

# WESTERN ILLINOIS UNIVERSITY

## BOARD OF TRUSTEES

September 28, 2007

### Strategic Plan Report Dr. Joseph Rives

Information on the continued successful implementation of *Higher Values in Higher Education*, the University's Strategic Plan, is divided into three sections in this quarterly report to the Western Illinois University Board of Trustees.

- **Current Strategic Plan Actions** summarize Strategic Plan actions and accomplishments since the June 1, 2007, Western Illinois University Board of Trustees meeting. This section also discusses how action items and reports presented at today's Board meeting continue the successful advancement of *Higher Values in Higher Education*.
- **Strategic Plan Summary** describes whether Strategic Plan actions have been completed or maintained, are in progress, or have not been started since initial implementation of *Higher Values in Higher Education* in academic year 2003-2004.
- **Strategic Plan Review/Update** describes the membership and process that will be used as the two campuses of Western Illinois University and our host communities review/update *Higher Values in Higher Education* during academic year 2007-2008.

#### Current Strategic Plan Actions

Western Illinois University continues to successfully advance Strategic Plan priorities and goals on the Macomb and Quad Cities campuses. The Assistant to the President for Planning and Budget Report, for example, demonstrates *Higher Values in Higher Education* accomplishments in the areas of university technology, construction, and renovation.

Likewise, several reports and action items presented at today's Western Illinois University Board of Trustees meeting demonstrate continued successful advancement of *Higher Values in Higher Education*.

- *Budget and Financial Data for the Period Ended June 30, 2007 and the Fiscal Year 2008 All Funds Budget* demonstrate the allocation and expenditure of institutional resources to support the University's highest priorities and goals.
- *Report on Income Producing Grants and Contracts for the Fourth Quarter* demonstrates the scholarship of Western Illinois University faculty and staff.
- *Fiscal Year 2009 Appropriated Operating and Capital Budget Recommendations* seek new state resources for the University's highest priorities identified in *Higher Values in Higher Education* and *Campus Master Plans* for the Macomb and Quad Cities campuses.

- *Fiscal Year 2007 Performance Report* compares University progress on performance indicators from *Higher Values in Higher Education* that support the statewide strategic plan for higher education, *The Illinois Commitment: Partnerships, Opportunities and Excellence*. These performance indicators were endorsed by all campus governance groups and approved by the Western Illinois University Board of Trustees in spring 2005.
- *Enrollment Benchmarking* gives enrollment data for the Macomb and Quad Cities Campus and compares University data to the 11 other Illinois public universities as we continue recruiting a high-achieving, diverse student body.
- The *Equal Opportunity and Access Annual Report* demonstrates advancement of Western Illinois University's social responsibilities and commitments to diversity with high-achieving students, faculty, and staff.

### Strategic Plan Summary

Western Illinois University began implementation of *Higher Values in Higher Education* during academic year 2003-2004. Since that time, the Western Illinois University Board of Trustees and the campus community have been kept apprised of Strategic Plan progress, challenges, and accomplishments through monthly, quarterly, and annual *Strategic Plan Updates*, in addition to annual *Performance Reports*. The following tables (attached) provide a summary of University efforts.

- Table 1 summarizes the number of Strategic Plan actions that have been accomplished or maintained, are in progress, or have not yet been started. Of the original 140 *Higher Values in Higher Education* action items, 122 (87.1 percent) are either accomplished, maintained, or currently in progress. Conversely, only 12.9 percent of our original actions have not been addressed. The campus, Board of Trustees, alumni, and our host communities have worked together to advance the University's priorities and goals.
- Tables 2 through 5 contain separate displays for all Strategic Plan accomplishments, ongoing initiatives, actions in progress, and priorities that have not yet been started.
- Table 6 combines the information reported above into the original *Higher Values in Higher Education* document for a comprehensive display of "Where the plan has taken us."

All of the information presented above will be posted on the newly developing *Higher Values in Higher Education* Review/Update Website and will address questions such as, "Did we do what we set out to do?" Furthermore, this information will be coupled with information from the University's *Fiscal Years 2004 through 2007 Performance Reports* to look at the policy question of "Did our actions have the intended effect?" With all of this information, the University is well positioned to begin the strategic plan review/update.

### Strategic Plan Review/Update

At the time of writing this report, staff representing the President's area and all vice presidential divisions had been appointed to the new Strategic Planning Review/Update Team, as well as other University and community representatives. Additional faculty appointments to the Review/Update Team will be made at the start of academic year 2007-2008. An updated membership list will be provided to the Western Illinois University Board of Trustees and the campus community when it is completed.

Higher Values in Higher Education Review/Update Team Membership  
As of August 15, 2007<sup>1</sup>

- Rhonda Kline, Director of Institutional Research and Planning, Co-Chair
- Joe Rives, Assistant to the President, Planning, Budget and Institutional Research, Co-Chair
- Monica Allen, Assistant to the Vice President for Student Services
- Suzanne Bailey, Associate Professor, Law Enforcement and Justice Administration
- Barb Baily, Associate Provost/Director of Graduate Studies
- Dana Biernbaum, Assistant Vice President, Administrative Services
- Suzanne Boussaard, President, Civil Service Employees Council
- Bill Brewer, Assistant Director, Physical Plant
- Eric Campbell, Director, Undergraduate Admissions
- Chris Ciasto, Chair, Student Government Association, Western Illinois University Quad Cities
- Jeanne Clerc, Associate Provost, Western Illinois University-Quad Cities
- Ann Comerford, Director, Student Activities
- Judi Dallinger, Assistant Provost
- Kristin Dunstan, Director, University Marketing
- Jesse Kallman, Western Illinois University Board of Trustees
- Bill Knox, Director, Centennial Honors College
- Paul Kreider, Dean, College of Fine Arts and Communication
- John Maguire, Assistant Vice President, University Relations
- Kathy Malcom, Director, Planning and Institutional Effectiveness, Black Hawk College
- Kristi Mindrup, Director of Instructional and Administrative Services, Western Illinois University-Quad Cities
- Julie Murphy, Director, Communications and Donor Stewardship
- Tere North, University Assessment Coordinator, Planning, Budget and Institutional Research
- Kathy Orban, Associate Athletics Director/Senior Women's Administrator
- Sam Pfister, Chair, Student Government Association, Western Illinois University-Macomb
- Steve Rock, Chair, Faculty Senate
- Peg Shroyer, Dean Macomb Campus and Outreach Education, Spoon River College
- Amy Spelman, Chair, Counsel of Administrative Personnel

The review/update process of *Higher Values in Higher Education* will be as inclusive as the development of the *Institutional Strategic Plan for Technology at Western Illinois University* and *Campus Master Plans* for the Macomb and Quad Cities campuses. The newly developing *Higher Values in Higher Education* Website will document/announce Strategic Plan review/update meetings and contain strategic planning materials as they are developed.

The *Higher Values in Higher Education* review/update process is estimated to take one academic year to complete and will entail:

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<sup>1</sup> One faculty senator from each college, four representatives at large, as well representatives from University Libraries, University Professionals of Illinois, and the Graduate Council will be appointed to the Higher Values in Higher Education Review/Update Team at the start of academic year 2007-2008.

- Reviewing and updating, where appropriate, the University's vision and mission.
- Evaluating the number of goals, asking if we should continue to carry 22 or if they can be focused, streamlined, consolidated, and/or eliminated.
- Completing an internal environmental scan (i.e., updating the Strategic Plan summary information (Tables 1 through 6) presented earlier in this report).
- Completing an external environmental scan of the variables affecting Western Illinois University (e.g., performance indicator status compared to benchmark institutions, high school graduation projections, transfer activity within Illinois public universities, National Survey of Student Engagement data, etc.).
- Using information from the internal and external environmental scans as the basis for campus conversations on goals and priorities.
- Developing and sharing initial and revised drafts of Higher Values in Higher Education 2007-2017 with the campus community and governance groups.
- Seeking endorsement from all campus governance groups for Higher Values in Higher Education 2007-2017 before seeking implementation approval from the Western Illinois University Board of Trustees.
- Using the updated Strategic Plan as the basis for beginning institutional self-study for accreditation from the Higher Learning Commission-North Central Association of Colleges and Schools. The University is scheduled to have its site visit in academic year 2010-2011.

As *Higher Values in Higher Education* materials are reviewed, developed, and refined, they will be shared with the Western Illinois University Board of Trustees and campus community for review, feedback, and guidance in the strategic planning process.

Table 2  
Higher Values in Higher Education Accomplishments  
As of August 15, 2007

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## **I. STUDENTS**

### ***A. Student Recruitment and Admissions***

- ✓ The Enrollment Network was created in academic year 2004–2005 as a means to involve the Macomb campus in admissions activities, feedback, and coordination.
- ✓ A national expert in student recruitment, Ms. Carol Aslanian, completed an organizational review of admission practices at Western Illinois University-Quad Cities in December 2005. As a result of this review, a new comprehensive marketing campaign has been implemented, new information sessions (open houses) are hosted, contact with students with pending applications has been augmented, the University upgraded two-way audio-video equipment between the Macomb and Quad Cities campuses, and an Academic Program Planning Committee was established to develop long-term schedules for course offerings.
- ✓ For transfer students who have associate degrees: The Western Illinois University Board of Trustees approved a one all-costs (tuition, fees, room and board) reduction for new transfer students who earn an Associate's degree and transfer to Western the semester after graduation. The new program will start at the completion of the spring 2008 semester.

### ***B. Student Body Quality and Diversity***

- ✓ Western Illinois University-Quad Cities established a new honors program in academic year 2004–2005.

