

To: Members of the Western Illinois University Board of Trustees  
Mike Houston, Chairperson      George J. Guzzardo  
Carolyn Ehlert                      Dace Richardson  
Bill Epperly                          Chris Thomas  
Lorraine Epperson

From: Joe Rives, Assistant to the President, Planning and Budget

Date: October 14, 2005

Re: October 2005 Strategic Plan Update

This memorandum provides you with your October 2005 Strategic Plan update. If you would like additional information about any of the initiatives discussed below and/or would like to attend any of the presentations/committee meetings, please contact me.

### **Campus Communication**

The *Performance Report* power point presentation from your September 9<sup>th</sup> Board meeting has been shared with all governance groups on both Western Illinois University campuses. In your September Board Update, I promised to summarize major campus perspectives (questions raised) from these presentations.

- The September 7<sup>th</sup> presentation to the Student Government Association at Macomb and the September 20<sup>th</sup> presentation to the Faculty Senate focused on why alumni surveyed one year after graduation have the lowest satisfaction rates with advisement (approximately 78%). The University expects student advisement satisfaction ratings to increase. University Advising and Academic Support completed an intensive year-long self study and has made several key improvements, including workshops aimed at improving advising, updating the *Advising Handbook*, adding a professional advisor in the College of Arts and Sciences, and continuing to promote coordination and collaboration through the Council of Advisors.
- The September 13<sup>th</sup> presentation to the Council of Administrative Personnel and the October 6<sup>th</sup> presentation to the Civil Service Employees Council focused on the status of average staff salaries compared to the mean of peer institutions. Providing average faculty and staff salaries that exceed peer institutions is the highest priority stated in the University's Strategic Plan.

Enhancing faculty and staff salaries will require multiyear planning, given the infusion of new and reallocated resources required to successfully achieve the University's highest priority. In his September 2005 *State of the University Address*, President Goldfarb promised to continue working with the United Professionals of Illinois on our faculty salary issues, which have seen some improvements in our upper ranks, while at the same time undertaking a salary review for non-negotiated civil service and administrative/professional employees. The President charged Director of Human Resources Pam Bowman, Director of Institutional Research and Planning Chuck Gilbert, and me to work with the appropriate governance groups to develop a plan for achieving market salary equity.

Our work, which does not replace institutional funds allocated to annual raises, will begin with an analysis of salaries within comparable positions, longevity in classification, and reasonable recruitment area. For civil service employees, this includes benchmarking salaries against other Illinois public universities south of Interstate 80 with salary data reported to the State University Civil Service System and summarized by Northern Illinois University. For administrative/professional staff, this includes benchmarking salaries against other national comprehensive universities with salary data submitted to the College and University Personnel Association. Once initial data analyses are complete, methodologies and assumptions will be shared and reviewed with the Civil Service Employees Council and the Council of Administrative Personnel. Upon endorsement of the methodologies used from these governance councils, all University staff will have the opportunity to review the models and their salary data. Additionally, President Goldfarb and the Vice Presidents will receive a proposed resource allocation plan to address staff salary market equity within the next two years.

- The September 15<sup>th</sup> presentation to the Student Government Association at the Quad Cities focused on what students could do to help the University obtain state funding for the Western Illinois University-Quad Cities Riverfront Campus. SGA President Chad Wickard and Assistant to the President for Governmental Relations Dave Steelman will coordinate efforts that include students attending future legislative breakfasts and students attending/presenting at the Illinois House and Senate Budget Hearings. Other ideas include students possibly engaging in a “postcard campaign,” analogous to the current campaign for the Performing Arts Center at Western Illinois University-Macomb.
- The October 4<sup>th</sup> presentation to the Quad Cities Faculty Council was postponed until November 1, in favor of discussion on how to best maximize faculty input on strategic planning while recognizing the finite nature of time and commitments to instruction, research, service, and University committee work. With less than 40 faculty and an inclusive planning process, it is critical that our work is expedient and geared toward advancing the University’s mission, vision, values, and goals. Our conversations concluded with me requesting, by virtue of position and with tenure in the College of Education and Human Services, an *ex-officio* (non-voting) position to update the Council on planning activities and to get valuable academic direction. The Western Illinois University-Quad Cities faculty are currently considering my request.

I will continue to provide annual *Performance Report* updates to all governance groups on both Western Illinois University campuses. By working collaboratively with all governance groups, we have an established process for holding the University accountable to advancing the goals in the Strategic Plan and measurement systems to determine if actions are completed, moving in the desired or opposite direction, or have not been started. This year’s reporting process will yield action plans for improving academic advisement, faculty and staff salaries, student participation in support of the Western Illinois University-Quad Cities Riverfront Campus, and strategies to maximize Western Illinois University-Quad Cities faculty participation in University strategic planning.

