

To: Members of the Western Illinois University Board of Trustees  
Bill Epperly, Chairperson                      Bill Griffin  
Blake Antonides                                      George J. Guzzardo  
Bob Cook    Mike Houston  
Carolyn Ehlert    Steve Nelson

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

Date: March 27, 2007

Re: March 2007 Strategic Plan Update

This month's *Strategic Plan Update* provides you with updates on Western Illinois University's:

1. Sustainability Planning and Accomplishments
2. Campus Master Planning
3. Planning and Accomplishment Presentations
4. Technology Projects
5. April Strategic Planning Meetings

#### **Sustainability Planning and Accomplishments**

All Illinois colleges and universities annually provide to the Illinois Board of Higher Education two "Effective (Best) Practices" to showcase institutional efforts to advance the goals and priorities of the statewide strategic plan for higher education, *The Illinois Commitment: Partnerships, Opportunities, and Excellence*. Last year, Western Illinois University was recognized for the First Year Experience on the Macomb campus. This year both Western campuses were recognized for our sustainability planning and accomplishments.

In addition to being the first Illinois college or university to join the American Association of Sustainability in Higher Education, American Council of Renewable Energy, and the Illinois Sustainable University Compact, Western was recognized for its leadership in many activities, including institutional participation in RecycleMania, current development of Green Purchasing Guidelines, adoption of an *Energy Management Strategy*, and support for *Master Plans* that seek Leadership in Energy and Environmental Design certification for new construction on the Macomb and Quad Cities campuses.

Other featured Effective Practices were "A Probationary Teacher Induction Program" at the University of Saint Francis, "Development of a Fully On-Line Initiative" at Roosevelt University, and "National Registrar Exam Preparation Helps Students in the Medical Imaging Program to Succeed." Additional information on Western's "Sustainability Planning and Accomplishments" is included in the letter to Ms. Jen Hoelzle, Senior Communications Specialist in the Office of Lieutenant Governor Pat Quinn. Ms. Hoelzle requested a progress report on Western's sustainability efforts as part of the Illinois Sustainable University Compact. A copy of that letter is attached to the end of this memorandum.

### **Western Illinois University Master Planning**

Bill Brewer, Assistant Director of the Physical Plant, and I completed our last working session with Goody Clancy. At your June 1, 2007, Western Illinois University Board meeting we will provide you with copy of the *Campus Master Plan* documentation that chronicles the master planning process, current site analyses, and recommendations of the Master Plan.

Your *February 2007 Strategic Plan Update* indicated that construction of the new Multicultural Center will necessitate partial closure of Dr. C.T. Vivian Way after the spring 2007 semester and that the *Western Illinois University-Macomb Campus Master Plan* calls for the transformation of this roadway into a primarily pedestrian thoroughfare with service and emergency vehicle access. A subcommittee has met twice to begin identifying and planning for the impacts of the partial closure of Dr. C.T. Vivian Way and to begin long-term planning for the transformation of the roadway into a primarily pedestrian thoroughfare.

Your April 2007 Strategic Plan Update will contain information from the pre-bid meeting that will identify the partial closures necessary for Multicultural Center construction. The project is currently on schedule with occupants of the Auxiliary Services building (Casa Latina) moving to Olson Hall after the spring semester and site decommissioning occurring during the summer. We will continue to work closely with the campus community and the City of Macomb on the development and implementation of this project. Following *Western Illinois University Board of Trustees Regulations and Bylaws*, a report on the closure of Dr. C.T. Vivian Way will be made at a future Board meeting and will include a needs assessment, intended use of the property, and legal review of the street closure.

The Master Plan Web site, [www.wiu.edu/UniversityPlanning/masterplan](http://www.wiu.edu/UniversityPlanning/masterplan), contains updated information on all Western Illinois University-Macomb and Quad Cities construction projects. Also, the official ribbon-cutting ceremony and program for the Document and Publication Services and Property Accounting and Redistribution Center will be at 10:30 a.m. with tours and hors d'oeuvres following at 11 a.m.

### **Campus Planning and Accomplishment Presentations**

Each year the President's Office and each vice presidential division report to the campus community on annual accomplishments, goals, and objectives in open public presentations. This year's sessions are scheduled for April 25<sup>th</sup> (8:00 – 12:00) and 26<sup>th</sup> (8:00 – 11:00) in Horrabin Hall Room 1 and at Western Illinois University-Quad Cities in Room 115. You and all members of the Western Illinois University campus community are invited to attend these meetings. For the first time, these meetings will be hosted using the University's two-way audio-video connection between the Macomb and Quad Cities campuses. The information presented at these meetings is the source for many Western Illinois University Board of Trustees and Illinois Board of Higher Education reports, and subsequent institutional planning and budgeting.