### ***C. Initiatives to Increase Retention and Graduation Rates***

- ✓ Western Illinois University established the First Year Experience and a required summer (day and a half) orientation program.
- ✓ The First Year Experience was recognized as a best practice in higher education by the Illinois Board of Higher Education in 2005.
- ✓ Western Illinois University-Quad Cities completed the Council for the Advancement of Standards Self-Study of Academic Support Programs to help revise programs, policies, procedures, and services designed to increase student retention and graduation.

### ***D. Special Initiatives to Enhance the Educational Experience and Personal Growth of Students***

- ✓ The University established a Scholar-in-Residence program, with visits by Dr. Harry Garuba of Harvard University and Ugandan Priest, Rev. Fr. Narcisio Bagumisiriza.
- ✓ The “Global Challenges and Personal Responsibilities” university-wide theme was established, and focused on civic engagement, cultural diversity, and environmental sustainability for academic years 2005—2006 through 2007—2008, respectively.
- ✓ University theme programming has been integrated into First Year Experience programming and curricula through required reading, out-of-class activities, residence hall activities, and class discussions.
- ✓ The John Hallwas Liberal Arts Lecture focuses on the importance of liberal arts education.
- ✓ Western Illinois University celebrates Constitution Day through a series of activities, including a televised panel discussion.
- ✓ Career Services and Alumni Programs launched the virtual career fair in academic year 2006—2007.

Table 2  
Higher Values in Higher Education Accomplishments  
As of August 15, 2007

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***E. Campus Life***

- ✓ In 2004, Western Illinois University joined The American Democracy Project, a joint venture of the American Association of State Colleges and Universities, the *New York Times*, and some 170 AASCU colleges and universities. Western Illinois University and Illinois State University are the only two participants from the state of Illinois. The project seeks to engage the higher education community--administrators, faculty, staff, and students--in discussions and activities about civic involvement.
- ✓ As part of the First Year Experience, students are required to participate in four structured out-of-class experiences.
- ✓ As part of the campus theme for academic year 2007—2008, “Global Challenges and Personal Responsibilities in the Area of Environmental Sustainability,” students will participate in activities designed to raise awareness of environmental issues.
- ✓ The Western Illinois University-Macomb Student Government Association passed a fee increase in spring 2007 to provide for universal (free) student admission to cultural events and performances. Students also benefit from universal access to athletic events.
- ✓ The Student Government Associations on the Macomb and Quad Cities campuses participated in the input, endorsement, and annual accountability reporting for *Higher Values in Higher Education, Campus Master Plans* for Macomb and the Quad Cities, and the *Institutional Strategic Plan for Technology at Western Illinois University*.
- ✓ North Dakota State University and South Dakota State University committed to joining the Gateway Football Conference during academic year 2008-2009. Prior to that, these institutions and Indiana-Purdue Fort Wayne joined the Summit League on July 1, 2007.

***F. Excellence in Undergraduate Programs***

- ✓ Between academic year 2004-2005 and 2006-2007, the following majors were established: Bachelor of Music, B.B. in Supply Chain Management, B.S. in Construction Management, B.S. in Emergency Management, B.S. in Forensic Chemistry, and the B.S. in Telecommunications Management.
- ✓ Western Illinois University-Macomb established new academic minors in American Humanics: Non-Profit Youth and Human Service Organizations, Emergency Management, Film, Forensic Psychology, Homeland Security, International Agriculture, Jazz Studies, Neuroscience, Nutrition, and Photographic Media.
- ✓ Western Illinois University-Quad Cities established new academic minors in African American Studies, English, International Business, Professional Writing, Psychology, Sociology, Communication, and American Humanics.
- ✓ The Institute for Environmental Studies and Western Survey Research Center were established. Both new Centers are multidisciplinary in design.
- ✓ The Western Illinois University Board of Trustees approved offering the B.S. in Nursing, B.A. in Religious Studies, and the Bachelor’s in Liberal Arts and Sciences in summer 2007. Implementation is pending Illinois Board of Higher Education approval.
- ✓ The process by which new undergraduate degree programs are proposed was updated in summer 2006. In the revised process, after a new program is proposed in the academic master planning process, a Request for New Program Development is completed, and if approved by the Provost and Academic Vice President, the Dean proceeds with the curricular approval process.
- ✓ In fall 2006, Academic Affairs adopted the *Plan of Assessment of Student Learning* and created the Student Learning Assessment Committee to provide guidance and support for assessment and to ensure that the University is meeting external expectations for assessment, especially those of accrediting bodies.
- ✓ Western Illinois University joined the Higher Learning Commission’s Academy for Assessment of Student Learning in spring 2007. Beginning in academic year 2007-2008, the University will engage in a four-year sequence of events and interactions focused on understanding, confirming, and improving student learning in general education.

Table 2  
Higher Values in Higher Education Accomplishments  
As of August 15, 2007

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***G. Excellence in Graduate Programs***

- ✓ The minimum grade point average for admission to the Graduate School was raised from 2.50 to 2.75.
- ✓ The M.S. in Sports Management was established. The Ed.D. in Educational Leadership, the University's first doctoral program, was also established. The first cohort began classes in January 2006.
- ✓ Western Illinois University-Macomb established post-baccalaureate certificates in African and African Diaspora World Studies, Applied Mathematics, Environmental Geographic Information Systems, Public and Non-Profit Management, and Women's Studies.
- ✓ Western Illinois University-Quad Cities established a post-baccalaureate certificate in Environmental Geographic Information Systems.
- ✓ The University extended the Cost Guarantee to graduate students beginning in fall 2004. Western Illinois University remains the only Illinois public university to guarantee graduate student tuition, fees, and on-campus room and board rates.
- ✓ The process by which new graduate degree programs are proposed was updated in summer 2006. In the revised process, after a new program is proposed in the academic master planning process, a Request for New Program Development is completed, and if approved by the Provost and Academic Vice President, the Dean proceeds with the curricular approval process.
- ✓ The Western Illinois University Board of Trustees approved establishment of a Master's in Liberal Arts and Sciences in summer 2007. Implementation is pending Illinois Board of Higher Education approval.
- ✓ The Graduate Council approved revised standards for full graduate faculty membership. These revised standards requiring appropriate terminal degree and evidence demonstrating scholarly/creative activity appropriate to the field are published on the Graduate School Website and on the graduate faculty application form.
- ✓ The Graduate Council approved benchmarking criteria for graduate programs in spring 2007.
- ✓ The Center for Innovation in Teaching and Research in cooperation with the Graduate School began offering formal training of teaching assistants in academic year 2005-2006.

***H. Responsiveness to Students***

- ✓ Initiated in spring 2004, areas that report to the President and the Vice Presidents annually report to the campus community on divisional plans, accomplishments, and budgetary requests in April.
- ✓ Beginning in spring 2004, Western Illinois University engages in surveys of student engagement. The University annually participates in the Beginning College Survey of Student Engagement, the National Survey of Student Engagement, and the Faculty Survey of Student Engagement. Annual results are shared with the Vice Presidents, Deans, and on the University Assessment Web site as a means for academic and service units to develop/implement strategies to respond to survey outcomes.
- ✓ Western Illinois University was cited as one of 13 national best practice institutions nationally for the academic achievement and retention of first-generation and low income students by the Pell Institute for the Study of Opportunity in Higher Education.
- ✓ Western Illinois University remains the only Illinois public university to guarantee undergraduate and graduate tuition, fees, and room-and-board rates.
- ✓ Western Illinois University Cost Guarantee model has been replicated nationally, most recently at Central Michigan University, Western Oregon University, and the University of Alaska-Anchorage.
- ✓ The National Center for Student Opportunity invited Western Illinois University's inclusion in the inaugural College Access & Opportunity Guidebook based on input and recommendations from an independent national committee of higher education association, policy/research, and college access leaders.
- ✓ New Western Illinois University Board of Trustees scholarships are awarded to 10 high-achieving and civically engaged students, providing four-year, annually renewable, full scholarships for tuition, fees,

Table 2  
Higher Values in Higher Education Accomplishments  
As of August 15, 2007

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and on-campus room and board. The first 10 were awarded in 2006; the University will award 10 each year for the next three years and then maintain 40 scholarships per year.

- ✓ Structures for better collaboration between the Student Assistance Center and advising resources were established when the Student Assistance and Parent Services Center became permanent members of the Council of Academic Advisors.
- ✓ The President's Scholarship appeal was created and raised over \$100,000 in its first year of operation (academic year 2006-2007).

## **II. PERSONNEL**

### ***A. Faculty***

- ✓ The Faculty Senate participated in the input, endorsement, and annual accountability reporting for Higher Values in Higher Education, Campus Master Plans for Macomb and the Quad Cities, and the Institutional Strategic Plan for Technology at Western Illinois University.
- ✓ Western Illinois University and the University Professionals of Illinois agreed on a new four-year (2007-2008 through 2010-2011) contract that, pending ratification by the membership and Western Illinois University, promotes the recruitment, development and maintenance of high quality faculty and supports high quality teaching, research, and creative and scholarly activities.
- ✓ The Dual Career Recruitment Program was created as a means to diversify the faculty and administrative positions.
- ✓ The Faculty Development Office was re-titled the Center for Innovation in Teaching and Research to emphasize the University's position as a leading comprehensive university. As part of its mission, CITR conducts regular faculty needs analyses to establish Center priorities.

### ***B. Staff and Administration***

- ✓ The University completed a Fiscal Year 2006 Market Equity Salary Adjustment Program for non-negotiated staff.
- ✓ The University implemented an annual evaluation of administrators that includes input from a variety of constituent groups, including subordinates.
- ✓ The Council of Administrative Professionals and Civil Service Employees Council participated in the input, endorsement, and annual accountability reporting for Higher Values in Higher Education, Campus Master Plans for Macomb and the Quad Cities, and the Institutional Strategic Plan for Technology at Western Illinois University.