However, with these advancements, there are opportunities for improvement. To advance our planning and accountability reporting, it is time to identify peer groups for both Western Illinois University campuses to benchmark institutional performance, identify best practices, and engage in process improvements, where appropriate. I will work with the Deans Council and all of our governance groups on both campuses to determine a set of peer institutions that are programmatically and empirically similar to Western Illinois University-Macomb and Western Illinois University-Quad Cities, but ahead of the University in national ranking systems.

These peer groups will be used for general university comparisons (for example, retention and graduation rates, student debt-load comparisons, resources allocated to capital improvements, etc.) and not for faculty salary comparisons or for academic program/administrative unit comparisons. The United Professionals of Illinois-Western Illinois University agreed-upon peer group will be used for faculty salary comparisons and academic departments/administrative units are best positioned to determine whom they should benchmark against programmatically.

In addition to working with all campus governance groups, campus communication strategies have focused on increasing university-wide Strategic Plan communication. A copy of your September and all future Board Updates will be made available to the Western Illinois University-Macomb campus via Teletars announcement and temporary placement on the Provost’s Web site until the new strategic planning Web site is available. Likewise, copies of your Updates will continue to be made available to the Western Illinois University-Quad Cities community via Listserv announcements.

During the month of November, campus communication will also focus on officially concluding the work of the 19 implementation teams:

1. Student Recruitment and Admissions
2. Student Body Quality and Diversity
3. Retention and Graduation
4. Educational Experience
5. Campus Life
6. Excellence in Undergraduate Programs
7. Excellence in Graduate Programs
8. Responsiveness to Students
9. Personnel/Faculty
10. Personnel/Staff and Administration
11. Teaching and Instruction
12. Research and Scholarly/Creative Activities

13. Public Service

14. Library

15. Technology

16. Environmental Impact

17. Alumni

18. Macomb Community

19. Quad Cities Community

Representatives of the Western Illinois University-Macomb and Quad Cities Campus Action Planning Committees and I will meet with each of these teams to discuss the status of their recommendations and to gain perspective on issues that the University needs to continue advancing as implementation of the Strategic Plan finishes transition from ad hoc implementation teams to established processes and structures. Martha Youngmeyer from Planning, Budget and Institutional Research is currently scheduling these meetings with the chairs of the implementation teams. I will provide a schedule of meetings and summarize campus perspectives in future Board Updates.

### **Campus Action Planning Teams**

The last Western Illinois University-Macomb and Western Illinois University-Quad Cities Campus Action Planning Team (CAPT) meetings reviewed the September Board Update and university accreditation criteria. These are standing agenda items for these committees. The October 12<sup>th</sup> WIU-Macomb CAPT meeting and the November 1<sup>st</sup> WIU-Quad Cities CAPT meeting will include these agenda items as well as discussions about external marketing for *Higher Values in Higher Education* and Western Illinois University.

### **Campus Enrollment**

The President's Western Illinois University-Macomb Recruitment and Retention Task Force had its first meeting on September 27<sup>th</sup>, where we differentiated the roles and functions of admissions as related to the Admissions Office; the Office of Academic Services; and the Council on Admission, Graduation, and Academic Standards. Our goal, as stated in the Strategic Plan, is to provide a continuum of services that attracts high-quality, diverse students and is responsive to student needs.

At our October 25<sup>th</sup> meeting, University Assessment Coordinator Tere North will present benchmark information on best practices in recruiting high-quality, diverse students. We will use this information to form recruitment and retention action plans. We will also discuss the University's participation in the Pell Institute for the Study of Opportunity in Higher Education. The Pell Institute recently received a grant from the Lumina Foundation for Education to study 15 programs (public universities) that successfully encourage low-income students to stay in college. Western Illinois University was invited to participate "because of [our] experience serving low-income students." Approximately 29 percent of Western Illinois University undergraduates have family incomes less than \$40,000, which ranks 71<sup>st</sup> among 135 Midwest comprehensive universities. Our selection to this new study is not surprising, given that the University successfully promotes high retention and graduation rates for these students.

The Quad Cities Academic Program Planning Committee has successfully compiled a draft master summer 2006 schedule with a specified minimum number of courses to be offered at Western Illinois University-Quad Cities by college. Consistent with the charge from President Goldfarb, cancellation of any scheduled course at the Quad Cities must first be approved by the Provost and Academic Vice President.

