

To: Members of the Western Illinois University Board of Trustees
Steve Nelson, Chairperson Bill Griffin
Bill Epperly Mike Houston
Carolyn Ehlert Fuller D'Angelo Taylor

From: Joe Rives, Vice President, Quad Cities, Planning and Technology

Date: May 7, 2010

Re: May 2010 Strategic Plan Update

The Vice Presidents and areas reporting to the President made annual planning and accomplishment presentations to the campus community on April 29 and 30, 2010. Below is a sampling of these materials showing the continued successful advancement of the priorities and goals in *Higher Values in Higher Education*.

Academic Year 2009-2010 Accomplishments

Goal 1: Focused Recruitment and Retention

This goal focuses on the recruitment and retention of high-achieving, motivated, diverse and accomplished students, faculty, and staff. In pursuit of these actions, the University:

- Contracted with Noel Levitz to make changes and improvements in freshmen recruitment to attract more students and increase enrollment.
- Increased minority enrollment from 12.2 percent of total (Macomb, Quad Cities, and Extension) student enrollment in fall 2005 to 14.1 percent in fall 2008, to 16.1 percent in fall 2009. Total enrollment at the Quad Cities also increased by 16.1 percent during this time, from 1,217 in fall 2005 to 1,413 in fall 2009.
- Experienced a 42 percent increase in the number of honors-qualified students applying to the University, from 635 for fall 2009 to 900 for fall 2010.
- Implemented the new "Go Four" Transfer Program that allows dually enrolled students to take classes at a community college and Western Illinois University at the same time.
- Changed the *Transfer Admission Policy*, effective fall 2010, to allow 100- and 200-level required major classes taken at a community college to apply toward graduation requirements if the course is not offered at the Western campus at which the student is enrolled, nor is there distance education access to the course through the University.
- Extended Illinois in-state tuition on both campuses to all residents of Iowa, Missouri, and Wisconsin.
- Supported the Retention Task Force, co-chaired by representatives from Academic Affairs and Student Services, and the Diversity Council that works closely with the Americans with Disabilities Advisory Committee, University Committee on Sexual Orientation, and the Web Accessibility Committee.

- Provided academic resource packets to students in the residence halls that were placed on academic warning or probation.
- Achieved all-time highs for the University's six-year graduation rate (59.3 percent) and the mean grade point average of student-athletes (3.15).
- Supported 170 faculty and staff searches and experienced increases in minority faculty as a percent of total faculty (up from 12.3 percent in 2008 to 13.9 percent in 2009) and minority employees as a percent of total employees (up from 9.0 percent in 2008 to 9.4 percent in fall 2009).
- Celebrated a combined 5,600 years of service for Western Illinois University employees reaching 10, 15, 20, 25, 30, 35, 40, and 45 years of service to the institution.
- Conducted a feasibility and needs study for an academically based childcare center on the Quad Cities Campus.

Goal 2: Enrich Academic Excellence

This goal focuses on institutional commitments to instruction, research/creative activities, and service, with a strong, user-centered information technology infrastructure. During academic year 2009-2010, the University:

- Received institutional recognition for its leadership in academic quality, opportunity and affordability from *U.S. News and World Report*, the Princeton Review, Southern Education Review Board, GI Jobs Magazine, and the President's Higher Education Community Service Honor Roll.
- Implemented new undergraduate degree programs in Anthropology, Engineering, Nursing, and post-baccalaureate certificates in English and Museum Studies.
- Developed new academic programs to support the University's Mission:
 - New undergraduate options in Information Technology Systems and Healthcare Information Technology Systems in Information Systems, Medical Sciences in Biology, and Pre-Law in Philosophy have been approved for implementation.
 - The Ph.D. in Environmental Science and the Bachelors of Science in Geology, Earth/Space Science Teacher Certification are pending institutional submission and approval by the Illinois Board of Higher Education.
 - Feasibility and needs studies for new academic programs at the Quad Cities Campus include broadcasting, communication, and social work.
- Demonstrated the quality and viability of our academic programs by:
 - Completing academic program reviews, with the assistance of external reviewers, in French, Spanish, Economics, Management, Business Administration, Supply Chain Management, Accountancy, Finance, Human Resource Management, Information Systems, and Marketing.
 - Submitting academic progress reports on the status of new programs and centers implemented in academic year 2006-2007. This includes the B.S. in Telecommunications Management, Post-Baccalaureate Certificate in Applied Mathematics, B.S. in Emergency Management, and the Western Survey Research Center.
 - Receiving re-accreditation from the American Association of Colleges and Schools of Business (all business and accounting programs), American Speech-Language-Hearing Association (M.S. in Communication Science and Disorders), Commission on Accreditation of Athletic Training Education (B.S. in Athletic Training), and the Council on Accreditation/National Recreation and Park Association (B.S. in Recreation, Park and Tourism Administration).
- Assumed ownership of WQPT (Quad Cities public television) as an extension of the University's public service mission.