## **III. TEACHING AND INSTRUCTION**

- ✓ In 2004-2005, the Provost and Academic Vice President established separate annual Provost's Awards for Academic Excellence in: Teaching, Teaching with Technology, Scholarly/Creative/Performance/Professional Activities, University/Community Service, Multicultural Teaching, and Internationalizing the Campus. These awards are in addition to other awards that are given at the college or departmental level.
- ✓ New post-baccalaureate certificates in African and African Diaspora World Studies and Women's Studies were established.
- ✓ The Faculty Senate approved a cross cultural/foreign language graduation requirement in spring 2007.
- ✓ The College of Arts and Sciences, in academic year 2004-2005, initiated an undergraduate research grant program to foster faculty-mentored research by undergraduate students.
- ✓ The John Hallwas Endowment was established in 2004 to support an annual Liberal Arts Lecture/Dialog Series and Speakers Bureau.

Table 2  
Higher Values in Higher Education Accomplishments  
As of August 15, 2007

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#### **IV. RESEARCH AND SCHOLARLY/CREATIVE ACTIVITIES**

#### **V. PUBLIC SERVICE**

- ✓ The estimated annual economic impact of Western Illinois University-Macomb is in excess of \$190 million.
- ✓ The estimated annual economic impact of Western Illinois University-Quad Cities is \$10 million. When the new Western Illinois University-Quad Cities Riverfront Campus is fully completed, the estimated annual economic impact is projected to increase to \$50 million annually.

#### **VI. UNIVERSITY INFORMATION AND TECHNOLOGY**

##### ***A. Library***

- ✓ University Libraries opened Malpass Mocha Café as a means to encourage and enhance library patronage.
- ✓ University Libraries completed an evaluation of programs and services. The Libraries' Web site is the third highest visited site at Western, behind only the University's homepage and Web mail. Since 2000, University Libraries experienced a 34-percent increase in gate count, 42-percent access in electronic Interlibrary Loan requests, and 169-percent increase in electronic reserve access.

##### ***B. Technology***

- ✓ The *Institutional Strategic Plan for Technology at Western Illinois University* was created as a method to establish baseline expectations for technology and to be more effective and efficient with University technology resources, including the acquisition of hardware and software, the coordination of training to improve teaching and learning, and to encourage the integration of technology where appropriate to support the University's mission.
- ✓ The President's Technology Advisory Users Group was created and meets monthly, and the Assistant to the President for Planning, Budget and Institutional Research, Chief Technology Security Officer, and the Executive Director of University Computer Support Services meet once each semester with faculty and staff from all colleges, University Libraries, and Western Illinois University-Quad Cities as a means to regularly assess user needs to guide short- and long-term technology planning.
- ✓ All academic buildings on the Macomb campus, similar to the Quad Cities campus, are wireless.
- ✓ Zimbra was selected as the single, integrated e-mail, calendaring, and groupware solution for Western Illinois University. Likewise, Web CT Vista was selected as the single distance learning platform for the University. Migration to single solutions is intended to streamline and enhance end user support.
- ✓ Emergency generators and uninterruptable power supplies for the University Data Center were purchased.
- ✓ Upgrades to the University's two-way audio-video equipment between the Macomb and Quad Cities campuses were completed in spring 2007.
- ✓ The first half of the fiber loop infrastructure on the Macomb campus was completed.
- ✓ The University initiated a plan to centrally locate all servers to address security concerns while providing end user remote access.

#### **VII. PHYSICAL ENVIRONMENT**

##### ***A. University Improvements***

- ✓ The University received state funding for design of the Performing Arts Center and building one at the Western Illinois University-Quad Cities Riverfront Campus. The University also financed construction of the Multicultural Center, the student section of Hanson Field, and expansion to the Donald S. Spencer Student Recreation Center.

Table 2  
Higher Values in Higher Education Accomplishments  
As of August 15, 2007

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- ✓ The University created *Campus Master Plans* for the Macomb (spring 2007) and Quad Cities campuses (summer 2006).
- ✓ In conjunction with the Campus Master Plans, the University continued remodeling of Memorial Hall and asbestos abatement to building one of the Western Illinois University-Quad Cities Riverfront Campus, completed planning for the new Multicultural Center, and expansion of the Donald S. Spencer Student Recreation Center; initiated renovation to the student section of Hanson Field; began planning with the City of Macomb to convert Dr. C.T. Vivian Way into a pedestrian plaza; and celebrated the openings of Boyer Baseball Stadium and the Document and Publication Services/Property Accounting and Redistribution Center.
- ✓ Fire suppression systems, in compliance with state statute, have been installed in Bayliss and Henninger Halls.
- ✓ The University secured internal funding for construction of the new Multicultural Center. Decommissioning the Auxiliary Services Building in preparation for the new Multicultural Center is complete.

**B. Environmental Impact and Sustainability**

- ✓ Western Illinois University was recognized by the Illinois Board of Higher Education in 2006 as a “Best Practice” institution for campus sustainability efforts, which include adding three hybrids to the University fleet, converting fleet sedans to E-85, using five percent biodiesel in all GoWest vehicles, participating in Recycle Mania, establishing Thompson Prairie, studying wind generation viability, installing energy-efficient lighting, drafting green purchasing guidelines, and receiving Western Illinois University Board of Trustees approval to implement a comprehensive Energy Management Strategy for the University.
- ✓ The University committed to achieving Silver Leadership in Energy and Environmental Design Certification in all new campus construction, which currently includes the Multicultural Center and the Performing Arts Center on the Macomb campus and building one on the newly developing Western Illinois University-Quad Cities Riverfront Campus.
- ✓ Western Illinois University placed in the top third nationally in the grand championship category during the University’s first year of participation (2007) in the national collegiate RecycleMania competition of over 200 institutions.

**VIII. UNIVERSITY PARTNERS**

**A. Alumni**

- ✓ The “InCircle” online social network was launched in 2006 to increase alumni communication and information transmission.
- ✓ Members of Alumni Council serve on all college advisory boards, beginning in spring 2007.
- ✓ The Alumni Council participated in the input, endorsement, and annual accountability reporting for Higher Values in Higher Education, Campus Master Plans for Macomb and the Quad Cities, and the Institutional Strategic Plan for Technology at Western Illinois University.

**B. Western Illinois University Board of Trustees**

- ✓ The Western Illinois University Board of Trustees stays advised of Strategic Plan implementation and issues through monthly, quarterly, and annual Strategic Plan Updates. The Board also receives annual Performance Reports, demonstrating how Strategic Plan implementation is contributing to the goals and priorities of the statewide strategic plan for higher education, *The Illinois Commitment*.
- ✓ The Western Illinois University Board of Trustees, using the University's Strategic Plan as a guide, annually reviews fiscal year preliminary spending plans, all funds budgets, and budget recommendations--operating and capital--to the Illinois Board of Higher Education.

Table 2  
Higher Values in Higher Education Accomplishments  
As of August 15, 2007

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- ✓ Members of the Western Illinois University Board of Trustees served on University committees for the Macomb and Quad Cities Campus Master Plans, providing a one all-costs reduction to new transfer students with an Associate's degree, and Western Illinois University-Quad Cities riverfront coordination with the City of Moline.
- ✓ The Western Illinois University Board of Trustees in summer 2006 established a Trustee-in-Residence program that brings Trustees to campus to learn more about divisions, offices, programs, and services.
- ✓ The Western Illinois University Board of Trustees tours campus facilities with University representatives before Board dinners. In academic year 2006-2007, for example, the Board toured University Libraries and the Donald S. Spencer Student Recreation Center.

**C. Macomb and Quad Cities Communities**

- ✓ Members from the Macomb City Council/staff and local residents from both Macomb and Moline served on the Master Planning Steering Teams for the Western Illinois University-Macomb and Quad Cities Campus Master Plans.
- ✓ Community members from Macomb, including the Mayor, served on the selection committee for the architectural and engineering firm and continue to participate on the planning committee for the new performing arts center.
- ✓ Members of the City of Macomb staff served on the planning team charged with transitioning Dr. C.T. Vivian Way into a pedestrian plaza.
- ✓ Members of Western staff served on comprehensive economic development teams for the cities of Macomb and Moline.
- ✓ The Assistant to the President for Governmental Relations worked closely with area legislators to secure funding for a second Amtrak rail line to Macomb and four-lane U.S. highway expansion to Macomb.
- ✓ The Performing Arts Society, which comprises University representatives and community members, helped secure state funding for the Performing Arts Center on the Macomb campus.
- ✓ The Community University Partnership Program (CUPP) was established to promote better understanding and improved relations between the University and constituencies, to encourage positive University and community contacts, and to establish mutual trust through honest dialogue.

**D. Development**

- ✓ The University solidified comprehensive campaign planning and infrastructure by completing a feasibility study; hiring five development officers; and establishing the President's National Advisory Council, Western Illinois University-Quad Cities Leadership Team, and College/Unit Advancement Councils.
- ✓ The University launched the quiet phase of the comprehensive campaign on July 1, 2007.
- ✓ In 2005, University Libraries established Western's first endowed professorship in Icarian and Regional Studies, based in the Archives and Special Collections Unit.
- ✓ The University received its largest gift in the University's history, a \$20 million planned gift. Proceeds from the Norman and Carmelita Teeter Endowment will support Western's psychology department and international programs.

**E. Marketing/Communications**

- ✓ The University initiated new marketing campaigns in the Quad Cities and Chicago, and expanded efforts in Springfield and Peoria.
- ✓ Separate admissions *View Books* for Western Illinois University-Macomb and Quad Cities were created and disseminated. Other new publications include comprehensive campaign materials, the President's scholarship appeal brochure, billboards and bus wraps in Chicago and the Quad Cities.

