

FISCAL YEAR 2006
STRATEGIC PLAN UPDATE
OFFICE OF PLANNING, BUDGET AND
INSTITUTIONAL RESEARCH

WESTERN ILLINOIS UNIVERSITY
BOARD OF TRUSTEES MEETING
SEPTEMBER 8, 2006

OVERVIEW

Western Illinois University is engaged in comprehensive planning, budgeting, and accountability reporting processes to advance the goals and priorities in the University's Strategic Plan, *Higher Values in Higher Education*. These integrated processes are helping the University become the leading comprehensive university in the United States and successfully achieve objectives contained in the statewide strategic plan for higher education, *The Illinois Commitment: Partnerships, Opportunities, and Excellence*.

- **Planning:** The Assistant to the President for Planning, Budget, and Institutional Research provides the Western Illinois University Board of Trustees, campus and external communities with monthly updates on Strategic Plan actions and accomplishments. These Strategic Plan Updates are available from the University's homepage, www.wiu.edu.
- **Budgeting:** The President, Vice Presidents, and the Assistant to the President for Planning, Budget, and Institutional Research present to the campus community annual *Higher Values in Higher Education* accomplishments and plans. These strategic planning sessions are the basis for resource allocation at the University, divisional, and departmental levels.

At annual summer retreats, the Western Illinois University Board of Trustees; President; Vice Presidents; and Assistant to the President for Planning, Budget, and Institutional Research review strategic directions for continued successful implementation of *Higher Values in Higher Education*. From these summer retreats, staff members prepare annual appropriated budget recommendations (operating and capital), all-funds budgets, and departmental budget allocations for Western Illinois University Board of Trustees and Illinois Board of Higher Education approval.

- **Accountability Reporting:** The Assistant to the President for Planning, Budget, and Institutional Research provides the Western Illinois University Board of Trustees and campus governance groups (Civil Service Employees Council, Council of Administrative Personnel, Faculty Council, Faculty Senate, and Student Government Association-Macomb and Moline) from both campuses with an annual *Strategic Plan Update* and *Performance Report*. The Western Illinois University Board of Trustees also receives quarterly budget and financial (revenue and expenditure) reports.

FISCAL YEAR 2006 STRATEGIC PLAN UPDATE

Planning

Since September 2005, at the request of Western Illinois University Board of Trustees Chairperson Houston, monthly *Strategic Plan Updates* have been presented to the Western Illinois University Board of Trustees, and these updates are posted and archived on the University homepage. A summary of the topics presented in the *Strategic Plan Updates* for academic year 2005-2006 was presented in the May 12, 2006, *Strategic Plan Update*. This *Update* focused on annual Strategic Plan accomplishments and goals for the next academic year.

Academic year 2005-06 accomplishments indicated that Western Illinois University:

- Provided a market equity salary adjustment program for non-negotiated staff.
- Investigated global challenges and personal responsibilities through American Democracy Project participation, campus theme programming, and the First Year Experience.

- Acquired additional state operating funding for Fiscal Year 2007 and planning funding for the architectural and engineering work on the new Western Illinois University-Macomb Performing Arts Center and the new Western Illinois University-Quad Cities Riverfront Campus.
- Achieved statewide recognition as a best practice institution from the Illinois Board of Higher Education for the First Year Experience and the corresponding new orientation program for all incoming students.
- Served as a national benchmark for the retention of low-income and first-generation students, according to the Pell Institute for the Study of Opportunity in Higher Education.
- Hosted an inaugural Future of Higher Education conference for academic leadership from Midwestern comprehensive colleges and universities, in partnership with community colleges, private institutions of higher education, and key civic leaders, to address issues of college access and affordability.
- Established ten full (tuition, fees, room and board) Western Illinois University Board of Trustees scholarships for the highest achieving and accomplished students on our two campuses.
- Implemented the University's first doctoral program in Educational Leadership.
- Received national recognition as a Best Value Undergraduate Institution by *The Princeton Review* and a Top Tier Institution by *U.S. News and World Report*.
- Initiated Western Illinois University-Macomb campus master planning.
- Completed Western Illinois University-Quad Cities campus master planning.
- Integrated current and planned construction projects—including the Alfred D. Boyer Baseball Stadium, the Duplication and Publication Services and Property Control Building, Hanson Field, Memorial Hall, Multicultural Center, Performing Arts Center, and the Western Illinois University-Quad Cities Riverfront Campus—with the newly developing/developed campus master plans.
- Continued the development of the infrastructure to support the University's next comprehensive campaign.

