

Western Illinois University – Quad Cities
Office of the Vice President for Quad Cities and Planning
Fiscal Year 2016 Annual Report
Fiscal Year 2017 Planning

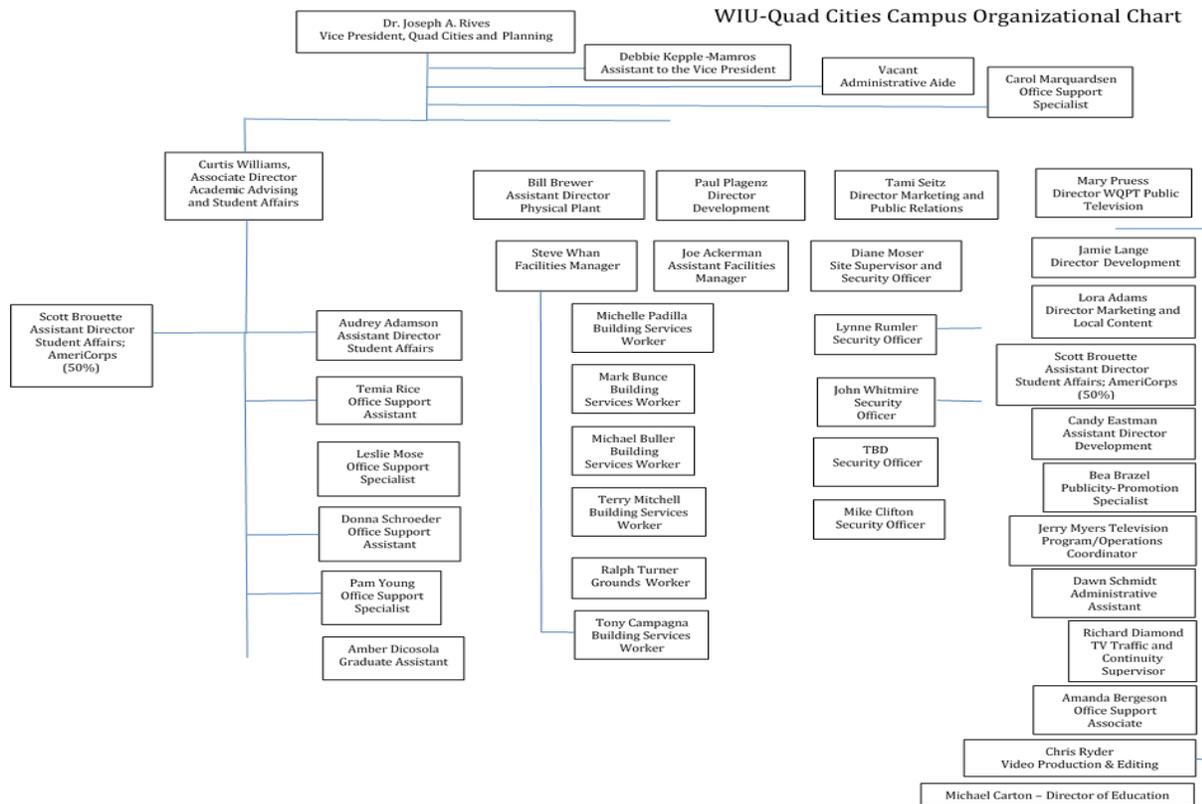
Submitted by:
Debbie Kepple-Mamros
Assistant to the Vice President, Quad Cities and Planning
February 28, 2016

Personnel in the Office of the Vice President for Quad Cities and Planning

Joseph Rives, Vice President for Quad Cities and Planning
Debbie Kepple-Mamros, Assistant to the Vice President for Quad Cities and Planning
Carol Marquardsen, Office Support Specialist

This annual report is a collaborative effort by all members of Western Illinois University – Quad Cities Office of the Vice President for Quad Cities and Planning (OVP). This document describes fiscal year 2016 (FY2016) accomplishments and sets goals and priorities for fiscal year 2017 (FY2017) that reflect the priorities set by the current university strategic plan and the vision of the Vice President for Quad Cities and Planning.