Table 2  
Higher Values in Higher Education Accomplishments  
As of August 15, 2007

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- ✓ The University launched its Website redesign on January 1, 2007. The new Website represents a three-year project that supports the core values of the University's Strategic Plan and integrates the University's marketing program with major publications and advertising.
- ✓ Western Illinois University remains a top tier *US News and World Report* institution, and remains recognized as Best Value Institution and a Best Midwestern College or University by the *Princeton Review*.

Table 3  
Higher Values in Higher Education Ongoing Initiatives  
As of August 15, 2007

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## **I. STUDENTS**

### **A. Student Recruitment and Admissions**

1. *Assess the model used in recruiting students to campus. Look for additional ways to bring students through the process of application and admission, and evaluate our current practices for effectiveness. [Admissions]* Undergraduate Admissions completed an evaluation of methods of student recruitment. As a result of this evaluation, there has been increased emphasis placed on increasing awareness about and the quality and affordability of Western Illinois University through increased advertising in Springfield, Chicago, Peoria, the Quad Cities, on college selection Web sites, and in Discover Western open houses. This new awareness building will be an ongoing student recruitment activity.
2. *Ascertain an appropriate mix of graduate and undergraduate students at both campuses. [Academic Affairs with Colleges and Departments and Faculty Senate]* Academic Affairs is committed to reviewing the University's degree portfolio to serve as a leading comprehensive university. Current new programs in the curricular approval process are bachelor's in liberal arts and sciences, nursing, and religious studies; master's in liberal arts and sciences; and a doctoral degree in criminal justice.

### **B. Student Body Quality and Diversity**

1. *Integrate general admission and OAS processes to define and implement a continuum of service that responds to student needs. [Admissions and University Advising and Academic Support]* Maintaining traditions of access and educational opportunities, each year Western Illinois University enrolls approximately 300 students who do not meet the University's published admissions requirements. Students that do not meet regular admissions requirements are referred Office of Academic Services and may be admitted to the University.
2. *Review the application evaluation process for students who do not meet the established admission qualifications. [Admissions, CAGAS and University Advising and Academic Support]* The Council on Graduation, Admissions and Academic Standards and the Office of Admissions revised the system of admissions for students so that the Admissions Office works closely with input from the Office of Academic Services in making admissions decisions.
3. *Continue to increase the proportional diversity of incoming students. [Admissions, Student Services, Academic Affairs, Colleges and Departments]* Minority enrollment as a percent of total Western Illinois University enrollment has increased from 11.7 percent to 12.2 percent.
4. *Increase the size of the Illinois Centennial Honors College by focusing on promotion, retention, and the development of pre-professional programs. [Academic Affairs and Illinois Centennial Honors College]* The number of students participating in Centennial Honors College increased by 5.6 percent, from 531 to 561.

### **C. Initiatives to Increase Retention and Graduation Rates**

1. *Continue to develop and promote Gradtrac for eligible majors. [Admissions, Marketing, and University Relations].* This is an ongoing activity. Undergraduate Admissions publishes information about Gradtrac in brochures and other publications, including the *View Book*.
2. *Increase the use of internal grants versus loans to assist students in need. [Financial Aid, Scholarship Office and Foundation]* Foundation and Development continues to provide financial grants (assistance) to students in need. Over \$9,400 was awarded during academic year 2006—2007.
3. *In light of changes in the Strategic Plan, realign University procedures regarding grade appeals, graduation requirements, and academic standards. [Provost and CAGAS]* The Council on Graduation, Admissions and Academic Standards reviewed and updated the University's Grade Appeals Policy.
4. *Continually increase the graduation rate with a target for improvement of at least five percentage points by 2008. [Academic Affairs, Student Services, University Advising and Academic Support Services, Colleges and Departments]*

Table 3  
Higher Values in Higher Education Ongoing Initiatives  
As of August 15, 2007

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- *Freshmen Retention, Western Illinois University-Macomb*: The first-year retention rate decreased by 4.9 percent from 77.5 percent to 72.6 percent.
- *Six-Year Graduation Rates, Western Illinois University-Macomb*: The graduation rate has increased 3.3 percent, from 54.6 percent to 57.9 percent.
- *First Year Retention, Western Illinois University-Quad Cities*: Data were not available at the time of writing this report.
- *Four-Year Graduation Rates, Western Illinois University-Quad Cities*: Data were not available at the time of writing this report.

#### ***D. Special Initiatives to Enhance the Educational Experience and Personal Growth of Students***

1. *Create opportunities for students, faculty, and staff to have purposeful conversations about diversity and equality issues. [Affirmative Action, Human Resources, Student Services, and Academic Affairs]* This is an ongoing activity.
  - The Office of Equal Opportunity and Access has five working committees to advance diversity and equity issues, programs, and services through the Americans with Disabilities Act Advisory Committee, Affirmative Action and Equity Council, University Committee on Sexual Orientation, Anti Harassment Education and Awareness Committee, and the Web Accessibility Committee.
  - The University Theme Committee is currently preparing the next three-year theme rotation for President's Cabinet approval.

#### ***E. Campus Life***

1. *Support an NCAA Division I varsity intercollegiate athletics program that is committed to broad-based participation opportunities, promotes academic achievement, maintains financial stability, and demonstrates strict adherence to the NCAA operating principles related to governance and rules compliance, academic integrity, equity and student athlete welfare. [Athletics, University Relations, Student Services and Advancement and Public Services]*
  - Western Illinois University offers 20 sports (10 men's and women's), formed a task force to benchmark financial status, maintains graduation success rates (72%) above statewide and conference averages, and was recertified by the NCAA in 2004.
  - Beginning in December 2008, the Western Illinois University Board of Trustees will receive an annual report on the status of the Athletics department's goals and accomplishments.
2. *Engage students in programs that foster and reinforce wellness. [Student Services, Beu Health Center and Campus Recreation Center]* This is an ongoing activity. For example, in academic year 2006-2007 Student Services expanded weekend intramurals, sponsored late night programming (movies and comedians), and offered additional programming as healthy alternatives to alcohol.

#### ***F. Excellence in Undergraduate Programs***

1. *Review student-advisor ratios in light of national norms to ensure students are receiving the appropriate levels of attention. [Academic Affairs and Deans]* Information concerning caseloads was reviewed by the Council of Academic Advisors as part of a three-year assessment of academic advisement. Advising caseloads vary considerably depending on the major or program, but in general tend to be higher than national norms. Western Illinois University continues to annually survey students on advising satisfaction at the end of the freshman and junior years. Survey feedback and benchmark data serve as the base for resource requests and programmatic changes to better meet the needs of students.

Table 3  
Higher Values in Higher Education Ongoing Initiatives  
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2. *Review the potential for expanded degree programs. [Academic Affairs, Colleges, Departments and Faculty Senate]* This is an ongoing process as part of the academic master planning process.
3. *Explore new offerings for undergraduate programs in the Quad Cities. [Academic Affairs, Colleges, Departments and Faculty Senate]* This is an ongoing process as part of the academic master planning process.
4. *Identify ways to enhance pre-professional programs through recruitment and promotion, timely program review, alumni advisory boards, internships, scholarships, and dual-degree arrangements with select universities. [Academic Affairs]*
  - Western Illinois University offers 13 pre-professional programs in Agricultural Engineering, Architecture, Chemical Engineering, Dentistry, Engineering, Forestry, Law, Medicine, Nursing, Optometry, Pharmacy, Physical Therapy, and Veterinary Medicine.
  - Western Illinois University also offers dual programs in clinical laboratory science and engineering with approved schools of medical technology and the University of Illinois. Students can complete requirements for a bachelor's degree in the College of Arts and Sciences while working towards a professional degree or certificate.
  - In academic year 2006-2007, members of the Alumni Council were added to each college's advisory board that help to achieve the programmatic goals stated above. Additionally, all academic programs at Western Illinois University are part of the academic program review process that assures programmatic quality and viability.
5. *Develop a plan for assessment that incorporates accreditation and influences curriculum revision. [Academic Affairs, Colleges, Departments, Student Services, Provost and Faculty Senate]*
  - Implementation of the *Plan of Assessment of Student Learning* is an ongoing activity. The plan serves as the umbrella for the following assessment activities at the University:
    - The Faculty Senate initiated a review of General Education during academic year 2005-2006.
    - Plans for the assessment of student learning in undergraduate and graduate education are developed, reviewed, and revised by departments; reviewed by college deans; and submitted to the Office of the Provost for approval.
    - Assessments of student learning results are used in undergraduate and graduate program reviews. Results are also reported to faculty and students through various means including the Assessment of Student Learning Website, University Assessment Office Website, periodic newsletters, distribution to academic advisors, etc. On the basis of these results, interventions are designed by the appropriate faculty to improve student learning.
    - The Assistant Provost evaluates the University's assessment processes annually by enumerating curricular and other educational changes resulting from assessment processes on the Assessment of Student Learning Website, which is available at [www.wiu.edu/studentassessment/](http://www.wiu.edu/studentassessment/)
    - The *Plan of Assessment of Student Learning* is regularly reviewed and updated by the Student Learning Assessment Committee. As part of this process, faculty, administrative units, and other campus constituencies are periodically asked to review assessment processes and outcomes and provide recommendations for improving the process. When appropriate, additional forms of evaluation are used, such as evaluations by outside agencies (e.g., North Central Accreditation Association, Illinois Board of Higher Education, etc.), administration, faculty, and student surveys, etc.

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- Beginning in academic year 2007-2008, the University will engage in activities associated with Academy for Assessment of Student Learning as an added component to the *Plan of Assessment of Student Learning*.
- 6. *Beginning with the students' first year, find additional ways of mentoring students and advising them of graduate and career opportunities in their field of study. [University Advising and Academic Support and Career Services]* New workshops are held for academic advisors with representatives from the Counseling Center, Career Services, and the School of Graduate Studies on a routine basis to keep information provided to students current.
- 7. *Define goals for summer school and fund them appropriately. [Summer School Committee and Vice Presidents]* Funding and goal setting for summer school are part of the ongoing academic master planning process.