Academic Year 2006-2007 plans include:

- Continuing with actions to provide faculty and staff salaries that meet and exceed the mean of peer institutions.
- Meeting admissions goals on both Western Illinois University campuses.
- Establishing a Bachelor of Liberal Arts and Sciences, an Executive M.B.A., a Master of Engineering Management/Technology at Western Illinois University-Quad Cities, and Nursing at Western Illinois University-Macomb.
- Creating and implementing a strategic plan for the efficient acquisition, application, and use of distance learning technology.
- Pursuing additional funding for student financial aid and scholarship support.
- Modifying the First Year Experience and corresponding orientation programs based on the assessment of student learning outcomes and the evaluation of program effectiveness.
- Preparing for the next comprehensive campaign.
- Implementing a strong, integrated marketing campaign for the Macomb and Quad Cities campuses.

- Completing the Western Illinois University-Macomb Master Plan and, pending Western Illinois University Board of Trustees approval, implementing the Western Illinois University-Quad Cities Riverfront Campus Master Plan.
- Partnering with our host communities in economic development, urban/rural renewal, and environmental sustainability.
- Seeking state funding for our highest capital priorities (the Performing Arts Center at Western Illinois University-Macomb and the new Western Illinois University-Quad Cities Riverfront Campus) for maintaining and modernizing the University’s existing facilities and infrastructure.

Budgeting

Presented for approval at today’s Western Illinois University Board of Trustees meeting are the University’s *Fiscal Year 2008 Budget Recommendations* (operating and capital) to the Illinois Board of Higher Education, Western Illinois University’s *Fiscal Year 2007 All-Funds Budget*, and *Fiscal Year 2007 Departmental Budget Allocations*. The Board will also be reviewing the *Budget and Financial Data for the Period Ended June 30, 2005*. Close collaboration across all vice presidential divisions and the president’s office facilitates institutional all-funds budgeting and allows Western Illinois University to successfully advance the ambitious goals and priorities of *Higher Values in Higher Education*.

Accountability Reporting

Higher Values in Higher Education has a total of 146 measurable action items. The number of Strategic Plan actions and accomplishments are considerably higher than what was reported to the Western Illinois University Board of Trustees in the *Fiscal Year 2005 Strategic Plan Update*. These increases were anticipated. Starting last summer, implementation of Strategic Plan actions was moved from *ad hoc* implementation teams to areas of administrative responsibility, where appropriate. This migration strategy holds administrators publicly accountable to advancing the University’s highest priorities and goals. Additionally, many administrators continue to use *ad hoc* implementation groups to support idea generation and Strategic Plan implementation. Campus Action Planning Teams with governance group representation have been implemented on both Western Illinois University campuses to ensure that the University’s strategic planning process remains inclusive and transparent to all members of the campus community.

	<u>Number</u>	<u>Percent</u>
<u>Accomplishments</u>		
FY 2005	74	50.7%
FY 2006	107	72.8%
<u>Plans</u>		
FY 2006	41	28.1%
FY 2007	111	75.5%

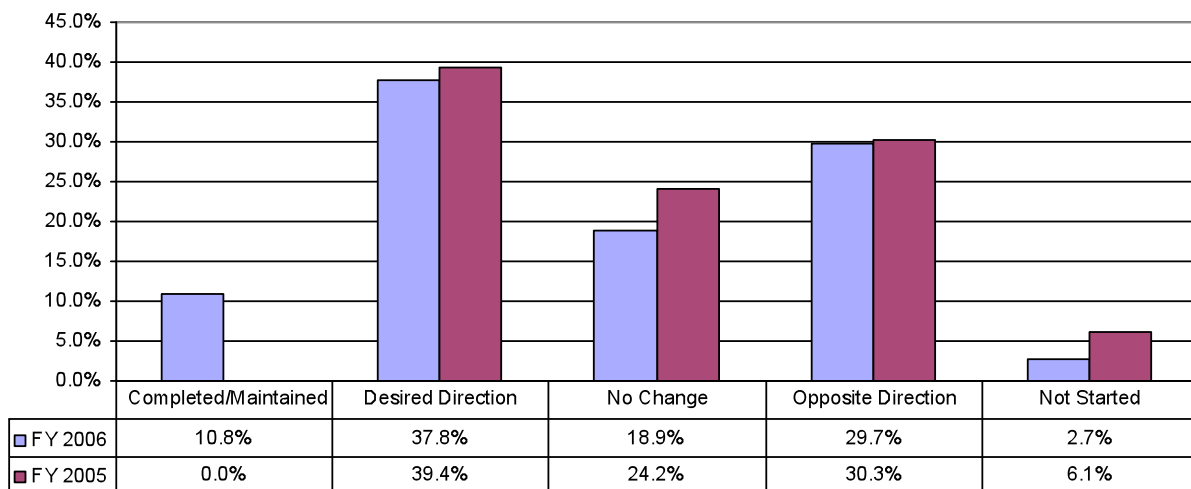
In providing the Western Illinois University Board of Trustees detailed strategic planning and accomplishments, Table 1 (attached) displays the number of Fiscal Year 2006 accomplishments and Fiscal Year 2007 plans related to *Higher Values in Higher Education* by goal area. Table 2 (attached) specifically identifies which of the University’s strategic plan actions have Fiscal Year 2006 accomplishments and/or Fiscal Year 2007 plans. The President; Vice Presidents; and Assistant to the President for Planning, Budget and Institutional Research shared this information with the campus community during the third annual public budget presentations held on the Macomb campus April 19-20, 2006. Summaries were also discussed at the Western Illinois University Board of Trustees retreat on July 6-7, 2006.