- Launched Western's Knowledge base (www.wiu.edu/kb), alpha version of the campus portal (currently being tested by the University Technology Advisory Group and the Internet Technology Advisory Committee), Western Education and Professional Assessment System for all teacher education candidates, a new degree audit system for all students, and on-line grade processing.
- Piloted VOIP in the Support Center and planned to extend the new technologies in phase II to Memorial Hall, campus residence halls, WQPT, the Quad Cities 60th Street Campus, and Riverfront Campus.

Goal 3: Provide Educational Opportunities

This goal focuses on giving students options to complete degrees in a timely manner, in an environment that supports learning inside and outside the classroom, and emphasizes cost predictability and affordability. During the last year, the University:

- Developed the first three-year accelerated degree program in the Quad Cities. The new undergraduate program in Recreation, Park and Tourism Administration is in partnership with Black Hawk College and Eastern Iowa Community College District.
- Signed new pre-professional agreements with the University of Illinois-Chicago (Pre-Pharmacy) and the University of Iowa (Pre-Engineering), and new articulation agreements for the Board of Trustees/Bachelors of Art degree program. New partners include Community College of the Air Force, Coastline Community College in California, Southeastern Community College in Iowa, and the Defense Acquisition University.
- Increased the number of online sections from 139 in Fiscal Year 2008 to 239 in Fiscal Year 2010, resulting in online-course enrollments growing from 3,355 to 6,072 during this time.
- Implemented year two of alcohol pre-matriculation education, *Alcohol Wise*; received second year funding from Enforcing Underage Drinking Laws; and expanded late night/non-alcohol options, including First Night Fun, Quad Cities Block Party, Comedy Showcases, and Battle of the Bands.
- Distributed state and federal student loans and grants, scholarships, work-study programs, and provided campus jobs to help ease the costs of attending college. More than 70 percent of WIU students receive some type of financial assistance. Through the generosity of alumni, faculty and staff, friends, parents, corporations, and foundations, the University awards more than 1,200 scholarships annually.
- Raised over \$7.4 million in Fiscal Year 2010 to support the *Higher Values in Higher Education Comprehensive Fundraising Campaign*; raising the overall total to over \$34.7million or 57 percent of the \$60 million goal.

Goal 4: Support Personal Growth

This goal focuses on the provision of active and collaborative learning environments, with lifelong learning opportunities for faculty, staff, and community members. In the last year, the University:

- Continued to support the First Year Experience as a comprehensive approach to help students make a successful transition to college; a Transfer Year Experience for those new students living in the residence halls; and a Division I intercollegiate athletic program with a total of 20 sports.
- Supported the University Theme of Dollars and Sense: Personal Finance to World Poverty. As part of the University Theme Speakers Series, such outstanding individuals as Barbara Ehrenreich, the author of the summer reading *Nickel and Dimed*; director, producer, writer and financial adviser James Scurlock; and Vandana Shiva, physicist, environmental activist, eco feminist and author of several books, presented to University and community members in Macomb and the Quad Cities.
- Promoted health and wellness activities that included over 1,000 employee contacts in Western Well programming, and implemented *Illinois Public Act 95-0958* that added previously ineligible dependents to insurance coverage.
- Provided 176 Center for Innovation in Teaching and Research (CITR) workshops on the Macomb Campus, an additional 19 venues on the Quad Cities Campus.

- Offered Human Resources (HR) professional supervisor training program, in addition to sessions on Microsoft Office 2007, Zimbra, Customer Relationship Management, Performance Reviews, and Interviewing Skills. Software training and assistance are also provided on an individual basis, with an average of 18 requests per month.
- Partnered, through the leadership of CITR and HR, with local colleges and universities in the Quad Cities Professional Development Network to offer combined professional development sessions for faculty and staff.
- Presented 65 Provost's Travel Awards to support faculty travel at 17 national and 48 international conferences.
- Hosted 1,092 events at the Multicultural Center and 40 activities sponsored by the University Union Board. Additionally, 2,800 people attended 29 conferences and four new student registration programs held at the University Union between July 1, 2009, and February 28, 2010; and 55,946 students attended 1,534 events at the Union during this time.
- Added to the number of programs sponsored by Volunteer Services from 44 in academic year 2008-2009 to 52 in academic year 2009-2010, and increased the number of registered student organizations and professional academic societies on the Quad Cities Campus from 12 to 19.

