

To: Members of the Western Illinois University Board of Trustees
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From: Joe Rives, Assistant to the President, Planning and Budget

Date: September 17, 2005

Re: September 2005 Strategic Plan Update

At your September Board meeting, Chairperson Houston asked that I provide you with monthly strategic planning updates. This month's update focuses on five areas: campus communication, coordination, enrollment, master planning, and other strategic planning initiatives. This update also provides you with a summary of various committee work and planned actions. 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. I will provide you with the next monthly update the first week of October.

Campus Communication

On September 23rd, President Goldfarb's Founders' Day State of the University Address will be focused on *Higher Values in Higher Education's* accomplishments, plans, and challenges. After the President's Address, I will begin meeting with all of the 19 implementation teams to provide a status report on their recommendations (i.e., what has been accomplished, what is in progress and what is currently tabled). This is part of an institutional (Western Illinois University-Macomb) strategy to move strategic planning responsibilities from ad hoc implementation teams to intact campus structures and groups. I will provide you with a summary of the major points of these meetings in future monthly updates.

I am in the process of presenting the Performance Report power point show that you watched and discussed at the September 9th Board meeting. The schedule for each campus governance group is displayed below. I will summarize major campus perspectives in future Board updates.

- September 7th, presentation to the Student Government Association at Macomb.
- September 13th, presentation to the Council of Administrative Personnel.
- September 15th, presentation to the Student Government Association at the Quad Cities.
- September 20th, presentation to the Faculty Senate.
- October 4th, presentation to the Quad Cities Faculty Council.
- October 6th, presentation to the Civil Service Employees Council.

Karmon Runquist, from University Relations, indicates that we are on track to have phase one of the new strategic planning Web site ready for demonstration by your November Board meeting. I will keep you apprised of progress in this area.

Campus Coordination

As you will recall from the Board meeting, campus coordination for strategic planning implementation is facilitated by the Western Illinois University-Macomb and Western Illinois University-Quad Cities Campus Action Planning Teams. At the last meeting, both teams began discussing institutional communication strategies. Both committees are in the process of creating quarterly campus newsletters that will be shared with you in future strategic planning updates.

Both Campus Action Planning Teams are also beginning to review new Higher Learning Commission of the North Central Association of Colleges and Schools accreditation criteria. These new criteria are action orientated and assume that university mission statements and related strategic plans guide institutional priorities, policies, and resource allocation. Because Western Illinois University is half-way through the accreditation cycle, institutional self study for accreditation will begin in approximately two and a half years. Now is the time that the University should see if we are aligned with accreditation expectations and make appropriate changes. At the September 21st meeting of the Macomb Campus Action Planning Team and the October 4th meeting of the Quad Cities Campus Action Planning Team we will complete conversations about NCA Criterion One: Mission and Integrity, suggesting process changes to the President and Vice Presidents. I will share these recommendations with you in future strategic planning updates.

Campus Enrollment

On September 14th Associate Provost Jeanne Clerc and I will have the first meeting with the new Quad Cities Academic Program Planning Committee. This Committee, consisting of the Deans or their designees, is responsible for supporting continued enrollment and student success. Specifically, the Committee will:

1. Compile a master Western Illinois University-Quad Cities schedule for Fiscal Year 2007 (and beyond) with specified minimum number of courses to be offered at the Quad Cities by college. This strategy will prevent reductions in the number of Quad Cities courses at the expense of other resource decisions. When looking at the data, the number of sections offered at the Quad Cities decreased between fall 2000 and fall 2005.
2. Review course offerings to ensure that students can complete the programs offered at the Quad Cities within parameters identified in the Undergraduate and Graduate Cost Guarantees.
3. Work with the Deans and program faculty to think of alternative methods of instruction and delivery. For example, both St. Ambrose and the University of Iowa, through Scott Community College, offer accelerated degree programs (undergraduate and graduate) that are hurting our ability to successfully recruit in the marketplace.
4. Make sure that degree programs offered can be completed in the Quad Cities exclusively and/or in combination with effective distance education offerings.
5. Help the University think of new, expanded, and untapped degree offerings (undergraduate and graduate) at the Quad Cities.