The accomplishments and goals included in this report focus on eight distinct areas: communications efforts for the campus, university and community, campus fiscal affairs, the HLC Persistence and Completion Academy, university benchmarking, campus events planning and community outreach, HLC accreditation, and campus records retention. The evolutionary period mentioned in last year's planning and accomplishments report extended into FY16. As the need to prioritize, streamline and stay future-focused increases, we, as an office, expect to set the precedence for the campus, for the community, and for state supported branch campuses across the country.



I. Accomplishments and Productivity for FY16

Goal 1: Maintain current functions and processes accurately while improving efficiency [Higher Values in Higher Education, Goal 4, Action 3b and e]

Because of the evolution of personnel on campus all functions of Office of the Vice President for Quad Cities and Planning have been broadly assessed for necessity. Some functions, such as planning for Spring Commencement have moved to the Provost's line with the creation of the position of Assistant Vice President, Quad Cities Academic Affairs (AVPQCAA). Other functions moved to the VP office, such as the scheduling of the switchboard and the supervision of all of the student workers in VP office. This has allowed the VP office to more appropriately schedule student workers and shift some student worker responsibility to tracking budget expenses, organizing fiscal records, and supporting other administrator's needs. Scheduling of QCC 3420A (Boardroom) has also moved to the VP office via a resource calendar set up using the same technology and processes that are used for the President's Conference Room on the Macomb campus. This self-service system that functions in Zimbra lets faculty and staff on either campus quickly see whether the room is available for a given time, and reserve it in the same way they would invite a colleague to a meeting. Once the system was set up, the time and effort involved is minimal (< 1% of a person's day) but the ability to see events and immediately make changes when necessary has improved VP office's performance. This change has been so successful that we are considering setting up a resource calendar for a few more non-academic spaces such as the atriums and RH 103/104.

New applications of existing technologies have also helped alleviate the expense of travel. By embracing videoconferencing for academic and administrative communication, use of the QC-based fleet vehicles has dropped approximately 30% since spring 2015.

The office of the VP has been working hard to continue planning and organizing excellent campus and administrative events. This past year saw many success thanks to our team and staff. By implementing regular meetings and updating our existing event calendars we look forward to another wonderful year of collaboration.

This year we are also proud to have gained a great partnership with Milltown Coffee, who regularly caters our morning meetings and events. We plan to continue building these types of relationships with other local businesses in our community. In addition we have been able to utilize our student workers to assist in the planning and implementation of events, which has increased productivity and given valuable resume building skills to our students.

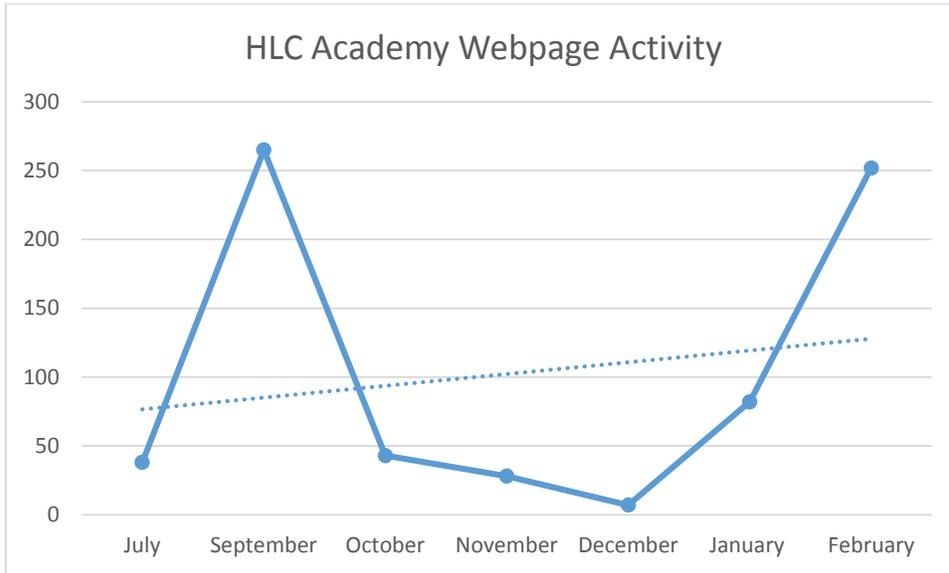
Below is a list of successful events from fiscal years 2015 and 2016 that were planned and executed by our office or that we assisted with. Our office will continue to plan, in full or in part, all annual events for the upcoming year with the exception of Spring Commencement. In addition, we are assisting the Director of Development with the planning of events to recognize several large gifts to the Quad Cities Campus.

