

HIGHER VALUES IN HIGHER EDUCATION 2008-2018:
AN ACTION AGENDA FOR WESTERN ILLINOIS UNIVERSITY

The History and Heritage of Western Illinois University

Founded in 1899, the Western Illinois State Normal School was established to address teacher preparation in the state's grammar schools. The faculty and students of Western were eager to meet this need, and the institution soon became known for its well-rounded, deeply committed graduates, a tradition that continues.

As the years passed and the name was changed to Western Illinois State Teachers College in 1921 and then to Western Illinois University in 1957, the institution's mission continually broadened to include academic majors that prepared high school teachers, the state's earliest and most successful extension program; a multi-faceted graduate school; a liberal arts program; and, eventually, distinguished colleges devoted to Arts and Sciences, Business and Technology, Education and Human Services, and Fine Arts and Communication.

Throughout time, and most recently as Western celebrates 50 years as a University during academic year 2007-2008, we have earned and maintained a reputation for expanding public access to affordable, high quality degree programs and fostering student involvement in university activities.

We are now a leading university with a residential campus in Macomb, a commuter campus in the Quad Cities, and extension and distance learning programs. With an outstanding, diverse faculty and staff committed to multicultural and international education, Western Illinois University offers undergraduate and graduate programs of study to more than 13,300 students from Illinois, across the nation, and around the world.

The Present and Future of Western Illinois University

With more than a century of growth and development, and over 100,000 living alumni, Western Illinois University maintains a strong sense of community and historic commitments to student access, affordability, and success. Within the last two years, we have been recognized as one of the "Best in the Midwest Colleges" and as one of the "Best Value" colleges in the U.S. by the *Princeton Review*, as well as one of just 21 public universities ranked as a "Tier 1 Midwestern Masters Granting Institution" by *US News & World Report*.

Western Illinois University is also accredited by the Higher Learning Commission-North Central Association of Colleges and Schools. The University's teacher certification programs are accredited by the National Council for the Accreditation of Teacher Education and approved by the Illinois State Board of Higher Education. The University also maintains a strong commitment to discipline-based accreditation and certification, where appropriate to the discipline. In academic year 2007-2008, Western Illinois University maintained accreditation/certification with 11 agencies ranging from the American Speech-Language-Hearing Association to the Association to Advance Collegiate Schools of Business.

These external recognitions and peer-based accreditations showcase our high academic standards, quality instruction, proven opportunities for job and graduate school placement, outstanding academic and residential facilities, exciting extracurricular activities, and institutional commitments to sustainability and affordability.

These recognitions also reinforce the unique mission and niche of Western Illinois University in the state's system of public higher education. Keeping focused on our vision, mission, and values is critical to continued student success and our progress, growth, and contributions to the state and beyond. Western Illinois University, along with all other 11 Illinois public universities, is currently being challenged by a declining number of Illinois high school graduates; decreasing state support (appropriations) for higher education; as well as increasing costs, maintenance, technological, infrastructure, and accountability needs.

Through continued successful implementation of *Higher Values in Higher Education*, the institutional planning, resource allocation, and accountability reporting process established in academic year 2002-2003, we will continue to build upon our strengths and take advantage of opportunities. Western Illinois University will continue to prepare our students and graduates to contribute and lead in the global community. We will do so in a manner that is distinctive and nationally recognized for successful implementation of our vision, mission, and values.

Our Vision

Western Illinois University will be the leader in educational quality, opportunity, and affordability among its peers.

Our Mission

By enacting our values and supporting the synergy between instruction, research, creativity and service, Western Illinois University prepares a socially responsible, diverse student, faculty, and staff, population to lead in the global society.

Our Values

Academic Excellence

Central to our history and tradition is the commitment to teaching, to the individual learner, and to active involvement in the teaching-learning process. Western Illinois University's highly qualified, diverse faculty promotes critical thinking, engaged learning, research, and creativity in a challenging, supportive learning community. We are committed to an academic environment that encourages lifelong development as learners, scholars, teachers, and mentors.

Educational Opportunity

Western Illinois University values educational opportunity and welcomes those who show promise and a willingness to work toward achieving shared educational goals. We are committed to providing accessible, high quality educational programs and financial support for our students.

Personal Growth

Western Illinois University values the development of the whole person. We are committed to providing opportunities for personal growth in an environment that supports the development of wellness, ethical decision making, and personal responsibility. With personal growth comes an environment and interpersonal dynamics that celebrate diversity, support internationalization of the curriculum, and encourage plurality of thought and perspective.

Social Responsibility

Western Illinois University is committed to equity, social justice, and diversity and will maintain the highest standards of integrity in our work with others. We will serve as a resource for and stimulus to economic, educational, cultural, environmental, and community development in our region and well beyond it.

The Structure for Implementing Higher Values in Higher Education 2008-2018

Higher Values in Higher Education 2008-2018 represents a ten-year, long-term vision for Western Illinois University. The *Plan* contains six goals that reflect the mission (daily operations) of the University. The first goal identifies strategies to recruit high-achieving, motivated and diverse students, faculty, and staff to the two campuses of Western Illinois University. The next four goals operationally define strategies to advance the core values of the University as we successfully achieve our mission and vision (aspirations). The last goal discusses the *Plan's* accountability reporting structures.

Higher Values in Higher Education 2008-2018 focuses on the macro issues facing Western Illinois University and those actions requiring communication and collaboration between vice presidential areas, colleges, academic departments, administrative units, and/or governance groups¹. Actions supporting Goals One through Five are divided into two parts. *Current Priorities* identify those actions in place and *New Opportunities* identify additional means to advance the priorities of the institution. These new opportunities were formed as a result of an analysis of strengths, weaknesses, challenges, and opportunities and through campus feedback received in reviewing/updating the *Plan*.

Every academic department and administrative unit is responsible for articulating priorities and allocating resources to support daily operations and the goals and actions stated in this *Plan*. Annual *Higher Values in Higher Education* planning, priority, and accomplishment presentations will continue to be made to the campus community each spring by areas reporting to the president and the vice presidents. These sessions will identify institutional priorities and resource requests to support the mission and vision of the *Plan*.