In addition to these efforts, September 29th will be the next meeting of the President's Western Illinois University-Quad Cities Advisory Group. We are currently looking at institutional strategies to achieve optimum enrollment (3,000 students) at the Quad Cities. Membership of the Advisory Group consists of President Goldfarb, Vice Presidents Garry Johnson and Joe Rallo, Associate Provost Jeanne Clerc, Director of Admissions Karen Helmers and myself. In August, the Advisory Group created the Quad Cities Academic Program Planning Committee (described above). Our September meeting will focus on reference checks for use of an external consultant to help with admissions strategies and practices, Western's perception in the Quad Cities, and innovative academic programming ideas. Additionally, we will review and discuss current Western Illinois University-Quad Cities marketing strategies and the reinstatement of one-hour professional development courses.

Western Illinois University-Macomb will also continue to pursue optimum enrollment (12,500 students). September 27th will be the first meeting of the President's new Recruitment and Retention Committee. Membership of the Committee includes President Goldfarb, Assistant Provost for Undergraduate Studies Judi Dallinger, Director of University Marketing Kristin Dunstan, Director, Institutional Research and Planning Chuck Gilbert, Director of Admissions Karen Helmers, Vice President for Student Services Garry Johnson, Director, University Advising and Academic Support Candace McLaughlin, Chairperson, Council on Admissions, Graduation, and Academic Standards Ken Mietus, and myself.

This committee has been charged with helping the University achieve its strategic planning goals, namely:

- Targeting 12,500 students for enrollment with 1,900 new freshmen annually at Western Illinois University-Macomb.
- Increasing the proportion of incoming freshmen who graduate from the upper third of their high school graduating class by 10 percent.
- Increasing the proportion of students who have ACT scores above 23 by 10 percent.
- Increasing the proportion of incoming freshmen with grade point averages of 3.0 or better in college preparation courses by 10 percent.
- Continuing to increase the proportional diversity of incoming students.
- Revising admissions processes so that requirements reflect characteristics of successful Western Illinois University students (i.e., ACT, class rank, high school core courses, community service).

Campus Master Planning

On September 16th Bill Brewer and I, as Master Plan Co-Chairs, will be meeting with President Goldfarb to finalize the University's agreement with the selected Master Pre-Planning Firm, the Campus Studio based in Ann Arbor Michigan. Bill and I will also be soliciting representation from the Council of Administrative and Professional Personnel, Civil Service Employees Council, and Student Government Association on the Master Planning Steering Team. This way the Steering Team will have representation from the President's Office, all vice presidential divisions, and all governance groups. This collaborative planning follows the same model used in the development and implementation of *Higher Values in Higher Education*.

The yet to be scheduled October Master Planning Steering Team meeting will focus on three primary areas:

1. Developing an action timeline for activities leading to the selection of an architectural and engineering firm to assist the pre-planner and the University in completing the master plan. We hope to have this selection completed by the end of the fall semester.
2. Defining subcommittee structures to address long term future physical development for facilities, grounds, technologies, utilities, and infrastructure. All future physical development will emphasize an environmentally friendly and sustainable environment where the campus is the classroom.
3. Developing campus consultation and communication strategies for the development of the master plan following the same inclusive principles used in creating *Higher Values in Higher Education*.

Other Strategic Planning Initiatives

On September 14th, I will be meeting with Associate Provost Barb Bailey to begin considering how academic program review processes, which are programmatic self studies of academic quality and viability, can be refined to include strategic plan performance indicators at the departmental level. For example, we may want to ask each department to document programmatic strategies and outcomes used to advance the institutional goal of increasing the proportion of students who have ACT scores above 23 by 10 percent.

The October 4th Western Illinois University-Quad Cities Campus Action Planning Team will provide status reports of strategic planning committees (enrollment, retention and graduation, academic programs, and faculty and staff development). I will provide updates of those activities in your October monthly update.

Finally, preparation for your November Board meeting has begun. I plan to present how Western Illinois University compares to peer institutions in national ranking systems. Please let me know if there are other items that you would like presented during the Strategic Planning Update at the Board meeting or in these monthly updates.

cc: President Goldfarb Civil Service Council 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