Included in *Higher Values in Higher Education* is a subset of 37 quantitative performance indicators that—as approved during academic year 2004-2005 by all University-wide governance groups at both Western Illinois University campuses, the Western Illinois University’s Executive Council of University Professionals of Illinois, the Deans, and the President’s Cabinet 5—provides a summary of institutional progress on implementation of the goals and priorities of *Higher Values in Higher Education* and the

statewide strategic plan for higher education, *The Illinois Commitment: Partnerships, Opportunities, and Excellence*.

The figure below shows that that Fiscal Year 2006 represents the first year that *Higher Values in Higher Education* performance indicators have been successfully completed/maintained. Specifically, Western Illinois University received alumni satisfaction ratings (for the class of 2000 surveyed five years after graduation) above 90 percent in eight targeted areas, the total cost of instruction and administrative and support costs per credit hour are below statewide averages, and the University internally reallocated at least one percent of its total appropriation to its highest priorities and goals.

The figure below also shows that Western Illinois University is well on the way to achieving the vision of *Higher Values in Higher Education* and becoming the leading comprehensive university in the United States. During a year of no new state support for higher education, the University was able to maintain and enhance approximately two-thirds (67.5 percent) of the performance indicators from *Higher Values in Higher Education*, supporting successful implementation of *The Illinois Commitment*. Table 3 (attached) summarizes the change in each of the 37 performance indicators supporting *Higher Values in Higher Education* and *The Illinois Commitment*. Specific University accomplishments on these measures for Fiscal Year 2006 are discussed in the University's *Fiscal Year 2006 Performance Report*.



Next Steps

Higher Values in Higher Education is clearly guiding the University's academic and administrative planning processes. The new *Western Illinois University-Quad Cities Riverfront Campus Master Plan* also links physical planning with institutional strategic planning. The newly developing *Western Illinois University-Macomb Master Plan* will do the same. As successful as *Higher Values in Higher Education* has been, academic year 2007-08 will mark the fourth year of implementation. It is at this point that the Strategic Plan should be reviewed and revised by the campus community to respond to changing circumstances, and revision of the Strategic Plan will guide future institutional accreditation efforts.

Therefore, summarized below is a multiyear planning agenda for Western Illinois University. University planning will be supported by strong divisional, college, and departmental plans that support the vision, mission, values, priorities, and goals of the University.

Academic Year 2006-2007:

- Complete the Western Illinois University-Macomb Master Plan;

- Continue implementation of the Western Illinois University-Quad Cities Master Plan; and
- Development/implement an institutional strategic plan for technology that coordinates the efficient acquisition, utilization, and application of technology at both Western Illinois University campuses to support the *University Mission Statement* and *Higher Values in Higher Education*.

Academic Year 2007-2008:

- Update *Higher Values in Higher Education*; and
- Complete a facilities condition assessment on the Macomb campus of all University facilities and infrastructure to quantify recommendations of the Master Plan and determine life-cycle/replacement needs of equipment and ancillary structures.

Academic Years 2008-2009 Through 2010-2011:

- Complete institutional accreditation self-study from the Higher Learning Commission-North Central Association of Colleges and Schools and host the site visitation. Also use the accreditation self-study to identify the strengths, challenges, and opportunities of *Higher Values in Higher Education* to support the next updating of the plan.
- Update the University's Strategic Plan for Technology.

Academic Year 2012-2013:

- Update *Higher Values in Higher Education* and the Western Illinois University-Quad Cities Master Plan.

Academic Year 2013-2014:

- Update the Western Illinois University-Macomb Master Plan.

Next steps in budgeting are to continue institutional commitments to all-funds budgeting and reporting. This has been key to the continued successful implementation of *Higher Values in Higher Education*. At the same time, it will be important to ensure that the newly developing comprehensive campaign is aligned to donor interests and the University's goals and priorities.

Next steps in accountability reporting include continuing monthly Strategic Plan Updates, revising the Strategic Plan Web site, and sharing the *Fiscal Year 2007 Performance Report* with the Western Illinois University Board of Trustees and all other campus governance groups at both campuses (fall 2007). Next steps in accountability reporting also include completing the fourth annual public budget presentations and providing strategic planning updates to the Board of Trustees and all other campus governance groups at both campuses (spring 2007). Together, we will achieve the vision, goals, and priorities of *Higher Values in Higher Education*.