¹ *The two campuses of Western Illinois University are organized around the president; four vice presidential areas: Academic Affairs, Administrative Services, Advancement and Public Services, and Student Services; four academic colleges; and University Libraries. Governance structures include the Civil Service Employees Council, Council of Administrative Personnel, Faculty Senate, Student Government Association (Macomb and Quad Cities), Quad Cities Faculty Council, college governance structures, and the Graduate Council.*

University progress on implementing the goals and actions of the *Plan* will be made in the following manner:

1. An institutional “dashboard” or Strategic Plan outcome measures (e.g., retention and graduation rates), will be annually updated to determine successful implementation of the University’s Vision Statement (national leadership in Educational Quality, Opportunity, and Affordability).
2. The University’s performance on the dashboard indicators will be compared to peer institutions.
3. Monthly *Strategic Plan Updates* to the Western Illinois University Board of Trustees, campus and external communities will continue to discuss implementation of *Higher Values in Higher Education 2008-2018*.
4. Annual Strategic Plan Updates will summarize institutional plans, progress, and next steps for the *Plan*’s goals and actions that are summarized below.

GOALS AND ACTIONS FOR HIGHER VALUES IN HIGHER EDUCATION 2008-2018

Goal 1: Focused Recruitment and Retention

Western Illinois University is committed to becoming the destination of choice for students, faculty, and staff. We specifically seek those individuals who value academic excellence and are committed to successfully achieving their educational goals. Therefore, we will actively compete for and contribute to the ongoing development of our most valuable resource: the students, faculty, and staff of the University—and this includes resource allocation to support our strong academic programs, with educational and cocurricular opportunities that reinforce learning and socialization inside and outside of the classroom.

Therefore, strong fiscal commitments are necessary to achieve our ideals. Successful student recruitment will become increasingly competitive in the years ahead due to demographic and economic trends. Within Illinois, this includes a projected decrease in the number of high school graduates; the high percentage of interstate migration by college bound seniors; the continued relocation of business, industry, and families to other areas of the country; and continued concerns of college costs.

With focused recruitment and retention, supported by resources to support these efforts and controlled growth in our comprehensive educational environment, Western Illinois University will become the destination of choice for students, faculty, and staff.

Action 1. Achieve optimum controlled enrollment growth goals of 12,500 on the Macomb campus and 3,000 on the Quad Cities campus, both with high-achieving, motivated and diverse learners.

Current Priorities

- a) Allocating new and reallocated resources to support:
 - (1) Academic programs and support services that attract students from the state, region, nation, and around the world to Western Illinois University [*President, Vice Presidents, Western Illinois University Foundation, Deans, Department Chairs, Directors*]
 - (2) Attention to the individual learner by maintaining student-to-faculty ratios at or below 17:1 and average class sizes of less than 25 [*President, Vice Presidents, Deans, Department Chairs*]
 - (3) Opportunities and resources, as documented in annual *Underrepresented Groups Reports*, for the enhanced participation and achievement of students from traditionally underrepresented groups in higher education and in academic disciplines [*All academic departments and administrative units, registered student organizations, affinity groups, Alumni Association*]
 - (4) Appropriate funding for broad-based programs (e.g., academics, student organizations, intercollegiate athletics) at levels that allow students to be successful [*President, Vice Presidents, Intercollegiate Athletics, Western Athletic Club, Donors*]

- b) Promoting the University's statewide, regional, and national leadership in affordability and cost predictability for undergraduate and graduate education [*Admissions Office; Assistant Director of Undergraduate Admissions, Western Illinois University-Quad Cities; Director of University Marketing; Director of Marketing, Western Illinois University Quad Cities, Faculty and Staff, Alumni Association*]

New Opportunities

- c) Allocating additional resources to support new and enhanced student recruitment efforts [*Academic Affairs, Student Services*]
- d) Enhancing the integrated marketing campaign to increase external awareness of Western Illinois University; the achievements of students, faculty, staff, and alumni; and program specific marketing [*Division of Advancement and Public Services, Director of Quad Cities Marketing, Admissions, Academic Departments, University Libraries, Alumni Association, University Technology*]
- e) Increasing partnerships (e.g., alumni, Macomb and Quad Cities community members, high school and community college counselors, and with historically Black colleges and universities and Hispanic-serving institutions) to assist in student recruitment [*Admissions Office, Graduate Programs, Alumni Association, Deans, Chairpersons, Academic Departments*]
- f) Enhancing community college partnerships (e.g., increased interactions with admissions counselors, implementation of the Course Articulation System, faculty participation on all Illinois Articulation Initiative panels) to support Western's "transfer friendliness" and increased transfer student enrollment [*President, Academic Affairs, Student Services, Executive Assistant to the President, School of Extended Studies, University Registrar, Administrative Computing, University Libraries*]

Action 2. Provide the resource base and support to recruit and retain an excellent faculty and staff representative of the diverse and global society and committed to supporting the University's vision, mission, values, and goals.

Current Priorities

- a) Provide faculty and staff salaries that meet and exceed the mean of peer institutions. Successful strategies include:
 - (1) Completing and supporting faculty equity reviews [*Board of Trustees; President; Vice Presidents; University Professionals of Illinois; Planning, Budget and Institutional Research*]