- *Advisory Committee Meeting
- *Last Lecture Series
- *Distinguished Faculty Lecture
- QC VP Annual Planning and Accomplishments Presentations
- QC Excellence in Values and Years of Service Awards
- Planning and Accomplishments Presentations from all VP areas- 2 day event
- *BOT meetings
- Administrative Retreat
- New Student Welcome
- *Minority Scholarship Breakfast
- Annual Fall faculty/staff welcome back BBQ
- *Hallwas Lecture
- *Founders Day
- *Scholarship Breakfast
- *Veterans Breakfast
- December Graduation Reception
- Press Conferences *assist in the event planning process

Goal 2: Create a cohesive internal communication strategy [Higher Values in Higher Education, Goal 1, Action 10]

As the WIU-QC continues to grow both physically and in numbers of programs and students communication has become more important and when there are communication lapses they have become more apparent. Communications have been improved in three areas. First, in connection with the HLC Persistence and Completion Academy experience at WIU, a Retention Newsletter is now released every semester to the entire university. The newsletter successfully communicated four important Academy successes and also succeeded in increasing traffic to the Academy website by 600% with each new release. Traffic to the site understandably dropped the month after the first newsletter was released but was still higher than previous months. The chart offers a visual of the data as well as showing a trend line increasing to over 100 page views per month, but we understand we

need to do better. This suggests that the newsletter created a sustainable interest in the Academy project. In fact, four months after the first newsletter web traffic to the academy site was still up considerably over pre-newsletter traffic. The current plan is to release it twice per year, once in the fall semester and once in the spring semester, but that may change because of the positive impact the newsletter has had on driving web traffic to the HLC Persistence and Completion Academy page.



Second, considerable progress has been made to communicate expectations that the switchboard be made aware of all events taking place on campus. This information is used to help answer questions callers might have. In addition, plans are in place to create a mobile application within which employees will be able to access a list of events, their budget if they are a fiscal agent, and some fast facts about the campus. Finally, a wireless TV that had been purchased in a previous fiscal year and then placed in storage has finally been installed in the VP suite. This TV will be used to display a list of events in slide format so that faculty and staff can always see a list of upcoming daily and weekly events.

Third, deliberate face-to-face conversations and community-building events are being promoted between OVP staff and others on campus as well as among OVP staff. We are finding that face-to-face communications allows us to promote workplace relationships, provide information to others that may not get communicated effectively in an email or announcement, and alleviate the feeling of working in isolation. This is especially important now that we have heard feedback from faculty and staff that they miss the “closeness” that they used to feel at the 60th Street building.

Goal 3: Professional Development [Higher Values in Higher Education, Goal 2, Action 3g]

During FY16 OVP staff successfully completed six graduate level courses, one undergraduate level course, one MOOC and several short non-credit professional development courses – an impressive count for an office staffed by three people (excluding the Vice President) for half of the year and only two people for the second half of the year. Debbie Kepple-Mamros was also a member Quad Cities

Women's Connection, IAIR, and AIR for FY16. Carol Marquardsen was a Studio Member of WQPT. Carol also has an Archives mentor who from the Putnam and St. Ambrose.

Presentations and attendance at national organizations' meetings are important professional development opportunities. Debbie Kepple-Mamros and Audrey Adamson had their poster on the Quad Cities HLC Persistence and Completion Academy experience accepted to the Academy Poster Fair at the HLC Conference on April 18, 2016. Debbie, Audrey and Joe Rives also had a paper presentation entitled *Harnessing Data without Getting Trampled by It; A Branch Camus Case Study* accepted to the Association for Institutional Research, held May 31-June 3, 2016.