Table 3
 One-Year Change in Western Illinois University Performance Indicators
 Fiscal Year 2006 Reporting Compared to Fiscal Year 2005 Reporting

<u>Illinois Commitment Policy Area/Goal</u>	<u>Completed/ Maintained</u>	<u>Desired Direction</u>	<u>No Change</u>	<u>Opposite Direction</u>	<u>Data Not Available</u>
Total All Performance Indicators	<u>4</u>	<u>14</u>	<u>7</u>	<u>11</u>	<u>1</u>
Policy Area One: Economic Growth	<u>0</u>	<u>3</u>	<u>2</u>	<u>2</u>	<u>0</u>
1.1 Alumni Employed/Enrolled One Year After Graduation			X		
1.2 WIU-Macomb Enrollment		X			
1.3 WIU-Quad Cities Enrollment				X	
1.4 Annual Alumni Giving Rates			X		
1.5 External Funding for Scholarly Activities				X	
1.6 Performing Arts Center Funding		X			
1.7 WIU-QC Riverfront Campus Funding		X			
Policy Area Two: P-20 Partnerships	<u>0</u>	<u>1</u>	<u>0</u>	<u>1</u>	<u>0</u>
2.1 Students Completing Initial Certification				X	
2.2 Diversity of Teacher Education Graduates		X			
Policy Area Three: Affordability	<u>0</u>	<u>2</u>	<u>0</u>	<u>1</u>	<u>1</u>
3.1 Net Price of Attendance (Information reporting only)					
3.2 Percent of Students Graduating "On Time"		X			
3.3 Percent of Graduates with Loans		X			
3.4 Average Debt Load of Graduates				X	
3.5 Endowment Raised and Restricted to Financial Aid					X
Policy Area Four: Access and Diversity	<u>0</u>	<u>3</u>	<u>1</u>	<u>1</u>	<u>0</u>
4.1 Baccalaureate Degree Completion by Race and Gender			X		
4.2 Mean ACT Scores of New Students				X	
4.3 Freshmen Retention Rates		X			
4.4 Minority Freshmen Retention Rates		X			
4.5 Minority Undergraduate Enrollment		X			
Policy Area Five: High Quality	<u>1</u>	<u>3</u>	<u>2</u>	<u>4</u>	<u>0</u>
5.1 Alumni Satisfaction Ratings	X				
5.2 Pass Rates on Certification Examinations				X	
5.3 Freshmen from Top 25% of Their Graduating Class			X		
5.4 ACT Averages Compared to National Norms				X	
5.5 ACT Interquartile Range				X	
5.6 Percent of Freshmen with ACT Scores of 23 or Higher				X	
5.7 Percent of Freshmen with Grade Point Averages > 3.0		X			
5.8 Percent of Transfer Students with Associates Degrees			X		
5.9 National Survey of Student Engagement Results		X			
5.10 Undergraduate Class Size Distributions		X			
Policy Area Six: Accountability and Productivity	<u>3</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>0</u>
6.1 Cost of Instruction per Credit Hour	X				
6.2 WIU-Macomb Graduation Rates		X			
6.3 WIU-Quad Cities Graduation Rates				X	
6.4 Administrative and Support Costs	X				
6.5 Faculty Salaries			X		
6.6 Civil Service Salaries				X	
6.7 Administrative and Professional Salaries			X		
6.8 Internal Reallocations	X				
6.9 Capital Renewal Expenditures		X			

Table 1
Number and Percent of Fiscal Year 2006 Accomplishments and Fiscal Year 2007 Plans
Related to *Higher Values in Higher Education Goals*

		Number of Actions	Fiscal Year 2006 Accomplishments		Fiscal Year 2007 Plans	
			Number	Percent	Number	Percent
Total Results		<u>147</u>	<u>107</u>	<u>72.8%</u>	<u>111</u>	<u>75.5%</u>
Strategic Plan Goal						
I A.	Achieve optimum enrollment.	5	3	60.0%	3	60.0%
I B.	Create a student body of high achieving and diverse students.	10	4	40.0%	3	30.0%
I C.	Provide support services to encourage student success and increase retention and graduation rates.	10	10	100.0%	9	90.0%
I D.	Expand student learning and growth through opportunities that blend classroom learning and campus life.	5	4	80.0%	4	80.0%
I E.	Create a campus environment that supports a wide range of student interests and provides opportunities for leadership development and personal growth.	10	9	90.0%	9	90.0%
I F.	Achieve excellence in undergraduate education.	16	8	50.0%	9	56.3%
I G.	Achieve excellence in graduate education.	14	6	42.9%	8	57.1%
I H.	Respond to student concerns with a culture of responsiveness at all service points.	8	5	62.5%	6	75.0%
II A.	Attract, recruit, retain and develop an excellent faculty representative of the diverse and global society.	5	5	100.0%	5	100.0%
II B.	Develop and foster a superior staff and administration that is responsive, effective, and efficient in supporting the institution's mission, values, and objectives.	7	7	100.0%	6	85.7%
III.	Assist the faculty in making a career-long commitment to high quality teaching.	7	6	85.7%	6	85.7%
IV.	Encourage and support research and scholarly/creative activities.	6	5	83.3%	5	83.3%
V.	Reach out to the region, the state of Illinois and beyond by serving as a vital economic, educational, cultural and social resource.	5	4	80.0%	4	80.0%
VI A.	Acquire, process, make accessible, and interpret information resources.	3	3	100.0%	3	100.0%
VI B.	Develop and implement a strategic plan that coordinates the efficient acquisition, utilization and application of technology.	4	4	100.0%	4	100.0%
VII A.	Expand and improve facilities to meet the needs of university constituencies and reflect the core values of the University.	8	6	75.0%	6	75.0%
VII B.	Improve the University's commitment to environmental sustainability.	7	5	71.4%	6	85.7%
VIII A.	Identify additional ways to maintain alumni involvement and increase their commitment to and partnership with the university community.	5	4	80.0%	3	60.0%
VIII B.	Assist the university in the implementation of the strategic plan.	4	3	75.0%	3	75.0%
VIII C.	Further cultivate positive relationships between our campuses and host communities.	3	1	33.3%	3	100.0%
VIII D.	Assist the university in addressing its strategic initiatives.	2	2	100.0%	2	100.0%
VIII E.	Further develop consistent and integrated university marketing initiatives.	3	3	100.0%	2	66.7%