Goal 5: Promote Social Responsibility

This goal supports diversity of thought and perspective, with partnerships in environments that are safe, accessible, and reflect the institution's core values. During academic year 2009-2010, the University:

- Increased Study Abroad participation in semester programs from 29 in 2008-09 to 50 in 2009-10. Short-term summer program participation also increased from 62 to 83 during this time. Participation is expected to increase. Educational and Interdisciplinary Studies implemented a new program requirement for Bilingual Education majors that requires students to spend a minimum of one semester in another country.
- Opened the Multicultural Center as the new location for Casa Latina, the Gwendolyn Brooks Cultural Center, and the Women's Center; the Wright Residence to provide a centralized location for Veterans Services; and the Caxton Building to house the School of Engineering and additional classes in the College of Business and Technology.
- Received the second highest state appropriation (\$201.3 million) in the summer 2009 *Illinois Jobs Now* capital construction bill to support construction of the Performing Arts Center, Buildings One and Two on the Quad Cities Riverfront Campus, and permanent improvements.
- Issued an \$11.5 million Certificate of Participation for Heating Plant upgrades, steamline replacements, and fire suppression system reimbursements.
- Completed fire suppression installation in the residence halls and continued elevator modernization (nine of the 10 residence halls are updated).
- Hosted Groundbreaking for Building One on the Quad Cities Riverfront Campus and finished a programming study for Building Two.
- Achieved the highest recycling diversion rate (23.2 percent) since the University began participation in the national collegiate Recycle Mania competition, and implemented new car and bike share programs.
- Formed a Campus Threat Assessment Team for both campuses, and replicated the Macomb Campus' Emergency Consultation Team and Student of Concern Committee structure on the Quad Cities Campus.

Goal 6: Demonstrate Accountability

This goal demonstrates how university planning, budgeting and reporting structures advance institutional goals and accountability. In the last year, the University:

- Hosted the Fiscal Year 2009 planning and accomplishment presentations on April 30 and May 1, 2009, and the Fiscal Year 2010 planning and accomplishment presentations on April 29 and 30, 2010.
- Submitted *Fiscal Year 2011 Operating and Capital Recommendations* to the Illinois Board of Higher Education that align the priorities and goals of *Higher Values in Higher Education* and *Campus Master Plans for the Macomb and Quad Cities Campuses* to these submissions.
- Provided the campus and external communities with monthly *Strategic Plan Updates*, as well as the *Academic Year 2008-2009 Strategic Plan Update*, *Fiscal Year 2010 Master Plan Update*, *Fiscal Years 2009 and 2010 Institutional Strategic Plan for Technology Update*, and the *Fiscal Year 2010 Performance Report*.
- Published a Website of dashboard indicators for monitoring the goals, actions, and performance indicators of *Higher Values in Higher Education*. The site is available at www.wiu.edu/UniversityPlanning/Dashboard/PerformanceReport.html.
- Launched a program review website to inform academic planning and benchmarking. The site is available at www.wiu.edu/irp/ProgramReview/index.php.
- Completed and received endorsement of the University's *Self-Study for Re-accreditation from the Higher Learning Commission-North Central Association of Colleges and Schools* (the Commission) from all campus governance groups on both campuses. The *Self-Study* will be presented to the Western Illinois University Board of Trustees for approval to send to the Commission on June 4, 2010. The on-site visit held February 14-16, 2011 will validate if Western Illinois University is upholding Commission expectations required of all member institutions; in addition the University will receive requested consultation on strengthening distance learning, growing our two campuses, and measuring and demonstrating our values.
- Obtained Commission approval for housing the School of Engineering and additional College of Business and Technology classes at the Caxton Building and State of Iowa and Commission approval for housing the Museum Studies program at the Figge Art Museum in Davenport, Iowa.

Academic Year 2010-2011 Plans

A sampling of the many institutional plans to advance the priorities and goals of *Higher Values in Higher Education* includes the following.

Goal 1: Focused Recruitment and Retention:

- Integrating Noel-Levitz recommendations into admissions planning and meeting/exceeding University admissions goals for academic year 2010-2011.
- Expanding partnerships with high schools, community colleges, and other four-year universities.
- Developing an Alumni/Admissions Recruitment program that actively markets the achievements of alumni and recruits legacy students.
- Using new media to promote Western and further enhance the University's recognition as a quality institution.
- Implementing a comprehensive Affirmative Action Plan.
- Supporting additional priorities designed to increase student, faculty, and staff recruitment and retention, and those initiatives specifically designed to further internationalize the curriculum.