Goal 4: Strengthen ties with key community organizations [Higher Values in Higher Education, Goal 2, Action 4g]

The OVP is responsible for making connections with key community organizations for the mutual benefit of both Western Illinois University and the region. Some of these connections happen when we organize WIU-QC staff attendance at events like the Greater Quad Cities Hispanic Chamber of Commerce Annual Gala and the Scott Community College Foundation Celebration. The OVP is also involved in reaching out by phone and email to key community members to schedule and facilitate meetings with the Vice President and other key staff members on campus. When the meetings take place on campus OVP staff ensures the boardroom is ready and hospitality is offered. So far this fiscal year, dozens of meetings have taken place both on and off campus with the positive result of creating even stronger ties between WIU and the community.

Goal 5: Records Retention [Higher Values in Higher Education, Goal 5, Action 5c]

Illinois state law requires that all employees of the state maintain public records in a cost-effective and reliable manner. WIU Archives, the office that is responsible for ensuring this process at the university, informed us in early 2015 that the QC campus would be responsible for maintaining its own records from then forward. This change was clearly precipitated by our campus growth. The process of educating personnel about and creating processes for records retention and the completion of the worksheets fell to the OVP. Our office's initial goal for Records Retention was to begin the process with just the Office of the VP. What was estimated to take over a year was completed by August 2015. By November 2015, we managed to lead the entire QC Campus staff through the process that resulted in the completion of 67 records retention worksheets by 22 people. All have been sent to Archives and will soon appear on the Archives Retention Schedule.

Goal 6: HLC Persistence and Completion Academy Team Leadership [Higher Values in Higher Education, Goal 2, Action 1f4]

The HLC Persistence and Completion Academy teams had many accomplishments this year.

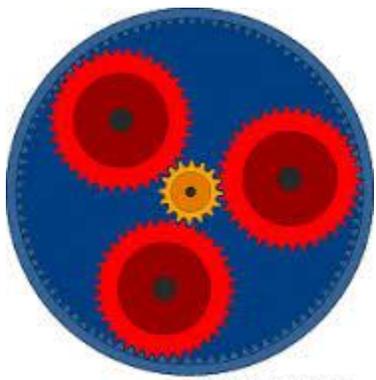
Accomplishment 1: Phase I of the data warehouse is complete and contains 69 attributes. Currently the data team is working on some security issues but nonetheless it is available to members of the data team, and the tool has been used both in a demonstration for the Academy team and in an early decision tree that we intend use to understand attrition. Phase II of the warehouse is under construction and is scheduled to begin testing in late spring. For data security reasons the data

warehouse was initially built to exclude specific student information like exact high school GPAs and ACT scores. Instead scores and GPA are listed in ranges. Now that Phase I is complete, the team feels somewhat differently about this. While initial concerns of student identification are probably still valid, having more granular student data may be more valuable to our project.

Accomplishment 2: Our Distance Learning team finished writing the Distance Learning Survey and had it sent out to all graduates who have completed two or more fully online courses at WIU. Responses were collected through the second week in February 2016. The survey has 242 responses, almost all of whom completed the survey to the end. Some findings that still need to be analyzed further but seem to contain valuable information are the fact that the average age of respondents was higher than was expected, 65% were female and 21% withdrew from an online course while at WIU. The majority of those who withdrew from an online course cited difficulty with the course content, homework or exams as a reason, but only 8% of the respondents reported using the available online tutoring. More analysis needs to be completed, especially of the qualitative comments but there are some possible pathways forward, such as increased marketing for online tutoring.

Accomplishment 3: The Table of Retention Activities is complete. In late summer 2015 the Steering team embarked on a project to document all of the retention activities across the university. The goal was better understanding within the Academy team of what retention programs were in place already. We also intend to use this table as a reference for our findings. We accept that our data analysis might point towards the institution making changes in a certain area or program. We also understand that specific offices and committees work closely with specific students or programs. Rather than reinventing a committee or process, we intend to utilize current structures that are already in place and recommend changes to the relevant offices or committees.