Table 2
Fiscal Year 2006 Accomplishments and Fiscal Year 2007 Plans
Related to *Higher Values in Higher Education Goals*

Strategic Plan Goals	FY 2006 Accomplishments	FY2007 Plans
I A. Achieve optimum enrollment.	3	3
1 Develop a universitywide plan for recruitment that: a) attracts a well-qualified, diverse student body; b) involves the entire university and advances the campus' overall goals and objectives; c) offers greater on-site admissions opportunities (fairs, receptions) in the Chicago area; and d) involves current students and alumni where appropriate.	X	X
2 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.	X	X
3 Target 12,500 students at WIU-Macomb and increase enrollment at WIU-Quad Cities to 3,000 students by 2008 while maintaining our historically low student/teacher ratio.	X	X
4 Ascertain the appropriate mix of graduate and undergraduate students at both campuses.		
5 Increase, in selected programs, the number of transfer students who have associate degrees. Identify and target programs through which transfer students would best be served.		
I B. Create a student body of high achieving and diverse students.	4	3
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, community service).		
2 Review core specific requirements for admission, in light of our goal to create a student body of high achieving students.		
3 Review the application evaluation process for students who do not meet the established admissions qualifications.	X	X
4 Integrate general admission and Office of Academic Services processes to define and implement a continuum of service that responds to student needs.		
5 Increase the proportion of incoming freshmen who graduate from the upper third of their high school graduating class by 10 percent by Fall 2006.		
6 Increase by 10 percent the number of students who have ACT scores above 23 by Fall 2006.		
7 Increase by 10 percent the proportion of incoming freshmen with grade point averages of 3.0 or better in college preparation courses by Fall 2006.		
8 Continue to increase the proportional diversity of incoming students.	X	
9 Increase the size of the Illinois Centennial Honors College by focusing on promotion, retention, and the development of pre-professional programs.	X	X
10 Target fundraising efforts for scholarships and first-year students.	X	X
I C. Provide support services to encourage student success and increase retention and graduation rates.	10	9
1 Implement a comprehensive academic student support services system that strengthens the skills most needed for academic success.	X	X

Table 2
Fiscal Year 2006 Accomplishments and Fiscal Year 2007 Plans
Related to *Higher Values in Higher Education Goals*

<u>Strategic Plan Goals</u>	<u>FY 2006 Accomplishments</u>	<u>FY2007 Plans</u>
2: Create, through a collaboration of Academic and Student Support Services, a mandatory orientation program for all incoming freshmen and transfer students that addresses academic and social skills.	X	X
3: Review procedures and resources of Disability Support Services to better meet the needs of students.	X	X
4: Create an articulated set of first year experiences that assists students throughout their entire academic career.	X	X
5: Continually increase the graduation rate with a target for improvement of at least five percentage points by 2008.	X	X
6: In light of changes in the strategic plan, realign University procedures regarding grade appeals, graduation requirements, and academic standards.	X	
7: Develop a plan for enhancing the recruitment and integration into the campus community of international students and students from underrepresented groups.	X	X
8: Continue to develop and promote Gradtrac for eligible majors.	X	X
9: Continue to promote the cost guarantee program as the first of its kind and the most comprehensive of any state university in Illinois.	X	X
10: Increase the use of internal grants versus loans to assist students in need.	X	X
1 D. Expand student learning and growth through opportunities that blend classroom learning and campus life.	<u>4</u>	<u>4</u>
1: Create opportunities for students, faculty, and staff to have purposeful conversations about diversity and equality issues.	X	X
2: Formalize a committee to establish a Universitywide theme one year in advance. Encourage integration of a speaker series that develops the theme.	X	X
3: Integrate the University theme into the First Year Experience program and curricula.	X	X
4: Find new ways to utilize alumni and practicing professionals to enhance students' experiences (e.g., electronic mentors, career days).	X	X
5: Establish a scholar/expert-in-residence program of interdisciplinary interest and structure his/her work for meaningful involvement with departments/colleges/campus addresses.		
1 E. Create a campus environment that supports a wide range of student interests and provides opportunities for leadership development and personal growth.	<u>9</u>	<u>9</u>
1: Increase student participation in and appreciation of cultural, aesthetic, and intellectual events on campus	X	X
2: 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.	X	X