- (2) Examining and implementing, if approved, Pay for Exceptional Performance for non-negotiated staff [*Board of Trustees, President, Vice Presidents, Human Resources, Civil Service Employees Council, Council of Administrative Personnel*]
 - (3) Allocating resources to support Market Equity Reviews for non-negotiated staff [*Board of Trustees, President, Vice President, Human Resources, Civil Service Employees Council, Council of Administrative Personnel*]
 - (4) Negotiating contracts that support salary increases and market equity for negotiated staff [*Board of Trustees, President, Vice President, Human Resources, bargaining units*]
- b) Provide institutional resources to support *Higher Values in Higher Education 2008-2018* and the academic mission and service operations of Western Illinois University [*President, Vice Presidents, Deans, Department Chairs, and Directors*]
 - c) Through the Comprehensive Campaign, obtain funds to augment faculty support through endowed professorships and chairs [*President, Provost, Western Illinois University Foundation, Advancement and Public Services, Deans, Western Illinois University-Quad Cities Development Officer*]
 - d) Conduct needs analyses to inform professional development opportunities and programming for faculty and staff [*Center for the Innovation in Teaching and Research, Human Resources*]
 - e) Provide opportunities, as demonstrated in annual *Underrepresented Groups Reports*, to increase the participation and achievement of faculty and staff from traditionally underrepresented groups in higher education and in academic disciplines [*All academic departments and administrative units, Affirmative Action and Equal Opportunity Council, Web Accessibility Committee, Americans with Disabilities Advisory Committee, University Committee on Sexual Orientation, Anti-Harassment Education and Awareness Committee, Western Organization of Women, all other affinity groups*]

New Opportunities

- f) Develop and expand fiscally responsible, family-friendly policies and procedures across all employee classifications that assist in faculty and staff recruitment and retention and enable employees to continue advancement of professional goals and the values of the University, even in times of significant personal/family stress [*President, Vice Presidents, Human Resources, Center for Innovation in Teaching and Research, Civil Service Employees Council, Council of Administrative Personnel,*

Faculty Senate, College Councils, Quad Cities Faculty Council, University Committee on Sexual Orientation, University Libraries]

- g) Consistent with a family-friendly environment:
- (1) Conduct a needs and feasibility analysis for establishing permanent, academically-based summer infant and childcare on the Macomb campus to complement services provided to the Western Illinois University community in the spring and fall semesters [*Provost's Office, College of Education and Human Services*]
 - (2) Conduct a needs and feasibility analysis for establishing permanent, academically-based summer, fall, and spring infant and childcare on the Quad Cities campus [*Provost's Office, College of Education and Human Services*]
 - (3) Develop a university-wide committee, and including representation from all governance groups on both campuses, to study how the University might best support its employees when they are dealing with issues of elder care and/or catastrophic care [*President, President's Cabinet*]

Goal 2: Enrich Academic Excellence

Embedded in the University's history is a primary commitment to teaching and the individual learner. Providing excellent instruction is the highest priority of the University's faculty. The faculty is responsible for the vast majority of the total student credit hours earned at the University with graduate teaching assistants contributing and supporting the academic mission of Western Illinois University. As a group, full professors devote a significant percentage of their professional responsibilities to undergraduate instruction, with all levels of faculty also engaged in research, scholarly/creative activities, and mission-driven public service and outreach.

The University's core value of academic excellence expresses the University's commitment to an academic environment of lifelong development for learners, scholars, teachers, and mentors. The achievements and accomplishments of Western Illinois University students, faculty, staff, and alumni are well-documented. To enrich and advance the academic excellence of our University as we become a leader amongst our peers will require sustained and enhanced commitments to instruction, research, service, and information technology.

Action 1. Support strong commitments to teaching and instruction.

Current Priorities

- a) Using the academic program review process to ensure the provision of high-quality, viable academic programs and services [*Academic Affairs*]
- b) Developing and offering new and expanded academic programs in areas of demand and need that are consistent with the academic mission of the University [*Faculty, Department Chairs, Deans, Faculty Senate, Graduate Council, Provost, President, Western Illinois University Board of Trustees*]

- c) Supporting interdisciplinary course, program, institute, and center development [*Faculty, University Libraries, Department Chairs, Deans, Provost, Faculty Senate, Graduate Council, President, Western Illinois University Board of Trustees*]
- d) Following the University's *Assessment Plan* to use assessment of student learning in general education, the undergraduate major, and in graduate programs to inform curricular revision and development [*Program faculty, Student Learning Assessment Committee, College Curriculum Committees, Faculty Senate, Graduate Council, Provost's Office*]
- e) Achieving and maintaining discipline-based accreditation and/or certification, where appropriate, to demonstrate commitment to high quality and the academic and service mission of Western Illinois University [*Academic departments and administrative units within Student Services*]

New Opportunities

- f) Clarifying the goals and priorities of distance learning through a strategic planning process that includes an identification of stable resources, an assessment plan for student learning outcomes, and the adoption of national best practices to the provision of distance learning at Western Illinois University [*Academic Affairs*]
- g) Providing increased structured educational opportunities and resources to increase student-faculty interactions and active and collaborative learning through international studies, internships, service learning, and undergraduate and graduate student research [*Deans, Department Chairs, Program Faculty, University Libraries, Career Services, Center for International Studies*]
- h) Expanding academic and co-curricular opportunities for Honors Students [*Centennial Honors College, Honors Council, Faculty, Faculty Senate, Graduate Council*]

Action 2. Provide strong commitments and increase opportunities to support research, scholarly/creative activities, and public service and outreach.

Current Priorities

- a) Promoting entrepreneurial approaches to research and scholarly/creative activities that are consistent with departmental, college, and University priorities [*Academic Affairs*]
- b) Maintaining the agility to respond to emerging needs in the state and region, including the Governor's initiatives, "P-20" (preschool through

graduate school) initiatives, and area economic development plans
[Faculty and Staff]

New Opportunities

- c) Expanding the summer stipend, University Research Council programs, and establishing additional means to support research and scholarly/creative activities *[Academic Affairs]*
- d) Augmenting institutional resources to encourage and promote research, creative, and scholarly activities with special emphasis on new and junior faculty members *[Academic Affairs]*
- e) Enhancing visiting scholars and artists in residence programs *[Academic Affairs, Colleges, Departments]*
- f) Completing a review of professional development support (e.g., travel support) across Academic Affairs, recommending levels of support for faculty research, service, and professional development *[Faculty Senate]*
 - (1) Implementing agreed upon recommendations where funding is available and seeking additional funding where it is not available *[Provost, Deans, Department Chairs]*
- g) Creating opportunities for increasing public involvement in cultural, intellectual, and educational activities *[Academic Affairs, Advancement and Public Services, Student Services, Alumni Association]*

Action 3. Deliver a strong, user-centered information technology infrastructure.