The process to create the table took several weeks and initially contained hundreds of items that team members submitted as retention activities. Some were as large and complex as the First Year Experience while others were as simple as offering food services on the branch campus. We decided that almost everything a university does could be called a retention activity but what we really wanted were specific programs that either do or could have a large impact on student persistence. After several drafts, the table has been reduced to 40 entries, but we agree that it is a living document and will be regularly updated by our team throughout the Academy process. The steering team has also discussed the possibility of assessing the entries in this table in order to measure and document the success of our current programs. We could then better direct our findings and recommendations to those with the potential for the greatest impact. We feel this would place the Academy process right at the middle of retention efforts across the university, similar to a small drive gear in the center of a machine having a large effect on large gears that surround it.



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Accomplishment 4: Increased visibility of the Academy project. Since July 2016 we have succeeded in driving more traffic to the website in several ways. First, we have asked each of our sub-teams to provide content for the site like “retention tips.” Second, we have published a newsletter about the Academy progress each semester, once in September and once in February, to the entire university community. Each newsletter contains four short stories about our progress and links to the website for further reading. Prior to publishing the newsletters we were averaging 38 page views per month. Since the first newsletter was published, we have been averaging 113 page views per month. While our page is still not a high traffic site by any measure, this sustained increase is significant. We hope to average over 150 page views by the end of the spring semester. Also significantly, the average time each viewer spends on the Academy page is 4 minutes. Finally, we have increased faculty representation on the sub-teams. The Quad Cities team previously had two faculty and two assistant deans as part of their membership. They now have five faculty and two assistant deans. The Online team has significantly increased attendance at its meetings and increased academic membership by adding an additional dean and the Registrar. The Macomb Team has added the Director of Study Abroad, Director of Disability Resources Center, Director of Institutional Research and Planning, a chairperson, and the Chair of the Faculty Senate.

Goal 7: Establish a transparent system for tracking purchases and expenses [Higher Values in Higher Education, Goal 1, Action 2]

Being a growing branch campus is challenging for purchasing and fiscal management. One of the challenges is that we complete all of the purchasing paperwork on this campus but then it gets sent to either the Purchasing or Business Office in Macomb for final processing. Some of the delay is caused by having to use a courier to transport mail between the campuses. Additional delay is caused by relying on this same thrice-weekly courier to come from Macomb to distribute intracampus mail. For a single invoice this process can take days to complete even if everyone who touches the invoice completes their part immediately. After an invoice is finally paid, it could take an additional four days for the record to appear in the outdated Financial Records System (FRS) because the system is only updated twice per week throughout most of the year.

The courier service and the outdated Financial Records System are both under review by university committees. Our office is optimistic that any change to either of them will be a positive change.

Moreover, staffing changes within our office have led to internal review of purchasing and fiscal management. As we are familiarizing ourselves with the university procedures for creating purchase orders, requests for purchase, and direct payment authorizations, we are establishing working relationships with the Purchasing Office in Macomb and are actively cultivating better office communications especially regarding bill paying by having regular meetings. Finally, we intended to purchase a document imaging system for the campus to use but budget constraints will likely prohibit that for the foreseeable future. Nonetheless, we wanted to move ahead with some type of imaging that would cut down on the photocopying and paper usage. Our student worker desk in suite 3410 has been converted into an imaging station. Once invoices and okay-to-pays are scanned, the original documents can be sent to Purchasing but while we still retain an image that takes up no physical space, costs much less than making a paper copy, and can be electronically accessed by anyone in the OVP including the student workers.

Goal 8: Create a Factbook for the Quad Cities campus [Higher Values in Higher Education, Goal 5, Action 5]

Creating a Factbook for the QC campus is still a goal. We have created one that will work in hard copy but with our two-fold goal of going more paperless and creating a dynamic Factbook we decided to put this project on the back burner until the mobile application mentioned in Goal 2 is completed. The plan is to combine the two and create a password protected section of a WIU-QC app that only faculty and staff can access. The Factbook will be contained there so it can always be available when people are away from their desks.

II. Budget Enhancement Outcomes for FY16

None.

III. Reductions for FY16

Staffing for the Office of the Vice President for Quad Cities and Planning was reduced as of December 31, 2015 due to the voluntary resignation of the Administrative Aide to the Vice President. It was decided to not replace the position due to the current budget situation. The salary expenditures saved will be \$14,425.86 for FY16. This savings is expected to continue at a rate of \$3157.00 per month into FY17 and remain at that level until it is decided to fill the position again.