Table 2
Fiscal Year 2006 Accomplishments and Fiscal Year 2007 Plans
Related to *Higher Values in Higher Education Goals*

<u>Strategic Plan Goals</u>	<u>FY 2006 Accomplishments</u>	<u>FY2007 Plans</u>
3: Engage students in the life of the University and community by encouraging greater participation in structured out-of-class activities (theatre, music, athletics, student organizations, etc.).	X	X
4: Develop educational opportunities designed to raise awareness of environmental issues.	X	X
5: Develop strategies to encourage and support a service ethic in students.	X	X
6: Develop an expectation of civic engagement for all students.	X	X
7: Develop strategies to increase student participation in student governance.	X	X
8: Engage students in programs that foster and reinforce wellness.	X	X
9: Explore ways to encourage and strengthen shared governance and student participation in University decision making.	X	X
10: Aggressively support activities that increase interaction among students of all levels and diverse backgrounds.		
I F. Achieve excellence in undergraduate education.	8	9
1: Review the process by which new undergraduate degree programs are proposed.	X	X
2: Review the potential for expanded degree programs, such as a) B.B. in Supply Chain Management; b) B.B. in Construction Management; c) B.A. in Digital Photography or option in Digital Photography in the B.F.A. in Art; d) B.S. in Nursing; e) B.S. in Forensic Science; and f) Bachelor's degree in International Business.		
3: Explore new offerings for undergraduate programs in the Quad Cities.	X	X
4: Develop a plan for assessment that incorporates accreditation and influences curriculum revision.	X	X
5: Review student-advisor ratios in light of national norms to ensure that students are receiving the appropriate levels of attention		
6: Seek appropriate ways for graduate programs to contribute to undergraduate education, i.e., shared research.		
7: 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.	X	X
8: Explore the consequences posed by Internet classes to the residential campus experience.		
9: Develop Internet classes to the educational needs of site-bound students		X
10: Evaluate the use of service learning pedagogy in the undergraduate program and establish a structure for service learning if appropriate.		
11: Define goals for summer school and fund them appropriately.		
12: 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.		

Table 2
Fiscal Year 2006 Accomplishments and Fiscal Year 2007 Plans
Related to *Higher Values in Higher Education Goals*

<u>Strategic Plan Goals</u>	<u>FY 2006 Accomplishments</u>	<u>FY2007 Plans</u>
13: Focus multidisciplinary approaches to learning by developing curriculum and programs within Centers and Institutes.	X	X
14: Ensure that computer literacy is an integral part of the undergraduate experience and that our graduates have mastered the use of information technologies.		
15: Create an Institute for Environmental Studies.	X	X
16: Develop a Survey Research Center through partnerships between the Departments of Political Science, Sociology/Anthropology, Psychology, and the Illinois Institute for Rural Affairs.	X	X
I G. Achieve excellence in graduate education.	<u>6</u>	<u>8</u>
1: Revisit goals for graduate programs to include reviewing criteria and process for admission to the graduate school.		
2: Develop a plan for assessment that incorporates accreditation and influences curriculum revision.		X
3: Expand resources for graduate assistantships as a means of attracting a diverse and high quality pool of graduate students.		
4: Compare graduate assistant resources with comparable programs.		
5: Explore potential new graduate offerings at WIU-Quad Cities.	X	X
6: Explore the possibility of expanding graduate programs that can be completed during summer sessions and are offered using a weekend cohort structure.		X
7: Examine the special nature of the graduate faculty.		
8: Review the process by which new graduate degree programs are proposed	X	X
9: Review the potential for expanded degree programs, such as a) Ed.E in Educational Leadership; b) M.S. in Computer Information Systems; c) M.S. in Financial Mathematics; d) M.S. in Applied Mathematics; e) Post-baccalaureate certificate in Public Sector Management; f) Board of Trustees master's degree; and g) Terminal degree for Law Enforcement and Justice Administration.	X	X
10: Complete a benchmarking exercise process of every graduate program by 2005.	X	X
11: Assess programmatic quality of graduate courses delivered non-traditionally in light of best practices.	X	X
12: Improve opportunities to train teaching assistants about teaching strategies.	X	X
13: Define goals for summer school and fund appropriately.		
14: Review the potential for offering a cost guarantee for graduate school.	X	X
I H. Respond to student concerns with a culture of responsiveness at all service points.	<u>5</u>	<u>6</u>
1: Review and, where needed, clarify and enhance resources and procedures to address student concerns. Build better structures for better collaboration between the Student Assistance Center and advising resources.	X	X