Goal 2: Enrich Academic Excellence

- Developing new academic programs that support the University Mission:

- Graphic Design options for the BA/BFA in Art, History Pre-Law option, undergraduate certificate in Mobile Marketing Technologies; and Post-Baccalaureate Certificate in Teaching English to Speakers of Other Languages feasibility studies have been approved for future program development.
- Initiating feasibility and needs studies in areas of high demand on the Macomb and Quad Cities Campuses.
- Demonstrating the quality and viability of academic programs.
 - Six programs are planning to seek initial accreditation: Art from the National Association of Schools of Art and Design; Engineering from ABET (which accredits programs in applied science, computing, engineering, and technology); Engineering Technology from the Association of Technology, Management, and Applied Engineering; Graphic Communication from Accrediting Council for Collegiate Graphic Communications; Hotel/Restaurant Management option in Family and Consumer Science from Accreditation Commission for Programs In Hospitality Administration; and Nursing from the Commission on Collegiate Nursing Education.
 - The following programs will complete academic program reviews with the assistance of external reviewers: Biology (B.S., M.S., Post-Baccalaureate Certificate in Zoo and Aquarium Studies), Geology, Clinical Laboratory Science; Progress Reports on the new Liberal Arts and Sciences (Bachelors and Masters) and Post-Baccalaureate Certificate in Environmental GIS; and center reviews for the Bella Hearst Diabetics Institute and Center for Value Added Rural Development
- Reviewing and updating the *Institutional Strategic Plan for Technology at Western Illinois University*.
- Deploying Windows 7, Office 2010, the campus portal, the secure WIU wireless network; initiating Phase III VOIP migration; and implementing plus/minus grading.

Goal 3: Provide Educational Opportunities

- Continuing to develop new and expanded programs that allow students to earn multiple degrees from Western Illinois University, creating additional five-year integrated degree programs, maintaining course offering goals in the Quad Cities, and expanding distance learning opportunities.
- Exploring new and enhanced articulation partnerships with the community colleges.
- Reviewing and enhancing academic advisement and support on both campuses.
- Launching the public phase of the *Higher Values in Higher Education Comprehensive Fundraising Campaign* with an October event in Macomb and November socials in the Quad Cities and Chicago.
- Seeking additional support for Financial Aid and implementing a fully functioning textbook rental program.
- Continuing to work on alcohol education, other related issues, and expanding late night programming.

Goal 4: Support Personal Growth

- Supporting the University Theme, related programming, student awareness of environmental issues, and professional development opportunities for faculty and staff.
- Continuing the First Year Experience and the Transfer Year Experience.
- Forming a Retention Committee on the Quad Cities Campus.
- Hosting high-profile speakers on the Macomb and Quad Cities Campuses.
- Enhancing health and wellness activities.

Goal 5: Promote Social Responsibility

- Expanding service learning, internships, student teaching, and other forms of experiential learning.
- Increasing international student recruitment, opportunities for study abroad, and faculty and staff exchange programs with colleges and universities internationally.
- Continuing with emergency operations planning, and physical/technological disaster recovery.
- Supporting economic and cultural development of our host communities and regions, as well as web and physical accessibility in our facilities.
- Continuing Performing Arts Center and Quad Cities Riverfront Campus design and construction, Heating Plant upgrades, and steamline repairs.
- Opening Memorial Hall; beginning construction on a new entrance and elevator on the south side of the University Union, as well as renovations to Corbin, Olson, Lincoln, and Washington Halls.
- Retrofitting energy-efficient lighting in Currens, Waggoner, Mowbray, Beu, and Physical Plant Building.
- Advancing sustainability initiatives, including the work of the Sustainability Committee and development/implementation of a campus-wide green cleaning program—providing a sustainable cleaning system where applicable.

Goal 6: Demonstrate Accountability

- Hosting and following up on recommendations from the Higher Learning Commission-North Central Association of Colleges and Schools site visit (February 14-16, 2011) and the site visit of National Council for the Accreditation of Teacher Education/Illinois State Board of Education in fall 2011.
- Continuing with institutional accountability reporting structures, planning and accomplishment presentations, operating and capital requests that are closely tied to the priorities and goals in University plans, and Websites that empirically inform planning and budgeting.
- Continuing to advance other priorities and goals from *Higher Values in Higher Education*, *Campus Master Plans*, the *Comprehensive Funding Campaign*, and the *Institutional Strategic Plan for Technology*.

Of course these are just samplings of the many accomplishments and plans. At the bottom of www.wiu.edu/UniversityPlanning/strategic-plan.html are links to the presentations made by each of the vice presidents and areas that report to the President. These presentations also include financial information regarding planned appropriated funds reductions and future funding priorities.

If you have any questions about or feedback regarding the materials presented in this month's *Strategic Plan Update* and/or regarding the continued successful implementation of *Higher Values in Higher Education*, please contact me.

cc: President Goldfarb COAP President Meixner Associate Provost Dallinger
 Provost Thomas Faculty Council Chair Rowson Associate Provost Hawkinson
 Vice President Johnson Faculty Senate Chair Devolder Assistant Vice President Williams
 Vice President Thompson Macomb SGA Chair Heard Planning, Budget, and IR Staff
 CSEC Pres. Herrington Quad Cities SGA Chair Garrison President's Office Support Staff