</p> <p>In FY20, NIU will begin specific projects as a result of these partnerships:</p> <ul style="list-style-type: none"> • Launch ILEA equity plan strategies that are aligned with our strategic enrollment management (SEM) plan. In FY20, NIU will focus on closing equity gaps in gateway courses for Black students (understanding that the proactive interventions may have wider benefit).
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On average, a 10% equity gap exists between achievement rates for Black students and their peers in select gateway courses. These courses impact large numbers of students and are required for access to numerous majors and minors. Pedagogical revisions will be considered during the 2019-2020 academic year. For example, a co-requisite pilot for Math 110 will be instituted in Fall 2019, with plans for the outcomes to inform design and initial implementation of a more comprehensive co-requisite plan that will include COMS 100 by Spring 2021, and that will ultimately extend to BIOS 103, CHEM 110 and PSYCH 102.

- NIU will collaborate with fellow members of the [High Pell transformation cluster](#) of APLU Powered by Publics to identify scalable, evidence-based practices that can be used to develop and implement an effective financial literacy program, aligned with our SEM plan.

Long-term Student Success Goals

NIU aspires to eliminate racial and socioeconomic achievement gaps. In this context, the university committed in 2017 to a five-year plan focused on reducing equity gaps, and improving retention and graduation rates:

- Maintain the 1st-year retention rates for Latinx and Asian American students at or above the institutional average, understanding that “at average” can fluctuate annually by 1% or 2%.
- Reduce the 6-year graduation rate gap for Latinx students to 5% or less within three years and sustain gaps no greater than 5%.

		<ul style="list-style-type: none"> • Reduce the 1st-year retention rate gaps for Black new freshmen to 10% or less within three years, understanding that success will mean consistently staying within 1% to 2% of that range for at least three years. • Reduce the 1st-year retention rate gaps for Black transfer students to 6% or less within three years and sustain gaps no greater than 6%. • Achieve a 1st-year retention rate of 75% for all NIU new freshman by Fall 2023.
<p>Diversity, Equity, and Inclusion (20%)</p> <ul style="list-style-type: none"> • Student Success (5%) • Vendor Diversity (5%) • NIU Workforce (5%) 	<p>Advance NIU Equity and Inclusion Imperatives</p> <p>Collaborate to close achievement gaps</p> <p>Increase vendor diversity and expenditures under the State of Illinois Business Enterprise Program (BEP)</p> <p>Increase faculty and staff diversity and inclusion</p>	<p><u>Achievement Gap Goals</u> See student success objectives detailed above. They reflect both NIU’s equity and SEM plans.</p> <p><u>Short-term Vendor Diversity Goals</u> Improve NIU’s progress towards achieving the 20% aspirational BEP goal, demonstrating year over year progress.</p> <p><u>Long-term Vendor Diversity Goals</u> Work with public universities and state government on procurement reforms that will facilitate BEP improvement.</p> <p><u>Workforce Diversity and Inclusion Goals</u> Begin to address compression, inversion and salary equity issues identified through the analyses committed to by the administration in the context of shared governance or collective bargaining.</p>

<ul style="list-style-type: none"> • Student Experience (5%) 	<p>Address expressed student concerns to make NIU more welcoming and inclusive for all students</p>	<p>Develop and implement mentoring program to increase retention of faculty of color.</p> <p>Continue to improve our search processes with the goals of reducing bias and stereotyping, and achieving diverse applicant pools and fair evaluation of all candidates.</p> <p><u>Student Experience Goals</u> Continue to address student concerns that surface through activism, bias reporting, surveys (IDEA, SHARE, NSSE) and direct communications. These may include but will not be limited to: DRC relocation, full implementation of preferred/proper names, increased sexual misconduct awareness and prevention education, and enhanced behavioral health services.</p>
<p>Research, Artistry, Innovation and Regional Engagement (20%)</p>	<p>Advance research and artistry vision focused on preparing Northern Illinois and the nation for a century of change, by supporting and encouraging development of collaboratives consistent with NIU’s four strategic emphases.</p> <p>Identify and support at least one emerging research initiative(s) (ERI) consistent with NIU’s research vision and strategic emphases</p>	<p><u>Research, Artistry and Innovation Goals</u> Identify and support ERI or Centers consistent with NIU’s research vision and strategic emphases.</p> <p>Recruit and review at least two written proposal(s) from ERI or Center proponents.</p> <p>Recognize and manage the proposals per NIU policy.</p> <p>Develop plans for assigning resources to at least one ERI or Center.</p>