Current Priorities

- a) Continuing implementation of the multiyear faculty and staff computer upgrade program that will ultimately establish and maintain a four-year computer rotation program of new computers for instructional units within Academic Affairs *[President, Executive Assistant to the President, University Technology, Deans, Department Chairs, College Technology Representatives]*
- b) Maintaining the multiyear electronic classroom upgrade program for general instructional and two-way audio-video classrooms on both campuses *[President, Executive Assistant to the President, University Technology, Deans, Department Chairs, College Technology Representatives]*
- c) Developing and articulating support agreements and responsibilities between University Technology and college/departamental technology staff to enhance responsiveness and end-user support *[Executive Assistant to the President, Deans, College Technology Representatives]*
- d) Implementing all other academic and administrative goals and priorities from the *Institutional Strategic Plan for Technology at Western Illinois*

University [Executive Assistant to the President, University Technology, Administrative Computing, Electronic Student Services, President's Technology Advisory Users Group]

- e) Enhancing the colleges' and libraries' outreach and communication through the use of interactive and collaborative technologies in support of our Macomb and Quad Cities campuses, distance education, and the University's emerging nursing program *[University Libraries, University Technology, Colleges and Departments, Associate Provost for Distance Learning and Extended Studies]*
- f) Increasing the virtual and physical information experience, including anytime, anyplace delivery of information to the University and surrounding community *[Deans, Department Chairs, University Libraries, University Technology, Faculty, Associate Provost for Distance Learning and Extended Studies]*
- g) Augmenting user-centered library services and resources to lead the development of information literacy at Western Illinois University, gauge and improve student learning, enhance scholarly productivity, and meet institutional transformation demands *[University Libraries, Colleges, and Departments]*
- h) Delivering additional community outreach initiatives through the Western Illinois University digital library, historical archive projects, and the promotion of rural librarianship *[University Libraries]*

Goal 3: Provide Educational Opportunities

The curriculum of Western Illinois University is responsive to individual, regional, and societal needs. The University currently offers over 90 undergraduate and graduate degree programs, in addition to post baccalaureate certificates, extension courses, distance learning options, and an individualized Board of Trustees Bachelor of Arts degree program through the School of Extended Studies. The University is also engaged in actions designed to internationalize the curriculum, increase the number of international students enrolled in degree programs, and expand the number of students participating in Western's English as a Second Language (WESL) program.

Western's responsive curriculum supports learning inside and outside the classroom. The University supports more than 200 student organizations. Student Services provides a vast array of leadership and cocurricular events, programs, and services to promote student leadership and development. Academic Affairs offers comprehensive experiential learning opportunities that include site observations, internships, student teaching, service learning, and scholarly/creative activities with faculty.

To make educational opportunities available to the students we serve, the Admissions Office, School of Extended Studies, Graduate School and program faculty and staff maintain close contact with prospective students and newly accepted students. The University also supports the

state's largest special admission program for undergraduate students who do not meet all of the University's admissions requirements but show the desire to academically succeed. We welcome students who show promise and a willingness to work toward achieving shared educational goals.

Western Illinois University also emphasizes affordability because a college education is essential in today's global and highly-technological community. We firmly believe that higher education, and the benefits that it accords, is an investment and that no student should be denied a college education because of financial need. We provide access and affordability to a high-quality educational experience that is responsive to student needs and circumstances.

Action 1. Further augment flexibility and responsiveness to student needs and timely degree completion in academic programs.

Current Priorities

- a) Supporting and promoting Western Illinois University's granting of academic credit for students successfully completing external examinations through the College Level Examination Program, College Entrance Examination Board, Proficiency Examination Program, and the Defense Activity for Nontraditional Education Support [*Admissions Office, School of Extended Studies, Academic Departments*]
- b) Exploring the awarding of credit for prior learning and life experiences where appropriate to the discipline [*BOT/BA Advisory Board, School of Extended Studies, Associate Provost for Distance Learning and Extended Studies, Provost, Academic Departments*]
- c) Participating in all facets of the Illinois Articulation Initiative (IAI) to promote successful student transfer [*Academic Affairs*]
- d) Developing new and expanded academic programs that allow students to earn multiple degrees from Western Illinois University and be prepared for multiple career opportunities [*Faculty, Department Chairs, Deans, Faculty Senate, Graduate Council, Provost, President, Western Illinois University Board of Trustees*]
- e) Creating five-year integrated baccalaureate/masters degree programs, where appropriate to the discipline [*Program Faculty, College Curriculum Committees, Faculty Senate, Graduate Council, Deans, Quad Cities Scheduling Committee, Provost, President, Western Illinois University Board of Trustees, Illinois Board of Higher Education*].
- f) Studying alternatives to the traditional 16-week semester (e.g., four or eight week semesters, hybrid instruction, etc.) on the Quad Cities campus that is responsive to student needs [*Program faculty, College Curriculum Committees, Faculty Senate, Graduate Council, Deans, Quad Cities Scheduling Committee, Provost*]
- g) Following credit hour requirements defined by the Council on Curricular Programs and Instruction in new program development [*Program*

faculty, College Curriculum Committees, Faculty Senate, Graduate Council, Deans, Provost]

- h) Maintaining course offering goals in the Quad Cities, including the continued ability for all degree programs to be fully completed on-site or through distance modalities and with an annual review of these commitments at the Provost's annual Summer Retreat *[Chairpersons, Deans, Provost, Executive Assistant to the President]*
- i) Expanding weekend and summer school offerings in order to meet the needs of non-traditional student populations on both the Macomb and Quad Cities campuses *[Faculty, Chairpersons, Deans, Provost]*

New Opportunities

- j) Expanding articulation agreements and the Dual Admissions Transfer Program to promote seamless transfer to Western Illinois University and advisement that keeps students focused on degree requirements and timely degree completion *[Admissions, University Registrar, Academic Affairs]*
- k) Establishing academic programs that allow a student to start a degree program on the Macomb campus and complete the degree on either the Macomb or the Quad Cities campus *[Academic Departments, Deans, College Curriculum Councils, Faculty Senate, Provost, President, Board of Trustees, Illinois Board of Higher Education]*
- l) Completing curricular efficiency studies that examine students' time-to-degree and help to inform future academic planning. Results will be shared with the Provost, Deans, and Quad Cities Scheduling Committee. *[Planning, Budget, and Institutional Research]*

Action 2. Support learning inside and outside the classroom and initiatives designed to increase student success.