<u>Date/Time</u>	<u>Presenter</u>	<u>Division</u>
<b>April 19<sup>th</sup></b>		
8:00 – 9:30	Joe Rallo	Academic Affairs
9:30 – 11:00	Garry Johnson	Student Services
11:00 – 12:00	Joe Rives	President's Office
<b>April 20<sup>th</sup></b>		
8:00 – 9:30	Jackie Thompson	Administrative Services
9:30 – 11:00	Dan Hendricks	Advancement and Public Service

To continue to infuse the goals and action items of *Higher Values in Higher Education* throughout all levels of the University, all presenters as part of their divisional presentations will include accomplishments and goals specifically related to the Strategic Plan, technology goals and accomplishments, discussion of how departmental and/or divisional reallocations and reorganizations at both Western Illinois University campuses further support Strategic Plan goals and objectives and Fiscal Year 2008 budgetary requests.

### Technology Update

Plans to offer complete wireless coverage in all academic buildings on the Macomb campus and plans to complete the fiber loop on the Macomb campus by the beginning of academic year 2007 – 2008 are on schedule. Mike Dickson, Director of Special Projects, is completing the Request for Proposals to establish a fiber connection between the Macomb and Quad Cities campuses. We will continue to work closely with Renew Moline and the city of Moline in the development and implementation of this project.

Also on schedule is the development of the institutional strategic plan for technology. The President’s Technology Advisory Users Group is meeting April 2<sup>nd</sup> to finalize the latest draft. The draft will then be presented to governance groups on both campuses for endorsement before being presented to the Western Illinois University Board of Trustees for approval.

Projects reducing duplication of efforts and increasing user support are also proceeding according to established timelines. As part of the migration to a single integrated e-mail, calendaring, and groupware solution for Western Illinois University, Mitch Davidson, Executive Director of University Computer Support Services, Mike Dickson, Director of Special Projects, and I will be attending an executive briefing at Zimbra in April. The purpose of the briefing sessions is to finalize Western Illinois University’s contract; identify Zimbra’s work and transition plan; discuss training opportunities for University faculty and staff; and agree upon deliverables, timelines, and milestones for the 12- to 18-month transition. We will also attend working sessions on the integration of Zimbra with other media (e.g., telecommunications and VOIP). Members of the campus community serving on the e-mail transition team and all other university technology committees is available at [www.wiu.edu/UniversityPlanning/technologyplan/index.php](http://www.wiu.edu/UniversityPlanning/technologyplan/index.php).

Western Illinois University will also offer a single solution for distance education. As initiated in January 2006, WebCT CE and Blackboard are being shut down June 30, 2007. The single platform for distance learning at Western will be Web CT Vista (Western Online). All courses that will continue to be offered after June 30<sup>th</sup> must be migrated to Web CT Vista. All courses marked for deletion and those not migrated to Vista will not be available after June 30<sup>th</sup>. Currently 367 of the 1,150 Web CT CE courses (32 percent) and 970 of 1,940 Blackboard courses (50 percent) are not identified for conversation. University Computer Support Services (UCSS) will send the next reminder to faculty that they need to delete or migrate courses next week. UCSS will also provide a working list of courses that need migration or deletion to the deans and department chairpersons as an additional reminder at the request of the President’s Technology Advisory Users Group.

### Strategic Planning Meetings

Following is a list of strategic planning meetings for April 2007. In addition, I will be serving on a Higher Learning Commission-North Central Association of College and Schools accreditation site visitation team at Langston University, April 14 through 18. Please contact me if you are interested in attending any of the strategic planning meetings displayed below.

<u>Date/Time</u>	<u>Meeting</u>	<u>Location</u>
April 2, 12:00	President’s Technology Advisory Users Group	Horrabin Hall Room 1 and WIU-QC Room 265A
April 3, 12:00	Western Illinois University Quad Cities Users Group (master planning)	WIU-QC Room 102
April 4, 12:00	Combined Meeting of the Campus Sustainability Committee and University Landscape Committee	President’s Conference Room (Sherman 205)
April 6, 10:30	Documentation and Publication Services and Property Accounting and Redistribution Center Ribbon Cutting	DPS/PARC Building
April 11-13	Meetings with Zimbra	San Mateo, California
April 12, 10:00	Western Illinois University Funding Committee	Renew Moline
April 13, 11:00	Importance of Accreditation and Program Review (sponsored by the Center for Innovation in Teaching and Research)	Springfield Room, University Union