#### **G. Excellence in Graduate Programs**

1. *Revisit the goals for graduate programs to include:*
  - a. *Developing a plan for assessment that incorporates accreditation and influences curriculum revision.* All graduate programs have assessment plans. Assessment of student learning outcomes is an ongoing process through the academic program review process and annual consultation with the Assistant Provost.
  - b. *Expanding resources for graduate assistantships as a means of attracting a diverse and high quality pool of graduate students. Compare graduate assistant resources with comparable programs.* Benchmarking of graduate assistant stipends at peer institutions is complete. Western Illinois University's graduate assistant stipends are comparable with peer institutions. Annual increases in graduate assistant stipends continue to keep Western competitive with peer institutions.
  - c. *Exploring potential new graduate offerings at WIU-Quad Cities.* This is an ongoing activity as part of the academic master planning process.
2. *Review the potential for expanded degree programs, such as:*
  - a. *M.S. in Computer Information Systems*
  - b. *M.S. in Financial Mathematics.* After careful consideration of the curriculum, feasibility, and need, this degree program will not be developed. However, the University does offer an Applied Mathematics Post-Baccalaureate Certificate.
  - c. *M.S. in Liberal Arts.* This degree program has been approved by the Western Illinois University Board of Trustees. Implementation is contingent upon Illinois Board of Higher Education approval.
  - d. *Terminal degree for Law Enforcement and Justice Administration [Academic Affairs and Graduate Council]* The College of Education and Human Services is completing a feasibility and needs study for a doctoral program in Criminal Justice.
3. *Define goals for summer school and fund appropriately. [Academic Affairs and Graduate Council]* Funding and goal setting for summer school are part of the ongoing Academic Master Planning Process.
4. *Complete a benchmarking exercise process for every graduate program by 2005. [Academic Affairs and Graduate Council]* The Graduate Council approved benchmarking criteria for graduate programs in spring 2007. Benchmarking of graduate programs will begin as part of the academic program review process in academic year 2007—2008.

#### **H. Responsiveness to Students**

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1. *Develop a strategy to raise student awareness about financial aid and scholarship offerings. [Financial Aid, Scholarship Office, Foundation, Marketing, and University Relations]* The Scholarship Office continues to publish the Scholarships 101 newsletter and makes presentations to student groups, academic departments, student support units, and area high schools/community colleges.
2. *Identify funding or seek new funds for students in need of short-term assistance. [Advancement and Public Services and Scholarship Office]* Advancement and Development continues to sponsor the Short-Term Loan Program to help students in need obtain text books, pay living/day care expenses, etc. In academic year 2006-2007, 381 transactions totaling over \$150,000 were made.
3. *Provide educational opportunities for students to learn about financial responsibility and become more proactive in solving financial problems. [Office of Student Activities, Financial Aid and Student Government Association]* The First Year Experience seminars offered in the residence halls during students' first semester include information about personal financial responsibilities and becoming more proactive in solving financial problems.
4. *Develop strategies for reducing the amount of student indebtedness upon graduation. [Financial Aid, Scholarship Office, Advancement and Public Services, and Vice Presidents]* Implementing strategies for reducing the amount of student indebtedness upon graduation is an ongoing activity. Examples include providing Cost Guarantees, Gradtrac, and new scholarships (e.g., the President's Scholarship appeal, Western Illinois University Board of Trustees scholarships).

## II. PERSONNEL

### A. Faculty

1. *As the institution's top budget priority, continue to identify faculty salaries at peer institutions and meet or exceed the mean of those salaries within the next 5 years. [Vice Presidents]* In accordance with contractual agreements with the University Professionals of Illinois, Western Illinois University has provided salary increases, including promotions, of 3.7 percent in Fiscal Year 2004, 5.1 percent in Fiscal Years 2005 and 2006, and 6.2 percent in Fiscal Year 2007. The table below shows that Western Illinois University professors' salaries now exceed the mean of University Professionals of Illinois-Western Illinois University benchmark institutions.

	Fiscal Year 2005		Fiscal Year 2006		Fiscal Year 2007	
	Western Illinois University	Percent of UPI Benchmark	Western Illinois University	Percent of UPI Benchmark	Western Illinois University	Percent of UPI Benchmark
Instructors	\$35,449	88.0%	\$36,665	87.3%	\$38,397	88.1%
Assistant Professors	\$47,989	92.5%	\$48,789	91.1%	\$50,618	90.9%
Associate Professors	\$58,584	95.9%	\$60,332	95.5%	\$62,995	95.8%
Professors	\$76,875	99.8%	\$78,887	100.0%	\$81,998	100.3%

2. *Develop strategies to increase the recruitment and retention of faculty from targeted underrepresented groups. [Academic Affairs, Affirmative Action, Colleges, and Departments]* Development, implementation, and evaluation of strategies to increase the recruitment and retention of faculty from underrepresented groups is an ongoing activity. University efforts and accomplishments are summarized in *Underrepresented Groups Reports* that are presented annually to the Western Illinois University Board of Trustees. As an example of the work in this area, the College of Arts and Sciences maintains a Visiting Scholars Program that is designed to assist in recruitment and retention of faculty from underrepresented groups by developing relationships with potential new faculty while they are in graduate school.

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3. *In light of the strategic goals of the university, UPI and WIU administrators will work in partnership to develop contract language that will promote the recruitment, development, and maintenance of high quality faculty and encourage high quality teaching, research, and creative and scholarly activities. [UPI and Provost]* Western Illinois University and the University Professionals of Illinois agreed on a new four-year contract. Pending ratification by collective bargaining unit members and the Western Illinois University Board of Trustees, the agreement will set contract terms for academic years 2007-2008 through 2010-2011.

**B. Staff and Administration**

1. *As the university's highest budget priority, continue to identify administrative and staff salaries at peer institutions and meet or exceed the mean of those salaries within the next five years. [Vice Presidents and Office of Planning, Budget and Institutional Research]* In accordance with contractual agreements for unionized employees and resource allocation for non-unionized employees:
  - Western Illinois University has provided salary increases, including promotions of 5.7 percent in Fiscal Year 2004, 4.2 percent in Fiscal Year 2005, 5.2 percent in Fiscal Year 2006, and 4.5 percent in Fiscal Year 2007 for senior administrators.
  - Western Illinois University has provided salary increases, including promotions of 3.2 percent in Fiscal Year 2004, 4.8 percent in Fiscal Year 2005, 6.0 percent in Fiscal Year 2006, and 5.5 percent in Fiscal Year 2007 for other administrators and professional staff.
  - The table below shows that average Western Illinois University civil service salaries exceed the mean statewide civil service salary for employees of Illinois public universities south of Interstate 80 and including Northern Illinois University.

Civil Service Salary Comparison			
	<u>FY2004</u>	<u>FY2005</u>	<u>FY2006</u>
Western Illinois University	\$33,275	\$34,425	\$35,626
Weighted Peer Average	\$32,929	\$33,936	\$35,263
Percent of Peer Average	101.0%	101.4%	101.3%

- Western Illinois University began benchmarking administrative and professional staff salaries to the mean of Western Illinois University-University Professionals of Illinois peer groups in Fiscal Year 2005. Average administrative salaries are above the peer benchmark, with a 102.6 percent level in Fiscal Year 2007. However, professional salaries are slightly below the peer benchmark at 99.0 percent of the average.
2. *Develop strategies to increase recruitment and retention of staff and administration from traditionally underrepresented groups. [Vice Presidents, Human Resources and Affirmative Action]* Development, implementation, and evaluation of strategies to increase the recruitment and retention of staff and administration from underrepresented groups are ongoing activities. University efforts and accomplishments are summarized in *Underrepresented Groups Reports* that are presented annually to the Western Illinois University Board of Trustees.
  3. Encourage qualified members of the staff to contribute where appropriate in academic areas, research, and scholarly activities. *[President, Vice Presidents, Deans, Chairs and Directors]* Thirty-two staff taught courses in fall 2006 and 27 staff taught courses in spring 2007.

**III. TEACHING AND INSTRUCTION**

1. *Integrate global and cross-cultural education throughout the curriculum and expand opportunities for travel, study abroad, and other international experiences. [Center for International Studies, Vice*

Table 3  
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- President for Administrative Services, and Faculty Senate]* The Faculty Senate approved a cross cultural/foreign language graduation requirement in spring 2007.
2. *Integrate multicultural perspectives and pedagogy more fully into course curriculum. [Faculty Senate, Deans, and Chairs]* In spring 2007, the Faculty Senate's General Education Review Committee reaffirmed the inclusion of multicultural content and pedagogy across the General Education Curriculum.
  3. *Increase opportunities for faculty/student research and creative activities. [Colleges, Departments and Chairs]* See item #4 below.
  4. *Increase opportunities for students to participate in undergraduate research. [Colleges, Departments and Chairs]*
    - The College of Arts and Sciences established the Summer Creative Activity Institute for Undergraduate Research. The Institute focuses on individual and interdisciplinary projects to benefit the western Illinois region.
    - The College of Arts and Sciences continues to sponsor undergraduate research grant competitions to increase opportunities for students to participate in undergraduate research.
    - Each spring, the Centennial Honors College sponsors an Annual Undergraduate Research Day, featuring the scholarly activities and performances of creative works by students.
  5. *Develop and implement strategies to infuse liberal arts into the entire undergraduate experience. [Faculty Senate, Provost, Colleges, Departments, Deans, and Chairs]* The John Hallwas Endowment continues to support an annual Liberal Arts Dialog Series and Speakers Bureau.