Current Priorities

- a) Developing strategies to successfully respond to National Survey of Student Engagement results of new college students, second semester freshmen, and second semester seniors as a means to increase student involvement, retention and graduation rates *[Academic departments, University Libraries, Student Services]*
- b) Providing opportunities for student development and learning outside the classroom through involvement, leadership, and co-curricular experiences in environments that are supportive, challenging, and inclusive *[Student Services, Quad Cities Office of Academic and Student*

Services, Student Government Associations, Faculty and Staff, University Libraries, Alumni Association]

- c) Completing the integration of Office of Academic and Student Services on the Quad Cities campus and develop a “one-stop shop” for services provided to students on that campus [*Executive Assistant to the President, Office of Academic and Student Services*]
- d) Designing and implementing Western Illinois University’s adaptation to the five-year Summit League Plan to increase student-athlete academic achievement [*Intercollegiate Athletics*]
- e) Continuing implementation of the *Strategic Plan for the First Year Experience* that includes assessing student learning outcomes, evaluating the effectiveness of the First Year Experience, and making programmatic changes where appropriate [*First Year Experience Faculty and Staff, Assistant Provost for Undergraduate Education*]
- f) Reestablishing contact with students who have had to “stop out” or temporarily leave the University for one or more semesters [*Academic Affairs, Admissions Office, Office of Academic and Student Services at Western Illinois University-Quad Cities, Council on Admission, Graduation and Academic Standards*]
- g) Developing a comprehensive substance abuse educational program [*Student Services, University Libraries, Student Government Association*]. Initial components of this program related to current University initiatives include:
 - (1) Late night and alternative programming [*Student Services, Student Government Association, registered student organizations*]
 - (2) Implementation of a comprehensive alcohol risk reduction plan [*Beu Health Center*]
 - (3) Future university-theme programming in the areas of health and wellness [*University Theme Committee, First Year Experience Faculty and Staff*]
- h) Offering comprehensive academic, career, personal, health and wellness counseling, services and programs [*Divisions of Academic Affairs and Student Services, Office of Academic and Student Services at Western Illinois University-Quad Cities, University Libraries, Office of Equal Opportunity and Access*]
- i) Encouraging and strengthening shared governance and student participation in University decision making [*All administrative units, Student Government Associations-Macomb and Quad Cities, Interhall Council*]

Action 3. Provide statewide and national leadership in reducing levels of student indebtedness and increasing cost predictability and affordability.

Current Priorities

- a) Achieving scholarship (and other) goals for the Macomb and Quad Cities campuses as part of the newly developing comprehensive campaign for Western Illinois University [*President; Advancement and Public Services; Deans; Director of Development, Western Illinois University-Quad Cities; Western Illinois University Foundation; Quad Cities Leadership Team*]
- b) Identifying new sources of financial aid for students enrolled at the University [*President; Advancement and Public Services; Western Illinois University Foundation; Quad Cities Leadership Team; Financial Aid Office; Director of Development, Western Illinois University-Quad Cities; Assistant Director of Financial Aid, Western Illinois University-Quad Cities*]

New Opportunities

- c) Developing, implementing, and supporting new and enhanced strategies for reducing the amount of student indebtedness upon graduation [*Western Illinois University Board of Trustees, President, President's Cabinet, Advancement and Public Services, Director of Quad Cities Marketing, Western Illinois University Board of Trustees*]
- d) Forming a Presidential Task Force charged with increasing the University's communication about its commitments to reducing levels of student indebtedness and leadership in the areas of cost predictability and affordability [*President, President's Cabinet*].

Goal 4: Support Personal Growth

Western Illinois University provides campus environments that support a wide range of student interests and provide opportunities for leadership development and personal growth inside and outside the classroom. Our educational experiences are characterized by a faculty and staff committed to providing active and collaborative learning environments, individual attention to the learner, enriching educational experiences, and a supportive campus environment. Opportunities for lifelong learning are equally important for our faculty and staff who are committed to the highest levels of excellence in supporting and advancing the academic mission and service operations of the University.

Action 1. Support learning inside and outside of the classroom.

Current Priorities

- a) Allocating resources to support plans designed to increase student participation in and appreciation of cultural, aesthetic, intellectual, and leadership events on and off campus [*Divisions of Academic Affairs and Student Services; Student Government Associations-Macomb and Quad Cities; Gwendolyn Brooks Cultural Center; Casa Latina; Women's*

Center; Disability Support Services; Center for International Studies; Office of Academic and Student Services, Western Illinois University-Quad Cities]

- b) Developing educational opportunities designed to raise awareness of environmental issues *[Faculty, Staff, Campus Sustainability Committee, University Libraries]*
- c) Sponsoring University-theme programming and events, and programming in the First Year Experience that is integrated with the University theme. *[University Theme Committee, First Year Experience Faculty and Staff, University Libraries]*
- d) Hosting high-profile University speakers on both the Macomb and Quad Cities campuses *[Academic Affairs, Advancement and Public Services, Student Services, Executive Assistant to the President, Alumni Association]*
- e) Enabling students to attend and participate in academic, athletic, cocurricular, performing arts and creative activities/events on both Western Illinois University campuses *[Academic Affairs, Colleges and Departments, Advancement and Public Services, Student Services, Executive Assistant to the President]*
- f) Supporting a broad-based National Collegiate Athletic Association (NCAA) Division I varsity intercollegiate athletics program. This includes funding commitments to support our athletic program at a level that allows student-athletes to be successful and competitive within our respective conferences *[Intercollegiate Athletics, Vice President for Student Services, President, Western Illinois University Board of Trustees]*
- g) Using the NCAA Certification and other annual reporting processes to demonstrate strict adherence to NCAA operating principles related to governance and rules compliance, academic integrity, equity, and student athlete welfare *[Intercollegiate Athletics, Vice President for Student Services, President, Western Illinois University Board of Trustees]*
- h) Providing opportunities for students to learn about financial responsibility and become more proactive in solving financial problems *[Financial Aid Office, Scholarship Office, Assistant Director of Financial Aid at Western Illinois University Quad Cities]*