<u>Date/Time</u>	<u>Meeting</u>	<u>Location</u>
April 14-18	Accreditation Visit at Langston University	Langston, Oklahoma
April 16, 12:00	President's Technology Advisory Users Group	Horrabin Hall, Room 1 and WIU-QC, Room 114
April 17, 3:00	President's Technology Infrastructure Group	President's Conference Room
April 19, 20, and 24 (times TBA)	Technology Meetings with the Colleges and University Libraries	Locations TBA
April 22-23	Annual Meeting of the Higher Learning Commission-North Central Association of Colleges and Schools	Chicago, Illinois
April 23, 3:00	Dr. C.T. Vivian Way Implementation Team	President's Conference Room
April 25, 8-12 April 26, 8-11	Western Illinois University Planning and Accomplishment Sessions	Horrabin Hall Room 1 and WIU-QC Room
April 26, 3:00	Western Illinois University Design, Build and Management Team	Renew Moline

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

cc:      President Goldfarb      CSEC President Phelps      Alumni Council Chair Green  
           Provost Rallo              COAP President Spelman      Associate Provost Clerc  
           Vice President Hendricks      Faculty Council Chair Solymossy      Planning, Budget, and IR Staff  
           Vice President Johnson      Faculty Senate Chair Rock      President's Office Support Staff  
           Vice President Thompson      SGA Presidents Early and Ciasto

**COPY**

March 15, 2007

Ms. Jen Hoelzle  
Senior Communications Specialist  
Office of Lt. Governor Pat Quinn  
100 West Randolph, Suite 15-200  
Chicago, IL 60601

Dear Ms. Hoelzle,

Thank you for your inquiry regarding Western Illinois University's successes and challenges, and partnership opportunities as we successfully achieve eight goals in *the Illinois Sustainable University Compact* by December 31, 2010. I am pleased to report that Western is making progress in all eight areas. Our challenges are escalating costs and a volatile utilities market. State partnership funding for an aging infrastructure and increased collaboration are opportunities to advance sustainability objectives on the two campuses of Western Illinois University.

**Western Illinois University Successes**

Western Illinois University is having considerable success in meeting eight goals of the *Illinois Sustainable University Compact*. Our actions are based on priorities established in the University's *Higher Values in Higher Education Strategic Plan*, and show that all members of the campus community are contributing to environmental sustainability and stewardship.

**Goal 1: Join the U.S. Energy Protection Agency's ENERGY STAR Challenge to increase energy efficiency on campus.**

Western Illinois University has joined the Environmental Protection Agency's Energy Star Alliance. As part of this commitment, the University will increase energy efficiency and reduce its energy consumption. In phase one, Western Illinois University will achieve a five percent reduction in the Energy Utilization Index (EUI) over the next five years.

To achieve this goal, the Physical Plant, in consultation with the University Utilities Committee and the Campus Sustainability Committee, prepared the *Western Illinois University Energy Management Plan* (copy attached). The Western Illinois University Board of Trustees unanimously approved implementation of this *Plan* at their March 9, 2007 meeting. The *Plan* has four primary initiatives for energy reduction and efficiency:

1. Initiate capital projects that reduce energy consumption.
2. Develop construction standards that promote energy efficiency and secure LEED certification of new buildings and renovations whenever possible.
3. Improve operational efficiencies in the production, distribution, and utilization of campus energy and utility resources.

4. Educate the campus community about responsible energy conservation behaviors and market/advertise accomplishments.

More specifically, Western Illinois University will engage in continuous commissioning of existing HVAC and controls, HVAC and heating plant operational and maintenance training, education and marketing, and grant-writing. Additionally, the University will allocate a percent of permanent improvement funds for energy initiatives, implement LEED design standards, complete preliminary building energy audits, and require EPA Tier I Energy Star vending machines in campus contracts.

**Goal 2: Pledge that all new buildings constructed on campus will earn the U.S. Green Building Council's Leadership in Energy and Environmental Design (LEED) certification.**

Western Illinois University has initiated one new construction project since joining the *Illinois Sustainable University Compact*. The new Multicultural Center is planned to be silver LEED certified. The Governor's *Fiscal Year 2008 Capital Budget* also includes construction funding for the new Performing Arts Center at Western Illinois University-Macomb and the first building at the new Western Illinois University-Quad Cities Riverfront Campus. Both of these facilities will also be silver LEED certified.

Western Illinois University's has publicly committed that all new facilities will be at least silver LEED certified. One of the many design features encompassing silver LEED certification is the use of geothermal applications for the Multicultural Center and building one at the new Western Illinois University-Quad Cities Riverfront Campus. The Illinois Capital Development Board and Western Illinois University have already selected a firm via the Quality Based Selection process to provide commissioning services through design and construction, as part of the LEED certification process.

**Goal 3: Promote more sustainable transportation options.**

Western Illinois University's fleet includes vehicles that use E-85. Plans are currently being completed to increase the number of hybrid vehicles in the University's fleet. New GoWest buses now use two percent biodiesel fuel, which has decreased emissions by 90 percent.