Next, our committee will review course offerings at Western Illinois University-Quad Cities to ensure that students can complete programs offered at the Quad Cities within parameters identified in the *Undergraduate and Graduate Cost Guarantees*. University Assessment Coordinator Tere North prepared draft materials for academic colleges and departments to review. As work progresses, we will annually document, per accreditation requirements of the Higher Learning Commission-North Central Association of Colleges and Schools, the percentage of every Western Illinois University-Quad Cities undergraduate and graduate degree programs that can be completed in the Quad Cities exclusively and/or in combination with effective distance education offerings.

There are two other charges for this committee: to work with the Deans and program faculty to think of alternative methods of instruction and delivery (for example, offering accelerated degree programs) and to help the University think of new, expanded, and untapped degree offerings (undergraduate and graduate) for the Quad Cities.

The President's Western Illinois University-Quad Cities Advisory Group is also addressing these two charges. We have asked the colleges to look at the feasibility and need for new undergraduate programs in communication,

psychology, social work, and special education, and accelerated graduate programs in business administration. These programs, which do not preclude needs analyses in other areas, were suggested because they are highly requested in the Quad Cities, generally support large enrollments, and do not require intensive laboratory space, which is not available at the 60<sup>th</sup> Street facility. The Quad Cities Advisory Group is also finalizing contractual negotiations with an external consultant, Dr. Carol Aslanian who is a national expert in serving non-traditional students. I will provide an itinerary and agenda for Dr. Aslanian when details are finalized.

Dr. Aslanian's visit to Western Illinois University-Quad Cities will be the foundation for new activities completed by the Quad Cities Admissions Office and Optimal Enrollment Committee. Dr. Aslanian's review and related recommendations will be the beginning of a benchmarking self study in best practices for non-traditional aged student recruitment. A team from both Western Illinois University campuses will also be attending a conference on December 1-2 for institutions that serve large numbers of both non-traditional aged students (the vast majority of students enrolled at Western Illinois University-Quad Cities) and transfer students (Western Illinois University ranks in the top 100 colleges and universities on the annual number of transfer students served).

### **Campus Master Planning**

Both Western Illinois University campuses have established campus master planning steering teams. Membership on these steering teams is displayed in Table 1 (attached). On October 12, the Western Illinois University-Quad Cities Master Planning Steering Team will review physical development plans for the Western Illinois University-Quad Cities Riverfront Campus, and we will receive an update on *Renew Moline* from Mr. Jim Bowman who serves as the Executive Director for this initiative. Additionally, we will discuss what master planning is (future physical development for facilities, grounds, technologies, utilities, and infrastructure), what master planning is not (interior design); and we will begin designing inclusive processes for gaining campus input on the future physical development of the 20-acre Riverfront Campus.

Planning and design work on the Multicultural Center, Hanson Field renovation, and the DPS and Property storage center that you endorsed at the September 30<sup>th</sup> Teleconference Board Meeting will begin after receiving Illinois Board of Higher Education (IBHE) approval. All three Western Illinois University projects are slated on the IBHE's October 18<sup>th</sup> Consent Agenda. Vice Presidents Rallo, Thompson, and Johnson will be in attendance at that meeting in case there are any questions for the University.

On October 18<sup>th</sup>, our campus master planning consultant will spend two days with the Trustees, President Goldfarb, and the Vice Presidents as we begin considering guiding principles for campus master planning. A copy of Dick Rigerink's agenda is displayed in Table 2 (attached). From this agenda, you will note that Dick will be joining the October 18<sup>th</sup> meeting of the Western Illinois University-Macomb Campus Master Planning Steering Team to help define master planning, timelines, and inclusive processes to capture campus feedback.

### **Other Strategic Planning Initiatives**

Associate Provost Barb Bailey has worked with the academic community to integrate *Higher Values in Higher Education* into the academic program review process. Beginning with departmental submissions to the Provost's Office in June 2006, units will identify program goals and recommendations related to the University's Strategic Plan. To help inform these self studies, Assistant Director of Planning, Budget and Institutional Research Rhonda Kline will provide academic departments with department-specific data for University performance indicators (for example, average ACT scores and transfer grade point averages by major).