New Opportunities

- i) Forming a student-led task force to look at strategies for increasing school spirit *[Student Government Associations-Macomb and Quad Cities]*
- j) Involving members of the Alumni Association to serve as role models and mentors in internships, career days, guest presentations, speaker series,

introductions to the Alumni Association before students leave campus, etc.
[Academic Departments, Student Services, Alumni Association]

- k) Developing a plan to prepare students to be lifelong, contributing members of the Western Illinois University community *[Alumni Association]*

Action 2. Provide lifelong learning opportunities for faculty, staff, and community members.

Current Priorities

- a) Supporting the use of release time, tuition waivers, and other University benefits for faculty and staff to advance their educational pursuits *[President, Vice Presidents, Deans, Department Chairs, Directors, Supervisors]*
- b) Continuing to enhance non-credit programs and services *[School of Extended Studies]*
- c) Sustaining the University's Affirmative Action Internship Program *[Office of Equal Opportunity and Access]*
- d) Providing the campus and surrounding communities with a diverse season of quality cultural entertainment and educational opportunities to help foster a lifelong appreciation for the performing arts *[College of Fine Arts and Communication, Bureau of Cultural Affairs, Performing Arts Society, Office of Student Activities, University Libraries, University Art Gallery]*
- e) Coordinating the educational opportunities at Western Illinois University for:
 - (1) Illinois public school teachers to earn Continuing Professional Development Units as part of recertification requirements *[College of Education and Human Services, Office of Non-Credit Programs]*
 - (2) Practicing professionals to earn Continuing Education Units (CEUs) and other professional credit units as part of licensing/certification requirements *[Office of Non-Credit Programs]*
- f) Assisting teacher education and graduate education programs that link field and clinical experiences; serve the needs of students, graduates, and the professional community; and make curricular adjustments where appropriate *[Center for Preparation of Educational Professionals, Academic Departments, University Teacher Education Committee, Graduate Council, Faculty Senate, Provost, President, Western Illinois University Board of Trustees]*

New Opportunities

- g) Developing new and enhanced programs and services specifically designed for the specific professional development needs of faculty and staff [*Center for the Innovation of Teaching and Research, Human Resources, University Libraries*]
- h) Enhancing health and wellness activities targeted at the specific needs of faculty and staff [*Human Resources, Center for Innovation in Teaching and Research, Counseling Center, Campus Recreation, Beu Health Center, Vice President for Administrative Services*]

Goal 5: Promote Social Responsibility

The Western Illinois University campuses are places where relationships are established, ideas are tested, and learning is inspired. We provide safe, secure, and aesthetically pleasing living, learning, and working environments; and we celebrate plurality of thought and perspective. As such, we maintain strong commitments to equity, social justice, and diversity, and we serve as a resource for and stimulus to individual, economic, educational, cultural, environmental, and community development in our state and well beyond.

Partnerships are critical to advancing the University's vision, mission, values and goals. We look to the State of Illinois for increased financial support to higher education. *High-quality, affordable education is essential to the future growth and prosperity of Illinois.* Postsecondary education is part of an educational continuum that leads to individual, civic, cultural, social, and economic vitality. The distinctive strengths of *Higher Values in Higher Education* will result in a strong educational process focusing on the student, with strong commitments to teaching and learning, an applied approach to learning and scholarship, and regional responsibilities within the global community.

Partnerships are also necessary to provide safe, accessible, and responsive campus environments that meet the needs of University constituencies and reflect the core values of the University. Western Illinois University continues to aggressively pursue capital funding for new construction and deferred maintenance projects as the campus is the classroom and our *Campus Master Plans* emphasize the provision of a learning-centered facilities, grounds, technologies, and infrastructures.

Action 1. Encourage diversity of perspectives and engage in activities that support social responsibility, personal development and leadership.

Current Priorities

- a) Providing students with practical and theoretical educational experiences that complement the traditional classroom education [*Student Services, Office of Academic and Student Services at Western Illinois University-Quad Cities, Student Government Associations-Macomb and Quad Cities*]
- b) Continuing to support expansion of international student recruitment, opportunities for study abroad, and student, faculty and staff exchange

programs with colleges and universities internationally [*Center for International Studies, Academic Departments, Office of Global Education*]

- c) Supporting service learning, internships, student teaching, and other forms of experiential learning [*Divisions of Academic Affairs and Student Services*]
- d) Engaging in activities associated with the American Democracy Project [*Divisions of Academic Affairs and Student Services*]
- e) Continuing Western Illinois University's participation in the Illinois Association for Cultural Diversity (IACD) with other Illinois colleges and universities to further awareness and understanding of the cultural diversity within and outside the United States through:
 - (1) Networking and professional development opportunities, research and scholarship in cultural diversity, curriculum and instructional development, and leadership in cultural diversity
 - (2) Assisting students, educators, and community members to acquire the competencies they need to communicate and interact effectively within a culturally diverse world [*All academic departments and colleges, University Teacher Education Committee*]
- f) Keeping Websites current on culturally diverse programs, services, events, and available for the campus and external communities [*All academic departments and administrative units, Black Alumni Association, Black Student Association, Casa Latina, Disability Support Services, Feminist Action Alliance, Gwendolyn Brooks Cultural Center, International Friendship Club, Latin American Student Organization, Unity, University Committee on Sexual Orientation, Western Organization of Women, Office of Equal Opportunity and Access*].

Action 2. Use partnerships to advance the University's vision, mission, values, goals, and actions.