	<p>Continue to support the research clusters initiated in FY18 Cross-Disciplinary Research for Engaging, Advanced Technology in Education (CREATE) and FY19 Northern Illinois Center for Community Sustainability (NICCS)</p> <p>Institutionalize Engagement Networks</p>	<p><u>CREATE Goals</u> Finalize physical footprint of CREATE.</p> <p>Highlight CREATE during alumni and donor engagement events.</p> <p><u>NICCS Goals</u> Initiate architectural engineering and design process (contingent on release of state appropriation).</p> <p>Recruit external partners.</p> <p>Finalize multi-year hiring framework.</p> <p>Establish organizational structure.</p> <p>Redesign promotional materials and enhance web presence.</p> <p><u>Public Engagement Goals</u> Socialize engagement network framework with NIU community.</p> <p>Establish inclusive, network-specific action teams to guide NIU’s public engagement agenda, nurture collaboration, and advance outcomes that align with the university’s vision, mission and values.</p> <p>Evolve 2018 partnership survey to more robust set of metrics to monitor NIU’s engagement impact.</p>
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<p>Fiscal Sustainability (20%)</p>	<p>Execute multi-year budget strategy; remain on defined path to close structural deficit by 2024.</p>	<p><u>Short-term fiscal sustainability goal:</u> Perform in accordance with the FY20 budget approved by the Board, informing the Board of any deviance.</p> <p><u>Long-term fiscal sustainability goal:</u> Fully implement a structurally balanced budget by FY24.</p> <p>Improve NIU's financial sustainability by increasing discretionary revenue from partnership activity in non-academic divisions such as the Division of Administration and Finance, the Division of Information Technology, the Division of Student Affairs and Intercollegiate Athletics (8-10% over 5 years).</p>
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Glossary

Acronym	Definition
APLU	Association of P ublic and L and-Grant U niversities
BEP	B usiness E nterprise P rogram. Illinois BEP is committed to fostering an inclusive and competitive environment that will help enhance the capacity of qualified certified businesses owned by minorities, females, persons with disabilities, veterans, and small businesses.
CREATE	C ross-Disciplinary R esearch for E ngaging, A dvanced T echnology in E ducation. This is the major research initiative of the College of Education’s Morgridge Endowed Chair, Dr. Yanghee Kim.
DRC	D isability R esource C enter. The DRC mission is to create an accessible and inclusive learning environment where disability is recognized as an aspect of diversity in the campus community and society.
HSI	H ispanic S erving I nstitution
IDEA	I nclusion, D iversity, E quity and A ccess survey was launched by NIU in FY19 to provide information about student, faculty and staff experiences and perceptions concerning the living, learning and working environment of NIU. The results will provide leadership with insight into NIU’s strengths and areas for growth.”
NSSE	N ational S urvey of S tudent E ngagement. NSSE collects information at hundreds of four-year colleges and universities about first-year and senior students' participation in programs and activities, and shares comparative results with participants. Survey results point to areas where NIU is performing well and aspects of the undergraduate experience that could be improved through changes in policies and practices.
NICCS	N orthern Illinois Center for Community Sustainability. NICCS will be a hub in the Illinois Innovation Network. NICCS will support interdisciplinary research, policy development and public-private partnerships focused on improving food systems and water resource management in a world facing shrinking natural resources, changing climate and increasing urbanization.
SEM	S trategic E nrollment M anagement. The SEM Plan and accompanying Accountability Plan are posted online.
SHARE	S exual H arassment, A ssault and R elationship E xperiences survey to examine stalking, dating violence, and sexual violence on campus. SHARE was conducted in 2018 and will repeated every two years.
RFP	R equ e st F or P roposals
RFQ	R equ e st F or Q ualifications