Table 2
Fiscal Year 2006 Accomplishments and Fiscal Year 2007 Plans
Related to *Higher Values in Higher Education Goals*

Strategic Plan Goals	FY 2006 Accomplishments	FY2007 Plans
2: Develop procedures similar to program review for the University community to assess the various administrative units, services, and programs.	X	X
3: Conduct a comprehensive survey of student needs, behavior, and attitudes using the National Survey of Student Engagement (NSSE). Develop a strategy to respond to NSSE outcomes.	X	X
4: Develop a strategy to raise student awareness about financial aid and scholarship offerings.	X	X
5: Identify funding or seek new funds for students in need of short-term assistance.	X	
6: Find ways to support the educational goals of nontraditional students while maintaining consistent standards for participation and involvement in the educational process.	X	X
7: Provide educational opportunities for students to learn about financial responsibility and become more proactive in solving financial problems.		X
8: Develop strategies for reducing the amount of student indebtedness upon graduation.		X
II A. Attract, recruit, retain, and develop an excellent faculty representative of the diverse and global society.	<u>5</u>	<u>5</u>
1: Develop strategies to increase the recruitment and retention of faculty from targeted underrepresented groups.	X	X
2: 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 five years.	X	X
3: In light of the strategic goals of the University, University Professionals of Illinois 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.	X	X
4: Redesign faculty development to respond to the needs of faculty. Conduct regular needs analyses, establish priorities, and determine appropriate structure and funding.	X	X
5: Explore ways to encourage and strengthen shared governance and faculty participation in University decision making.	X	X
II B. Develop and foster a superior staff and administration that is responsive, effective and efficient in supporting the institution's mission, values, and objectives.	<u>7</u>	<u>6</u>
1: Develop strategies to increase the recruitment and retention of staff and administration from targeted underrepresented groups.	X	X
2: As the institution's top 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.	X	X
3: Develop a process for the regular evaluation of administrators that includes input from a variety of constituent groups, including supervisees.	X	X
4: Further develop and support clearly structured training and development opportunities for staff and administration.	X	X

Table 2
Fiscal Year 2006 Accomplishments and Fiscal Year 2007 Plans
Related to *Higher Values in Higher Education Goals*

Strategic Plan Goals	FY 2006 Accomplishments	FY2007 Plans
5: Explore the pros and cons of a system of performance-based salary increases for noncollective bargaining employees.	X	
6: Explore ways to encourage and strengthen shared governance and staff participation in University decision making.	X	X
7: Encourage qualified members of the staff to contribute where appropriate in academic areas, research, and scholarly activities.	X	X
III. Assist the faculty in making a career-long commitment to high quality teaching.	<u>6</u>	<u>6</u>
1: Integrate global and cross cultural education throughout the curriculum, and expand opportunities for travel, study abroad, and other international experiences.	X	X
2: Integrate multicultural perspectives and pedagogy more fully into course curriculum.	X	X
3: Increase opportunities for faculty/student research and creative activities.	X	X
4: Increase opportunities for students to participate in undergraduate research.	X	X
5: Develop and implement strategies to infuse liberal arts into the entire undergraduate experience.	X	X
6: Develop clearer technology support in order to enhance instructional needs.	X	X
IV. Encourage and support research and scholarly/creative activities.	<u>5</u>	<u>5</u>
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.		
2: Expand institutional resources that encourage and promote research, creative, and scholarly activities with special emphasis on new and junior faculty members.	X	X
3: Promote entrepreneurial approaches to support research and scholarly activities that tie into the priorities of the department, college, and University.	X	X
4: Expand the visiting scholars/artists program.	X	X
5: 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.	X	X
6: Develop a unified plan for publicizing and disseminating information about research and scholarly/creative activities.	X	X
V. Reach out to the region, the state of Illinois and beyond by serving as a vital economic, educational, cultural and social resource.	<u>4</u>	<u>4</u>
1: Inventory and categorize WIU's current public service and outreach activities.	X	X

Table 2
Fiscal Year 2006 Accomplishments and Fiscal Year 2007 Plans
Related to *Higher Values in Higher Education Goals*