#### IV. RESEARCH AND SCHOLARLY/CREATIVE ACTIVITIES

1. *Develop a unified plan for publicizing and disseminating information about research and scholarly/creative activities. [University Relations, Colleges, and Departments]* Information on faculty scholarship and creative activities is collected at the college level.
2. *Expand institutional resources that encourage and promote research, creative and scholarly activities with special emphasis on new and junior faculty members. [Provost, Advancement and Public Services, Foundation, Development, Faculty Development, and Office of Sponsored Projects]*
  - The Office of Sponsored Projects conducts grant-writing workshops that are open to all new faculty members.
  - Established in academic year 2005-2006, the College of Arts and Sciences continues to support the College's Faculty Mentoring Program that provides college faculty with opportunities to develop research and scholarship connections with colleagues at other institutions. The program also supports research and grant-writing activities of college faculty who are either at the beginning stages of their scholarship career or who are changing their area of scholarship.
3. *Promote entrepreneurial approaches to support research and scholarly/creative activities that tie into the priorities of the department, college, and University. [Entrepreneurship Committee, Vice Presidents, Deans, Chairs, and Directors]* The Institute for Environmental Studies, Western Survey Research Center, and the Illinois Institute for Rural Affairs all use entrepreneurial approaches to support research and scholarly/creative activities that tie into the priorities of the department, college, and University.
4. *Expand a visiting scholars/artists program. [Advancement and Public Services, Provost, Colleges, and Departments]* The Provost and Academic Vice President created a program to support housing for visiting international scholars in Fiscal Year 2007.

Table 3  
Higher Values in Higher Education Ongoing Initiatives  
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## V. PUBLIC SERVICE

1. *Inventory and categorize WIU's current public service and outreach activities. [Vice Presidents and Office of Planning, Budget and Institutional Research]* Information on faculty scholarship and creative activities is collected at the college level.

## VI. UNIVERSITY INFORMATION AND TECHNOLOGY

### A. Library

1. *Evaluate and enhance the University Libraries' electronic and print resources in light of the curricular needs of the University and statewide statistical collection norms. [Library, Provost, Colleges, and Departments]* Benchmarking of Libraries' resources is part of annual academic master planning. Beginning in academic year 2007-2008, University Libraries will implement a faculty Library Liaisons Program to help ensure that library resources continue to meet curricular needs.
2. *Continue to explore and participate in external and internal cooperative arrangements that support the University mission, expand the libraries' resources, and encourage intellectual and cultural development. [Library]* University Libraries continue to work with consortia partners from Illinois and beyond to increase electronic access to information, and, as described above, the Library Liaisons Program is an internal partnership to support the academic mission of the University.

### B. Technology

## VII. PHYSICAL ENVIRONMENT

### A. University Improvements

1. *Continue to identify private sources of funding for the facilities projects identified by the Department of Athletics in its Target Western Forward campaign. [Athletics, Foundation, President and Vice Presidents].* Fundraising for athletics is an ongoing process.

### B. Environmental Impact and Sustainability

1. *Continue to enhance the University landscapes with sensitivity to issues of maintenance and water conservation and preference for species native to Illinois. [Vice President for Administrative Services and Physical Plant]* Enhancement of University landscapes with sensitivity to issues of maintenance, water conservation, and preference for species native to Illinois is an ongoing initiative. For example, during Fiscal Year 2008 Physical Plant will dredge and clean Lake Ruth and develop a garden area in the Memorial Tree Grove.

## VIII. UNIVERSITY PARTNERS

### A. Alumni

1. *Enhance communication between the University and its alumni. [Advancement and Public Services, Alumni Programs, University Relations, and Marketing]* The "InCircle" online social network and the *Western News* (alumni publication) are ongoing publications that continue to enhance communication between the University and alumni.
2. *Explore ways to involve alumni in improving educational programs and furthering the University's planning goals. [Alumni Programs, Student Services and Academic Affairs]*
  - Members of Alumni Council serve on all college advisory boards, beginning in spring 2007.
  - Since academic year 2005—2006, the Assistant to the President for Planning, Budget, and Institutional Research provides the Alumni Council with updates on the University's strategic, master, and technology plans at quarterly meetings.

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3. *Provide programs and services that link alumni to one another, the Alumni Association, and the University. [Alumni Programs]*
  - Alumni Programs began discussions to implement a National Advancement Plan for Western Illinois University that will provide opportunities for alumni to reconnect with Western, utilize alumni in new student recruitment, and provide increased alumni networking opportunities.

#### **B. Western Illinois University Board of Trustees**

1. *Review all University requests in light of the strategic plan. [Board of Trustees]* Western Illinois University operating and capital budget requests being reviewed both internally and externally is an ongoing process by the Board of Trustees.
2. *Develop new avenues for campus interaction with Board of Trustee members. [Board of Trustees, President and Vice Presidents]* Development of new avenues for campus interaction with Board members is an ongoing activity of the Board. Newly implemented strategies include the Trustee in Residence program and Board tours of campus facilities the evening before Board meetings.

#### **C. Macomb and Quad Cities Communities**

1. *Explore opportunities to develop additional partnerships with area leaders that benefit the University and the community, particularly in the areas of economic and cultural development. [President, Vice Presidents, Associate Provost, Macomb and Quad Cities Chambers of Commerce]* This is an ongoing process that includes:
  - The Assistant to the President for Planning, Budget, and Institutional Research; Assistant Director of the Physical Plant; and the Assistant to the Vice President for Student Services serving on the City of Macomb's Comprehensive Economic and Capital Development Team.
  - The Assistant to the President for Planning, Budget, and Institutional Research; Assistant Director of the Physical Plant; Associate Provost for Western Illinois University-Quad Cities; and the Dean of the College of Business and Technology serve on economic development teams for the City of Moline and the Quad Cities region.
  - The College of Fine Arts and Communication's Bureau of Cultural Affairs provides residents of the west-central Illinois, northeast Missouri, and southeastern Iowa region with diverse cultural entertainment and educational opportunities designed to encourage a lifelong appreciation for the arts.
2. *Expand collaborative efforts designed to address issues that affect campuses and communities. [President, Vice Presidents, Associate Provost, Quad Cities Chamber of Commerce, Macomb Government, and Community and University Police Partnership]* Western Illinois University is represented by eight faculty and staff (President, Assistant to the Vice President for Student Services, Director of Public Safety, Professor of Social Work, Assistant Vice President for University Relations, Equal Opportunity Officer, Director of Human Resources, and the Western Illinois University Student Trustee) on the Community-University Partnership Program.

#### **D. Development**

#### **E. Marketing/Communications**

1. *Focus the marketing position of the University on the strategic planning document, vision, mission, and goals. [President, Vice Presidents, Associate Provost for Quad Cities, University Relations, Marketing, and Integrated Marketing Committee]* University Relations and University Marketing continue to promote elements of the Strategic Plan in advertising, Website presentation, campus publications, and stories developed to illustrate the University's core values.

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2. *Continue to implement strategies outlined in the University's integrated marketing plan. [President, Vice Presidents, Associate Provost for Quad Cities, University Relations, Marketing, and Integrated Marketing Committee] This is an ongoing initiative led by the Director of University Marketing.*

Table 4  
Higher Values in Higher Education Actions In Progress  
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## **I. STUDENTS**

### ***A. Student Recruitment and Admissions***

1. *Develop a University-wide plan for recruitment.* The Director of Undergraduate Admissions is currently drafting a University-Wide plan for student recruitment. It will be presented at the September 28, 2007, Western Illinois University Board of Trustees meeting.
2. *Target 12,500 students for enrollment at WIU-Macomb and increase enrollment to 3,000 students at WIU-Quad Cities by 2008 while maintaining our historically low student/teacher ratio. [Admissions, Academic Affairs, Student Services, Colleges, and Departments]*
  - *Western Illinois University-Macomb: Enrollment has increased by 1.6 percent, from 11,187 to 11,386.*
  - *Western Illinois University-Quad Cities: Enrollment has increased by 4.0 percent, from 1,280 to 1,331.*
  - *Student-to-Faculty Ratios: Have maintained at 17:1 on the Macomb campus and at 12:1 on the Quad Cities campus.*

### ***B. Student Body Quality and Diversity***

1. *Target fundraising efforts for scholarships for first-year students. [Foundation, Development, Academic Affairs, and Colleges]* Scholarships for first-year students are part of the University's Comprehensive Campaign, which launched the quiet phase on July 1, 2007.

### ***C. Initiatives to Increase Retention and Graduation Rates***

1. *Implement a comprehensive academic student support services system that strengthens the skills most needed for academic success. [Academic Affairs and Student Services]* Western Illinois University is one of 19 institutions nationally participating in the Foundations of Excellence self-study sponsored by the Policy Center on the First Year of College. The self-study will address how well the University meets the nine foundational dimensions – Philosophy, Organization, Learning, Faculty, Transitions, All Students, Diversity, Rules and Purposes, and Improvement. These results will serve as the basis for future changes in programs and service delivery.
2. *Review procedures and resources of Disability Support Services to better meet the needs of students. [Disability Support Services, Student Services and Academic Affairs]* See item #1 above.
3. *Develop a plan for enhancing the recruitment and integration into the campus community of international students and students from underrepresented groups. [Academic Affairs, Student Services, Admissions, and Center for International Studies]* See item #1 above.
4. *Continue to promote the cost guarantee program as the first of its kind and the most comprehensive at any state university in Illinois. [Admissions, Marketing, and University Relations]* Beginning in fall 2008, new undergraduate student admissions letters will include reference to the fact that Western Illinois University is the only Illinois public university to guarantee undergraduate tuition, fees, room and board.