Finally, preparation for your October Board retreat continues. Each Vice President is preparing a summary of divisional plans and challenges regarding successful implementation of *Higher Values in Higher Education*. I will prepare a summary of Strategic Plan actions that identify Board involvement for your discussion and review, and you will receive a summary of how Western Illinois University compares to peer institutions on measures from *US News and World Report's* 2006 edition of *America's Best Colleges*.

cc:      President Goldfarb              CSEC Chair Skien                      Associate Provost Clerc  
            Provost Rallo                      COAP Chair Maxwell                  Planning, Budget, and IR Staff  
            Vice President Hendricks          Faculty Council Chair Solymossy      Staff Secretary Barbara Mason  
            Vice President Johnson              Faculty Senate Chair Rock              Staff Secretary Norma Markert  
            Vice President Thompson          SGA Chairs Early and Wickard        Administrative Assistant Kerry Yadgar

Table 1  
Master Plan Steering Team Committee Membership

Western Illinois University-Macomb

Bill Brewer, Assistant Director of Physical Plant, Co-Chair  
Joe Rives, Assistant to the President for Planning and Budget, Co-Chair  
Brad Bainter, Assistant Director of Development  
Tara Beal, Campus Planner  
Suzanne Boussaard, Secretary IV, Educational and Interdisciplinary Studies  
Scott Brouette, Faculty Assistant, Curriculum and Instruction  
Cathy Couza, Director of Affirmative Action  
Charles Darnell, Director of Physical Plant  
Fred Ebeid, Dean, College of Business and Technology  
Al Harris, Associate Vice President, Student Services  
Michael Hott, Architectural Superintendent  
Rhonda Kline, Assistant Director, Planning, Budget and Institutional Research  
Dick Rigterink, External Consultant, The Campus Studio  
Terry Roegge, Director of Purchasing  
Chris Senn, City of Macomb  
Bill Thompson, Assistant Professor, University Libraries  
Tim Van Alstine, Director of Athletics  
Bruce Walters, Associate Professor, Art

Western Illinois University-Quad Cities

Bill Brewer, Assistant Director of Physical Plant, Co-Chair  
Joe Rives, Assistant to the President for Planning and Budget, Co-Chair  
Jim Bowman, City of Moline  
Jeanne Clerc, Associate Provost Quad Cities and Extended Studies  
Kim Moreno, Academic Advisor, College of Education and Human Services  
Melanie Rawlins, Chairperson, Department of Counselor Education  
Lois Retherford, Secretary IV, Western Illinois University-Quad Cities  
Dick Rigterink, External Consultant, The Campus Studio  
Steve Whan, Assistant Facilities Manager  
Chad Wickard, President, Student Government Association

Table 2  
Final Itinerary  
 Mr. Dick Rigterink  
 Campus Studio Visit

<u>Day/Time</u>	<u>Planned Activity</u>	<u>Comments/Location</u>
<b><u>October 18th</u></b>		
8:40 AM	Depart Detroit	Northwest Flight #2706
9:45	Arrive Moline	Joe Rives to pick Dick up at the Quad Cities airport
10:00	Travel to WIU-Macomb	
10:00 - 11:30	Available for BOT calls (while traveling)	
12:00 - 1:30	WIU-Macomb Campus Master Planning Team	President's Conference Room
1:30 - 2:45	Check in University Union Hotel/Break	University Union
3:00 - 3:45	Dan Hendricks, Vice President, Advancement and Public Service/Joe Rives	President's Conference Room
4:00 - 4:45	Jackie Thompson, Vice President, Administrative Services/Joe	
4:45 - 5:15	Return to University Union Hotel/Break	University Union
5:30 - 6:00	Trustee Lorraine Epperson/Joe Rives	Joe Rives will transport
6:15 - 7:00	Garry Johnson, Vice President, Student Services/Bill Brewer	Macomb Country Club
7:00	Dinner with Joe Rallo, Academic Vice President and Bill Brewer	Macomb Country Club
<b><u>October 19</u></b>		
7:15 - 8:15	Hotel Check Out/Breakfast will Bill Brewer	Downtown Macomb
8:15 - 9:30	Travel to WIU-Quad Cities	Bill Brewer to transport
9:45 - 10:45	Attend meeting with University/State Officials	Room 106 (John Deere Rm).
11:00 - 11:45	President Goldfarb, Joe Rives, Bill Brewer	Room 228
12:00 - 1:30	Working lunch: Trustee Epperly, Bill Brewer and Joe Rives	Skyline Restaurant
2:00 - 4:30	Tour WIU-Quad Cities Riverfront Campus and 60 <sup>th</sup> Street Facilities	WIU properties
4:45 - 6:00	Check in Holiday Inn Moline/Break	Holiday Inn
6:00 - 6:30	Dick to call Trustee Bill Epperly	(312) 944-8394
6:30 - 8:00	Dinner with Jeanne Clerc (Associate Provost), Bill Brewer and Joe Rives	Miss Mamies; Bill Brewer will transport
<b><u>October 20</u></b>		
10:10	Depart Moline	Northwest Flight# 3063
1:14	Arrive Detroit	