Current Priorities

- a) Developing a plan for the Alumni Association that links the goals and actions of *Higher Values in Higher Education 2008-2018* to the work of the Association [*Alumni Association*]
- b) Supporting the comprehensive campaign for scholarships, faculty support, capital improvement, and information and technologies on the Macomb and Quad Cities campuses [*Western Illinois University Foundation, Advancement and Public Services, President, Vice Presidents, Deans, Department Chairs, Western Illinois University-Quad Cities Development Officer*]

- c) Increasing the percent of alumni giving to the University [*Advancement and Public Services, Western Illinois University-Quad Cities Development Officer, Deans*]
- d) Consulting with external advisory boards to help advance the academic mission and service operations of Western Illinois University, in addition to the goals and actions of Higher Values in Higher Education 2008-2018 [*President, President's Cabinet, Deans, Chairpersons, Directors, Quad Cities Graduate Study Center*]
- e) Delivering high-quality, value-adding management and professional development programs to businesses and industries in the western Illinois region [*Academic Affairs*]
- f) Supporting economic and cultural development of our host communities and regions [*President, President's Cabinet, Deans, Chairpersons, Directors, Faculty, Staff, Illinois Institute for Rural Affairs*]

Action 3. Provide safe, accessible, responsive campus environments that meet the needs of University constituencies and reflect the core values of the University.

Current Priorities

- a) Maintaining safe campus environments with educational programs, services, and University partnerships committed to the prevention of crime; protection of life and property; preservation of peace, order, and safety; and enforcement of laws and University policies [*Office of Public Safety, Student Services, Community University Partnership Program*]
- b) Codifying emergency operations planning and physical disaster recovery for Western Illinois University [*Assistant Vice President for Administrative Services, Emergency Operations Planning Committee, Administrative Computing, University Counseling Center, University Technology, Office of Equal Opportunity and Access*]
- c) Codifying technology disaster recovery for Western Illinois University [*Executive Assistant to the President, University Technology, Quad Cities Technology Services, Campus Security Committee, Administrative Computing, Electronic Student Services*]
- d) Reviewing and implementing accessibility standards in new construction and campus renovation projects [*Physical Plant, Auxiliary Facilities Systems, Master Plan Steering Team, Office of Equal Opportunity and Access, Americans with Disabilities Advisory Committee, Council on Campus Planning and Usage*].
- e) Working collaboratively to develop and implement plans to ensure university compliance with Illinois Board of Higher Education and

legislative mandates for web accessibility for individuals with disabilities
[All academic departments and administrative units, Web Accessibility Committee, University Technology]

- f) Continuing implementation of the Western Illinois University *Campus Master Plans* and the *Target Western Forward* athletics facilities plan. Both *Plans* include construction of new and renovation of existing facilities *[Administrative Services, Student Services, University Technology, Western Illinois University-Macomb Campus Master Plan Implementation Team, Quad Cities Riverfront Users Group, Office of Equal Opportunity and Access]*
- g) Developing a long-term bonding plan for facilities, infrastructure, telecommunications, and technology needs that is consistent with *Campus Master Plans* on the two campuses of Western Illinois University *[President, President's Cabinet, Western Illinois University Board of Trustees]*
- h) Pursuing, aggressively, state funding for the highest facilities priorities identified on the *Campus Master Plans*, which include new facilities and funds to support deferred maintenance *[Physical Plant; Planning, Budget and Institutional Research; President, President's Cabinet, Western Illinois University Board of Trustees]*
- i) Engaging in programming studies to give precision in cost estimates before requesting inclusion in the University's capital requests to the state *[Physical Plant; requesting units; Planning, Budget and Institutional Research]*
- j) Completing a facilities condition assessment of major building systems to help prioritize permanent improvements on both campuses *[Physical Plant, University Housing and Dining Services]*
- k) Creating component plans to show intentional linkages to *Campus Master Plans* and *Higher Values in Higher Education 2008-2018*. This will be accomplished by creating plans for:
 - (1) Housing and Dining Master Plan *[Student Services, Physical Plant]*
 - (2) Utilities and Infrastructure Master Plan *[Physical Plant; Administrative Services; Student Services; Planning, Budget and Institutional Research]*
 - (3) Campus Parking, Transportation, and Circulation *[Physical Plant, Office of Public Safety, GoWest, Office of Equal Opportunity and Access]*
 - (4) Long-term use for Dr. C.T. Vivian Way *[Dr. C.T. Vivian Way Implementation Team, Physical Plant]*

- l) Advancing statewide, regional, and national leadership in environmental sustainability within all aspects of university operations (e.g., the curriculum, community and co-curricular events, new construction, and administrative operations) [*Students, Faculty, Staff, Administrative Units, Academic Departments, Campus Sustainability Committee, Physical Plant*].
- m) Coordinating sustainability reporting for the campus community and external requests [*Executive Assistant to the President, Director of Physical Plant*].

Goal 6: Demonstrate Accountability

Demonstrating continued advancement of the values, priorities, and actions of *Higher Values in Higher Education* is a shared responsibility of all members of the campus community. The strength, vitality, and credibility of institutional planning processes are predicated on commitments to action, strong use of shared governance, allocation of resources, evaluation and adjustment, and objective accountability reporting. Equally important is external validation. Following precedent established through initial implementation of *Higher Values in Higher Education*, Western Illinois University will demonstrate—its commitments to accountability and advancement of this *Plan*.