<u>Strategic Plan Goals</u>	<u>FY 2006 Accomplishments</u>	<u>FY2007 Plans</u>
2: Clarify WIU's public service mission to determine that current and future activities are linked to the mission and core values of the University.	X	X
3: Develop the agility to respond to the emerging needs of the State of Illinois, including Governor's initiatives, P-16 initiatives, and area economic development plans.	X	X
4: Continue to seek national and international opportunities for faculty, staff, and students to become involved in addressing training and professional development needs.	X	X
5: Create opportunities for increasing public involvement in cultural, intellectual, and educational activities.	X	X
VI A. Acquire, process, make accessible, and interpret information resources.	<u>3</u>	<u>3</u>
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.	X	X
2: Improve the University's appropriate and innovative use of information resources.	X	X
3: Continue to explore and participate in external and internal cooperative arrangements that support the University's mission, expand the libraries' resources, and encourage intellectual and cultural development.	X	X
VI B. Develop and implement a strategic plan that coordinates the efficient acquisition, utilization and application of technology.	<u>4</u>	<u>4</u>
1: Explore ways to be more effective and efficient with University technology resources, including the acquisition of hardware and software and the coordination of training to improve teaching and learning.	X	X
2: Establish baseline expectations for technology, technology training, and support by discipline, area, and function for students, faculty, and staff, and address identified deficiencies.	X	X
3: Regularly assess user needs to guide short- and long-term technology planning.	X	X
4: Encourage the integration of technology where appropriate to support the University's mission.	X	X
VII A. Expand and improve facilities to meet the needs of university constituencies and reflect the core values of the University.	<u>6</u>	<u>8</u>
1: Secure funding for the planning and construction of a Performing Arts Center for WIU-Macomb.	X	X
2: Secure funding for the expansion of WIU-Quad Cities.	X	X
3: Secure funding for the construction of the Gwendolyn Brooks Cultural Center.	X	X
4: Continue to identify private sources of funding for the facilities projects identified by the Department of Athletics in its Target Western Forward campaign.	X	X
5: Conduct an audit of all University facilities and infrastructure to determine life cycle and replacement needs of equipment and ancillary structures.		X

Table 2
Fiscal Year 2006 Accomplishments and Fiscal Year 2007 Plans
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Strategic Plan Goals	FY 2006 Accomplishments	FY2007 Plans
6: Create a master for campus facilities that reflects the institution's core values.	X	X
7: Continue to work in partnership with the city of Macomb and other governmental agencies to improve the access and entranceways to campus.	X	X
8: Continue to work with the city of Macomb to improve the housing quality in areas near campus through regulation and cooperation.		X
VII B. Improve the university's commitment to environmental sustainability.	<u>5</u>	<u>6</u>
1: Incorporate a purchasing preference for recycled and environmentally-friendly products.		X
2: Decrease solid waste production, and improve the campus recycling program.	X	X
3: Conduct an energy audit and seek ways to improve energy efficiency and water conservation.	X	X
4: Continue to enhance the University's landscapes with sensitivity to issues of maintenance and water conservation and preference for species native to Illinois.	X	X
5: Review transportation systems in light of health, safety, and environmental issues with particular attention to the use of all vehicles and vehicular traffic.	X	X
6: Evaluate sources of pollution, consider prevention and reduction, and pursue mitigation.	X	X
7: Develop and begin to implement a plan to address identified deficiencies.		
VIII A. Identify additional ways to maintain alumni involvement and increase their commitment to and partnership with the university community.	<u>4</u>	<u>3</u>
1: Enhance communication between the University and its alumni.	X	X
2: Develop programs that encourage alumni to share their experiences and expertise with students, on and off campus.	X	
3: Explore ways to involve alumni in improving educational programs and furthering the University's planning goals.		
4: Provide programs and services that link alumni to each other, the Alumni Association and the University.	X	X
5: Develop a coordinated plan to link international alumni to campus.	X	X
VIII B. Assist the university in implementation of the strategic plan.	<u>3</u>	<u>3</u>
1: The Board of Trustees will review all University requests in light of the strategic plan.	X	X
2: The Board of Trustees will assist with University efforts to achieve governmental and external funding for the plan.	X	X
3: The Board of Trustees will assist University with local, regional, and statewide constituencies to achieve support for the plan.		

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Related to <i>Higher Values in Higher Education</i> Goals		
Strategic Plan Goals	FY 2006 Accomplishments	FY2007 Plans
4: The Board of Trustees will develop new avenues for campus interaction with Board of Trustees members.	X	X
VIII C. Further cultivate positive relationships between our campuses and host communities.	<u>1</u>	<u>3</u>
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.	X	X
2: Expand collaborative efforts to address issues that affect campuses and communities.		X
3: Where appropriate, involve community members to help transition newcomers to the University.		X
VIII D. Assist the university in addressing its strategic initiatives.	<u>2</u>	<u>2</u>
1: Design a new capital campaign focused on priorities identified in the University strategic plan.	X	X
2: Further the interface/integration of college/unit and central development office fundraising efforts.	X	X
VIII E. Further develop consistent and integrated university marketing initiatives.	<u>3</u>	<u>2</u>
1: Focus the marketing position of the University on the strategic planning document, vision, mission, and goals.	X	X
2: Continue to implement strategies outlined in the University's integrated marketing plan.	X	X
3: Develop ways to tie University history and culture into campus programming.	X	