### ***D. Special Initiatives to Enhance the Educational Experience and Personal Growth of Students***

1. *Find new ways to utilize alumni and practicing professionals to enhance students' experiences (e.g., electronic mentors, career days). [Alumni Programs, Academic Affairs, and Student Services]*

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Higher Values in Higher Education Actions In Progress  
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**E. Campus Life**

1. *Increase student participation in and appreciation of cultural, aesthetic, and intellectual events on campus. [College of Fine Arts and Communication, Bureau of Cultural Affairs, Office of Student Activities, University Relations, Marketing, Academic Affairs, and Student Services]*
  - As part of the University's curricular approval process, the Council of General Education approved adding a fine arts requirement to the General Education curriculum. The approval will be presented to the Faculty Senate for approval in fall 2007.
  - In fall 2007, the campus will host mock presidential elections. *The Road to the White House Starts at Western Illinois University* is designed as the largest mock presidential election ever held on a college campus. Students, faculty, and staff from the First Year Experience program, African-American studies, Art, Broadcasting, the Center for International Studies, English and Journalism, History, Sociology and Anthropology, Libraries, Music, Philosophy and Religious Studies, Theatre and Dance, Women's Studies, and the Western Survey Research Center are among the departments and units that will be participating in the mock presidential election. During fall 2007, the campus community will be engaged in simulated campaigns, primaries and caucuses, national party conventions, elections, and Electoral College voting procedures.

**F. Excellence in Undergraduate Programs**

1. *Develop internet classes to meet the educational needs of site-bound students. [Departments and Colleges]* The Center for Innovation of Teaching and Research is working with Non-Traditional Programs and program faculty to offer the Board of Trustees degree online.

**G. Excellence in Graduate Programs**

1. *Assess programmatic quality of graduate courses delivered nontraditionally in light of best practices. [Academic Affairs and Graduate Council]* The University is currently initiating the search process for a Director of Distance Education. Part of the position responsibilities will be to work collaboratively with the academic colleges, Provost's Office, and appropriate governance groups to review the Higher Learning Commission-North Central Association of Colleges and Schools' *Best Practices for Electronically Offered Degree and Certificate Programs* in order to develop Western Illinois University's standards of excellence and assessment guidelines for distance education.
2. *Exploring the possibility of expanding graduate programs that can be completed during summer sessions and are offered using a weekend cohort structure.*
  - a. The Quad Cities Academic Program Planning Committee, consisting of Associate Deans from each of the academic colleges and support staff, have been charged with working with program faculty to explore, where appropriate, the possibility of expanding graduate programs that can be completed during summer sessions and are offered using a weekend cohort structure.

**H. Responsiveness to Students**

1. *Find ways to support the educational goals of non-traditional students while maintaining consistent standards for participation and involvement in the educational process. [Academic Affairs, Student Services, Foundation, Development, CAGAS, and Board of Trustees]*
  - The Center for Innovation in Teaching and Research is automating the Board of Trustees degree so that it is fully online.

Table 4  
Higher Values in Higher Education Actions In Progress  
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- Pending Illinois Board of Higher Education approval, new bachelor's and master's degree programs in Liberal Arts and Sciences will be offered to meet the unique needs of non-traditional and traditional students on the Macomb and Quad Cities campuses.

## II. PERSONNEL

### *A. Faculty*

### *B. Staff and Administration*

1. *Explore the pros and cons of a system of performance-based salary increases for non-collective bargaining employees. [President, Vice Presidents, Civil Service Employees Council, and Council of Administrative Personnel]* Human Resources has begun to develop a comprehensive compensation program, including pay for exceptional performance. Several staff members attended a workshop facilitated by World at Work to assist in the development of a comprehensive compensation program. To date, the compensation team has constructed a modified system for the establishment of base pay, and the Performance Committee has developed a pay structure based on performance. Development of the pay for performance concept will continue in Fiscal Year 2008.
2. *Further develop and support clearly structured training and development opportunities for staff and administration. [Vice Presidents and Human Resources]* During Fiscal Year 2008, Human Resources will establish a Training and Development Advisory Committee with Civil Service employees from various departments to give feedback on training needs and issues.

## III. TEACHING AND INSTRUCTION

1. *Develop clearer technology support in order to enhance instructional needs. [Institutional Technology Committee, Deans, and Chairs]* During Fiscal Year 2008, the Assistant to the President for Planning, Budget, and Institutional Research will work with the Deans to develop distributed technology support agreements, i.e., roles and responsibilities of University technology and college support specialists. Methods of technology support will be articulated to end users.

## IV. RESEARCH AND SCHOLARLY/CREATIVE ACTIVITIES

1. *Expand the summer stipend and the University Research Council programs and establish additional means by which to support research and scholarly/creative activities. Enhance the assessment of projects to ensure that they contribute to the scholarly activities of the University. [Provost, Advancement and Public Services, Foundation, Development, Faculty Development, and Office of Sponsored Projects]* Pending ratification, the recently negotiated contract between the University Professionals of Illinois and Western Illinois University has provisions to strengthen support for research and creative activities through a new system for Professional Achievement Awards.
2. *Expand the visiting scholars/artists program. [Advancement and Public Services, Provost, Colleges, and Departments]* The Provost and Academic Vice President created a program to support housing for visiting international scholars in Fiscal Year 2007.

## V. PUBLIC SERVICE

### *A. Public Service/Outreach*

1. *Develop the agility to respond to the emerging needs of the State of Illinois, including the Governor's initiatives, P-16 initiatives, and area economic development plans. [Vice Presidents, Deans, and Directors]*

Table 4  
Higher Values in Higher Education Actions In Progress  
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- The Assistant to the President for Planning, Budget, and Institutional Research; Assistant Director of the Physical Plant; and the Assistant to the Vice President for Student Services all serve on the City of Macomb's Comprehensive Economic and Capital Development Team.
  - The Assistant to the President for Planning, Budget, and Institutional Research; Assistant Director of the Physical Plant; Associate Provost for Western Illinois University-Quad Cities; and the Dean of the College of Business and Technology all serve on economic development teams for the City of Moline.
  - Western Illinois University has applied for Fiscal Year 2008 state funding to support preschool teacher certification in the Quad Cities and nursing education in Macomb. Both initiatives are high priority initiatives identified by the Illinois Board of Higher Education.
  - The Western Survey Research Center (WSRC) is involved in multiple projects, including the Illinois Rural Life Poll, awareness of the role and purpose of the Department of Natural Resources, and continuing collaboration with the City of Macomb and Entrepreneurial Center. Additionally, the WSRC is consulting with the City of Colchester, Illinois, in the development of a new tax proposal to manage local parks and create a park district.
2. *Create opportunities for increasing public involvement in cultural, intellectual, and educational activities. [Marketing, University Relations, Vice Presidents, Deans, Directors, and Chairs]*
- Western Illinois University received state planning money for the new Performing Arts Center on the Macomb campus and the first building on the Quad Cities Riverfront Campus. The University continues to pursue construction funding for these projects and is self-financing construction of the new Multicultural Center on the Macomb campus. All three new facilities will provide new venues that create opportunities for increasing public involvement in cultural, intellectual, and educational activities.
  - A proposal for Western Illinois University to offer the Bachelor of Science in nursing in cooperation with academic and institutional partners, Spoon River College, Carl Sandburg College, John Wood College, Graham School of Nursing, Blessing-Reiman, and McDonough District Hospital, is pending Illinois Board of Higher Education approval.

## VI. UNIVERSITY INFORMATION AND TECHNOLOGY

### A. Library

1. *Improve the University's appropriate and innovative use of information resources. [Institutional Technology Committee, Deans, Chairs, Departments, Colleges, Directors, and Vice Presidents]*  
During academic year 2007-2008, University Libraries will:
- Open the Media and Digital Commons, featuring Malpass Mocha Café, a state-of-the-art demonstration classroom for the comprehensive campaign, high technology media equipment, the Center for Innovation in Teaching and Research, and improved technology services.
  - Open the Faculty Lounge on the fifth floor that will include technology workspace and a small conference room.
  - Implement a laptop checkout program within the Library.
  - Create Western Illinois University's Digital Library starting with 6,000 photographs and anticipating the creation of a Camp Ellis regional digital library.
  - Improve efficiencies in library operations in the areas of interlibrary loan, cataloging, acquisitions, audio-visual, and circulation.

### B. Technology

#### Actions in Progress

Table 4  
Higher Values in Higher Education Actions In Progress  
As of August 15, 2007

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1. Through implementation of the *Institutional Strategic Plan for Technology at Western Illinois University*, University Technology will:
  - Develop centralized support for classroom technology and equipment;
  - Agree upon and clearly articulate university, college, and departmental technology support roles and responsibilities.
  - Implement three-year classroom, laboratory, and office technology capitalization/rotation plans, including replacing all equipment purchased before 2000 and bringing all classrooms to minimum technology standards with current equipment by the end of Fiscal Year 2011.
  - Complete the fiber loop on the Macomb Campus.
  - Implement wireless solutions in common areas and green spaces.
  - Establish a fiber connection between the Macomb and Quad Cities campuses.
  - Complete demonstration, state-of-the-art classrooms for the comprehensive campaign.
  - Initiate podcasting and clicker technology.
  - Support the academic community in developing a distance learning plan for the University.
  - Continue to centrally locate servers. .
  - Complete the institutional transition to Zimbra.