IV. Major Objectives and Productivity Measures for FY17

Goal 1: Professional Development [Higher Values in Higher Education, Goal 2, Action 3g]

The personnel in the VP Office plan to continue taking graduate level courses throughout FY17. We also plan to support our student workers as they gain professional experience on the job in our office. Additionally, we are in the early planning stages of helping organize a series of *brown bag lunch and learns* that will benefit the campus community. We plan to begin these before the end of FY16 but gather feedback and improve them during FY17.

In addition, Debbie plans to continue membership in AIR and IAIR plus explore membership in NABCA. Debbie plans to submit at least 2 conference proposals in FY17. Carol plans to join IAIR and explore NABCA. Carol also plans to attend a conference and submit a group conference proposal as part of a course she is taking.

Goal 2: HLC Persistence and Completion Academy [Higher Values in Higher Education, Goal 2, Action 1f4 and Goal 2, Action 2d, and Goal 6, Action 1]

The P&C Academy project will have several goals for FY17. One of them will be to provide support for and visibility of results of the Distance Learning Survey. With the first survey completed, the goal is to analyze the results and then deploy the same survey to currently enrolled students taking online classes.

Another goal will be to continue to track web analytics. We have begun to do this for the HLC Academy webpage so we can better measure how we are connecting with the university. We also plan to do this for the tutoring website to better understand student needs. We already have a 2-year

baseline showing page views and time on page from January 1, 2014 through December 31, 2015. The month of October is by far the busiest month on the website. Moving forward with this information the team can assess the website, pair the analytics with information gathered from student surveys, and make recommendations for changes. Finally, with the data warehouse now complete the team – in fact, many different members of the team - needs to begin analyzing data in order to move the process forward. For the Quad Cities Team specifically, we will work with Audrey Adamson, Curtis Williams and everyone on the QC team to define QC goals in order to begin tracking and making recommendations for improvements.

While all of these goals are short term, the results of improved student retention will likely not be seen for 2-4 years.

Goal 3: Budget Savings

Due to the current state budget in Illinois, and also because we need to be good stewards of the budgets, we plan to assess our operations for strengths, weaknesses, opportunities and threats. Some of the items we will be assessing are office supply ordering, desktop and Ricoh printer costs, postage machines, student worker hours and productivity, and days/hours the switchboard operates.

Goal 4: Community Outreach and Engagement

Personnel in the OVP plan to increase engagement in community outreach in FY17 by participating in at least two community volunteer activities and also representing the university at sponsored events such as the Greater Quad Cities Hispanic Chamber of Commerce Annual Gala and Scott Community College Foundation Celebration.

V. Technology Goals and Objectives

Refine Internal Communication Strategy

We intend to refine and measure our internal communication strategy throughout FY17. The three things we want to refine or measure are 1) switchboard traffic, including incoming call volume metrics and how to best serve departments with high transfer requests. 2) the Pitney Bowes mail machine, including an assessment of its current usage compared to its capacity, and whether a smaller, cheaper model could meet our mailing needs, and 3) Office supplies, including taking measures to centralize and minimize the ordering to perhaps twice per month, rather than several times per week. This will better facilitate inventory management and reduce the hours committed to invoice processing. It may also produce a time-saving effect in the Macomb Purchasing Office by cutting back on the volume of our largest number of PO-specific invoices.

VI. Internal Reallocations and Reorganizations: Western Illinois University – Quad Cities

None.

VII. Internal Reallocations and Reorganizations: Western Illinois University – Quad Cities

Our anticipated reallocations for FY17 include a change in one staff member's schedule from Tuesday through Saturday to Monday through Friday. This will mean no switchboard coverage and no testing center coverage by our office from July 1, 2016. Other reorganization efforts include switching some, or all of our student worker hours to federal work study rather than appropriated student work dollars. Finally, with the resignation of a faculty support person for College of Education and Human Services, all duties that are 'campus operations' will be transitioning to our office and other areas under the VP for QCP. These changes should improve our budget performance. No new funding will be necessary for any of these changes. We anticipate some savings but don't know how much yet.

VIII. Reductions for FY17

We may reduce the number of student workers we have for FY17.

IX. New Operating Resources

None.

X. Facilities Requests

None.