- Action 1. Use planning, budgeting, and reporting structures to advance University goals and accountability.
 - a) Using annual planning and accomplishment presentations as a means to document how areas that report to the president and vice presidents are advancing divisional and University goals and priorities [*President, President's Cabinet, Deans, Chairs, Directors*].
 - b) Continuing to ~~review~~ link resource requests and allocations to the advancement of the goals and actions in *Higher Values in Higher Education 2008-2018* [*Western Illinois University Board of Trustees, President, President's Cabinet, Deans, Chairpersons, Directors*]
 - c) Providing monthly, quarterly, and annual strategic planning to the Western Illinois University Board of Trustees, campus and external communities [*Executive Assistant to the President*]
 - d) Developing and publishing a Website of “dashboard” indicators or Strategic Plan measures for monitoring institutional progression on the goals and actions of *Higher Values in Higher Education 2008-2018* [*Planning, Budget and Institutional Research, Office of Equal Opportunity and Access*]
 - e) Using annual performance reports to document advancement of *Higher Values in Higher Education 2008-2018*, statewide priorities, and institutional performance on strategic plan indicators compared to peer institutions

[Executive Assistant to the President; Planning, Budget and Institutional Research]

- f) Incorporating college and departmental benchmarking information into academic master planning and use *[Provost, Deans, Department Chairs, Faculty and Staff]*
- g) Maintaining Website information on annual divisional priorities and accomplishments *[President, Vice Presidents, Executive Assistant to the President, University Relations, Web Support Services, Office of Equal Opportunity and Access]*
- h) Achieving external validation that the University is following its institutional strategic planning processes and advancing its academic mission, service operations, and highest priorities and goals by achieving re-accreditation or re-certifications from the:
 - (1) National Colleges of Teacher Education re-accreditation for university-wide teacher education *[Academic Departments, University Teacher Education Committee, Dean of the College of Education and Human Services, Provost]*
 - (2) National Collegiate Athletic Association Division I recertification *[Assistant Vice President for Student Services and Director of Intercollegiate Athletics, Vice President for Student Services]*
 - (3) Higher Learning Association-North Central Association of Colleges and Schools re-accreditation *[Western Illinois University Board of Trustees, President, Vice Presidents, Executive Assistant to the President, Assistant Provost for Undergraduate Studies, Accreditation Self-Study Teams and all Governance Groups on the Macomb and Quad Cities campuses]*
 - (4) All discipline-based accreditations and certifications, where appropriate to the discipline *[Provost, Deans, Department Chairs, Faculty, Counseling Center, Beu Health Center]*
- i) Completing the next review/update for *Higher Values in Higher Education* in academic year 2013-2014 *[Western Illinois University Board of Trustees, President, Vice Presidents, Executive Assistant to the President, Higher Values in Higher Education Review/Update Team, all governance groups on the Macomb and Quad Cities campuses]*

SUMMARY

Western Illinois University has a strong history of advancing strategic planning goals and priorities. 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.

With these successes, this strategic plan review/update was conducted five years after the campus community originally developed and implemented its ten-year vision for the University in academic year 2002-2003. Our initial strategic plan clearly articulated the University's values (which remain unchanged in this review/update), an ambitious action agenda, and a commitment to review/update the strategic plan within five years of implementation.

Following our charge, and recognizing the changing dynamics of internal and external environments, this strategic plan review/update completed by the Western Illinois University campus community, members of our host communities, and the Alumni Association focused on the strengths of the University, our opportunities, and the continued advancement of planning. It also meant reviewing the original *Higher Values in Higher Education* to determine if items should continue in this edition, or if items should be eliminated because the action was accomplished, infused within existing structures and processes, or external circumstances had changed and the item was no longer priority.

The end result of this review is *Higher Values in Higher Education 2008-2018*. *Through this Strategic Plan, we have specifically stated how we will focus recruitment and advance our core values of academic excellence, educational opportunity, personal growth, and social responsibility. Furthermore, we believe by enacting our values and successfully implementing the goals and actions in Higher Values in Higher Education, we will lead our peers in educational quality, opportunity, and affordability, and represent the destination of choice among students, faculty, and staff.*

COMMITTEE MEMBERSHIP

- Rhonda Kline, Director, Institutional Research and Planning, Co-Chair
- Joe Rives, Executive Assistant to the President, Quad Cities, Planning, and Technology, Co-Chair
- Julia Albarracin, Assistant Professor, Political Science
- Suzanne Bailey, Associate Professor, Law Enforcement and Justice Administration and Chair, Western Illinois University-Quad Cities Faculty Council
- Barb Baily, Associate Provost/Director of Graduate Studies
- Dana Biernbaum, Assistant Vice President for Administrative Services
- Carolyn Blackinton, Associate Professor, Theatre and Dance
- Suzanne Boussaard, Staff Secretary, College of Arts and Sciences and President of Civil Service Employees Council
- Bill Brewer, Assistant Director of Physical Plant
- Jessica Butcher, Assistant Director, Student Development and Orientation
- Eric Campbell, Director, Admissions
- Christine Ciasto, President, Student Government Association, Western Illinois University-Quad Cities
- Jeanne Clerc, Associate Provost, Extended Studies and Distance Learning
- Ann Comerford, Director, Student Activities and Coordinator of Development
- Sean Cordes, Assistant Professor, Libraries
- Judi Dallinger, Assistant Provost for Undergraduate Studies
- Kristin Dunstan, Director, University Marketing
- Fred Isele, Associate Professor, Curriculum and Instruction
- Jessie Kallman, Student Representative, Western Illinois University Board of Trustees
- Bill Knox, Director, Illinois Centennial Honors College
- Paul Kreider, Dean, College of Fine Arts and Communication
- John Maguire, Assistant Vice President, University Relations*
- Kathy Malcolm, Director, Strategic Planning and Institutional Effectiveness, Black Hawk College
- Kristi Mindrup, Director of Administrative and Instructional Services, Western Illinois University-Quad Cities
- Julie Murphy, Director of Foundation Communications and Donor Stewardship
- Kathy Neumann, Chairperson, Computer Science
- Tere North, Assistant to the Executive Director of Technology User Support Services
- Kathy Orban, Associate Athletics Director/Senior Women's Administrator
- Sam Pfister, President, Student Government Association, Western Illinois University-Macomb
- Steve Rock, Professor, Economics and Chair, Faculty Senate

- Karen Sears, Professor, Psychology and University Professionals of Illinois Chapter President
- Christina Shaffer, Chief of Staff, Student Government Association, Western Illinois University-Quad Cities
- Peg Shroyer, Dean, Macomb Campus, Spoon River College
- Amy Spelman, Director, Alumni Programs, and President, Council of Administrative Personnel
- Lori Turner, Fifth Ward Alderman, City of Moline
- Kerry Yadgar, Administrative Assistant, President's Office

* Former member