## VII. PHYSICAL ENVIRONMENT

### *A. University Improvements*

1. *Secure funding for the construction of a Performing Arts Center for WIU-Macomb. [President, Vice Presidents, Foundation, Development, and Board of Trustees]* Western Illinois University continues to aggressively pursue state funding for the Performing Arts Center on the Macomb Campus. It is the highest priority on the University's capital funding request to the State of Illinois.
2. *Secure funding for the expansion of WIU-Quad Cities. [President, Vice Presidents, Foundation, Development, and Board of Trustees]* Western Illinois University continues to aggressively pursue state funding for the Quad Cities Riverfront Campus. It is the second priority on the University's capital funding request to the State of Illinois.
3. *Conduct an audit of all University facilities and infrastructure to determine life-cycle and replacement needs of equipment and ancillary structures. [Vice President for Administrative Services, Physical Plant, and Auxiliary Facilities System]* During Fiscal Year 2008, under the leadership of the Director of the Physical Plant, Western Illinois University will complete an audit of all University facilities and infrastructure to determine life-cycle and replacement needs of equipment and ancillary structures.
4. *Continue to work in partnership with the City of Macomb and other governmental agencies to improve the access and entranceways to campus. [Vice President for Administrative Services, Macomb and local legislators]*
  - The Vice President for Administrative Services and the Director of the Physical Plant continue to collaborate with Trustee Epperly on improving the appearance of University Drive and the Lamoine River with lighting upgrades and environmentally friendly landscaping.
  - The Assistant to the President for Planning, Budget and Institutional Research; Assistant Director of Physical Plant; and the Assistant to the Vice President for Student Services all serve on the City of Macomb's Comprehensive Planning Team that is developing a comprehensive plan for the city's future physical development, which includes access and entranceways to campus.

Table 4  
Higher Values in Higher Education Actions In Progress  
As of August 15, 2007

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- The President for Planning, Budget and Institutional Research and Assistant Director of Physical Plant serve on the City of Moline's planning teams which are coordinating the construction of the new all weather road immediately south of the new Western Illinois University-Quad Cities Riverfront Campus and streetscape enhancements to 34<sup>th</sup> Street and River Drive, which are the east and north boundaries of the new campus.

### ***B. Environmental Impact and Sustainability***

1. *Incorporate a purchasing preference for recycled and environmentally-friendly products. [Vice President for Administrative Services]* The Director of Purchasing is working with the Campus Sustainability Committee to develop Green Purchasing Guidelines for Western Illinois University and the President's cabinet approval.
2. *Decrease solid waste production and improve the recycling program. [Vice President for Administrative Services, Auxiliary Facilities System, and Campus Community]* Western Illinois University will continue annual participation in RecycleMania. When a state budget is approved for Fiscal Year 2008, \$10,000 will be transferred from the Master Plan account to purchase additional recycling containers.
3. *Conduct an energy audit and seek ways to improve energy efficiency and water conservation. [Physical Plant and Campus Community]*
  - Through the leadership of the Physical Plant Director and the University Utilities Committee, the University will continue to implement priorities from the University's *Comprehensive Energy Management Strategy*.
  - The Director of Physical Plant and the Director of the University Budget Office will co-chair development of a comprehensive utilities infrastructure master plan to be developed during academic year 2007-2008.
4. *Review transportation systems in light of health, safety, and environmental issues with particular attention to the use of all vehicles and vehicular traffic. [Vice President for Administrative Services, Vice President for Student Services, Transit System, and University Garage]* Transformation of Dr. C.T. Vivian Way into a pedestrian plaza is designed to minimize pedestrian-vehicular conflict.
5. *Evaluate sources of pollution, consider prevention and reduction, and pursue mitigation. [Vice President for Administrative Services and Vice President for Student Services]* Physical Plant is currently testing hybrids in the University's fleet to further reduce use of fossil fuels, and GoWest is testing five-percent biodiesel to future reduce particulate emissions.

## **VIII. UNIVERSITY PARTNERS**

### ***A. Alumni***

1. *Develop programs that encourage alumni to share their experiences and expertise with students, on and off campus. [Alumni Programs, Academic Affairs, and Student Services]*
  - Alumni Programs is developing an alumni database displaying alumni speaking engagements and alumni interested in supporting speaking engagements, mentoring, internships, and event hosting.
  - Alumni Programs is redesigning its awards program, so recipients will be asked to come back to receive their awards and speak with students.
2. *Develop a coordinated plan to link international alumni to campus. [Alumni Programs and Center for International Studies]* In spring 2007, President Goldfarb visited Asia to engage over 100 alumni in Japan, Korea, and Taiwan. University representatives will complete a Russian visit with the same purpose in summer 2007, and plans are being developed for future international engagements with alumni.

Table 4  
Higher Values in Higher Education Actions In Progress  
As of August 15, 2007

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**B. Western Illinois University Board of Trustees**

**C. Macomb and Quad Cities Communities**

**D. Development**

1. *Design a new capital campaign focused on priorities identified in the University Strategic Plan. [Advancement and Public Services, Foundation, Development, Foundation Board, President, Vice Presidents, Deans, Chairs, and Directors] The University is currently hiring a new development director for Western Illinois University-Quad Cities, director of campaign support services, and director of prospect research and management.*
2. *Further the interface/integration of college/unit and central development office fundraising efforts. [University Relations, Marketing, Integrated Marketing Committee, Deans, Directors, Chairs, President, Vice Presidents, and Associate Provost for Quad Cities] Annual goals of increasing alumni donor participation from 12 to 18 percent and raising \$6.5 million in gifts and pledges have been established.*

**E. Marketing/Communications**

1. *Develop ways to tie University history and culture into campus programming. [President, Vice Presidents, Associate Provost for Quad Cities, University Relations, Marketing, and Integrated Marketing Committee] During academic year 2007-2008, Advancement and Public Services will coordinate events celebrating Western Illinois University's 50 years as a university.*

Table 5  
Higher Values in Higher Education Actions Not Started  
As of August 15, 2007

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## **I. STUDENTS**

### ***A. Student Recruitment and Admissions***

### ***B. Student Body Quality and Diversity***

1. *Revise the process of admission so that requirements reflect the characteristics of successful Western Illinois University students (i.e., ACT, class rank, high school core courses, and community service). [Admissions, CAGAS and Faculty Senate]*
2. *Review core specific requirements for admission, in light of our goal to create a student body of high achieving students. [Admissions, CAGAS and Faculty Senate]*
3. *Increase the proportion of incoming freshmen that graduate from the upper third of their classes by 10% by Fall 2006. [Admissions and Academic Affairs] Values have decreased from 22 percent to 20 percent.*
4. *Increase by 10% the number of students who have ACT scores above 23 by Fall 2006. [Admissions and Academic Affairs] Values have decreased from 35 percent to 30 percent.*
5. *Increase by 10% the proportion of incoming freshmen with grade point averages of 3.0 or better in college preparation courses by Fall 2006. [Admissions and Academic Affairs] The percent of incoming freshmen with grade point averages of 3.0 or higher decreased from 49 percent to 47 percent.*

### ***C. Initiatives to Increase Retention and Graduation Rates***

### ***D. Special Initiatives to Enhance the Educational Experience and Personal Growth of Students***

### ***E. Campus Life***

1. *Develop an expectation of civic engagement for all students. [Academic Affairs, Student Services, and Faculty Senate]*
2. *Aggressively support activities that increase interaction among students of all levels and diverse backgrounds. [Student Services and Academic Affairs]*

### ***F. Excellence in Undergraduate Programs***

1. *Seek appropriate ways for graduate programs to contribute to undergraduate education, i.e., shared research. [Graduate Council]*
2. *Explore the consequences posed by internet classes to the residential campus experience. [Academic Affairs, UPI, and Distance Education]*
3. *Evaluate the use of service learning pedagogy in the undergraduate program and establish a structure for service learning if appropriate. [Provost, Deans, Colleges, Departments, and Volunteer Center]*
4. *Ensure that computer literacy is an integral part of the undergraduate experience and that our graduates have mastered the use of informational technologies. [Academic Affairs and Faculty Senate]*

### ***G. Excellence in Graduate Programs***

### ***H. Responsiveness to Students***

Table 5  
Higher Values in Higher Education Actions Not Started  
As of August 15, 2007

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**II. PERSONNEL**

*A. Faculty*

*B. Staff and Administration*

**III. TEACHING AND INSTRUCTION**

**IV. RESEARCH AND SCHOLARLY/CREATIVE ACTIVITIES**

1. *Establish the scholar-, expert-, or artists-in-residence program. Define campus resources and structures necessary to support an in-residence program and create a plan for a meaningful experience for the campus community. [Advancement and Public Services, Provost, Colleges, and Departments]*

**V. PUBLIC SERVICE**

1. *Clarify WIU's public service mission to determine that current and future activities are linked to the mission and core values of the University. [Vice Presidents, Deans, and Directors]*
2. *Continue to seek national and international opportunities for faculty, staff, and students to become involved in addressing training and professional development needs. [Vice Presidents, Deans, Directors, and Chairs]*

**VI. UNIVERSITY INFORMATION AND TECHNOLOGY**

*A. Library*

*B. Technology*

**VII. PHYSICAL ENVIRONMENT**

*A. University Improvements*

1. *Continue to work with the City of Macomb to improve housing quality in the areas near campus through regulation and cooperation. [Vice President for Student Services, Macomb, Student Tenant Union, Student Government Association, and Community and University Police Partnership]*

*B. Environmental Impact and Sustainability*

1. *Develop and begin to implement a plan to address any identified deficiencies. [President and Vice Presidents]*

**VIII. UNIVERSITY PARTNERS**

*A. Alumni*

*B. Western Illinois University Board of Trustees*

Table 5  
Higher Values in Higher Education Actions Not Started  
As of August 15, 2007

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1. *Assist with University efforts to achieve governmental and external funding for the plan. [Board of Trustees]*
2. *Assist University with local, regional, and statewide constituencies to achieve support for the plan. [Board of Trustees]*

***C. Macomb and Quad Cities Communities***

1. *Where appropriate, involve community members to help transition newcomers to the University. [President, Vice Presidents, Macomb and Quad Cities Chambers of Commerce, NAACP, school districts, hospitals, Faculty Development, and Human Resources]*

***D. Development***

***E. Marketing/Communications***