Sustainable transportation options are also evident in the Western Illinois University-Macomb Campus Master Plan, available at [www.wiunmasterplan.com](http://www.wiunmasterplan.com). This *Plan* emphasizes restoring the Lamoine River Trail and creating pedestrian and bike pathways throughout the campus.

**Goal 4: Complete at least one stormwater management program.**

Currently in design, Western Illinois University-Macomb plans to use stormwater retention to irrigate University athletic fields. This is a collaborative project between the University and the City of Macomb.

**Goal 5: Increase the overall waste recycled on campus by at least 15 percent.**

Physical Plant and Student Services are committed to working with the campus community to increase the University's diversion rate from 33 percent to 50 percent. As part of this commitment, Western Illinois University is currently among 200 institutions participating in the national collegiate recycling program, RecycleMania. Through the first four weeks of competition, Western ranks 50th in the overall recycling rate, at 21 percent. The University's recycling rate is in the top 25 percent nationally, and the high is 55 percent at Rutgers University.

Western's performance in cumulative waste per person performs even higher. The University ranks 22nd in the cumulative waste per person, at 32 pounds, which places the University in the top 10 percent nationally for the lowest rate. The University will experience even greater reductions as the institutional recycling

program increases. The low value for cumulative waste per person is one pound per person at Portland Community College.

**Goal 6: Purchase non-toxic cleaning products whenever practical.**

The purchase of non-toxic cleaning products whenever practical is part of newly developing *Green Purchasing Guidelines* being developed by the Purchasing Office in collaboration with the Campus Sustainability Committee. These guidelines are currently being revised and will be presented to the President's Cabinet for approval in Spring 2007. The University annually spends approximately \$35 million for goods and services. In addition to these new *Guidelines*, Sodexo Campus Services and Physical Plant only use cleaning supplies and chemicals that are environmentally friendly.

**Goal 7: Compost at least 5,000 cubic yards of the organic waste produced on campus.**

Western Illinois University is committed to composting at least 5,000 cubic yards of the organic waste produced on campus. For example, all leaves, tree trimmings, and branches are composted or mulched.

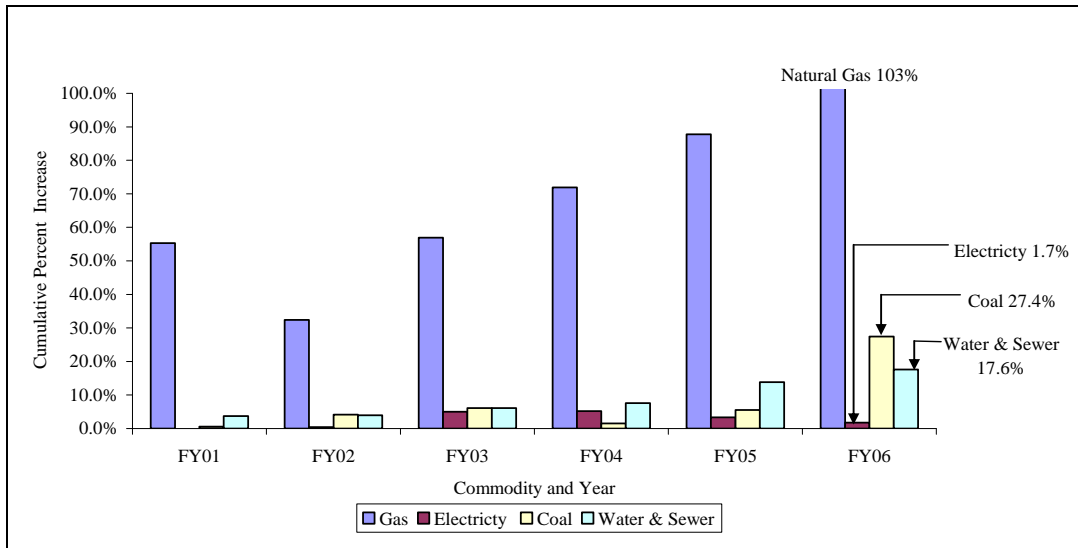
As the institution composts organic waste, we continue to enhance University landscapes, with preference to indigenous species. This has been a priority discussion in *Campus Master Plans* for Western Illinois University-Macomb and Quad Cities. Physical Plant has also reallocated a portion of the University's permanent improvement budget to landscaping.

**Goal 8: Reduce pesticide use by establishing integrated pest management practices at all facilities on campus.**

Western Illinois University outsources pest management services and requires a managed integrated pest management program as a part of that contract. The current provider has worked with the University on various educational programs for staff, effective modification of cleaning activities, and appropriate response actions to facility issues likely to elevate risk.

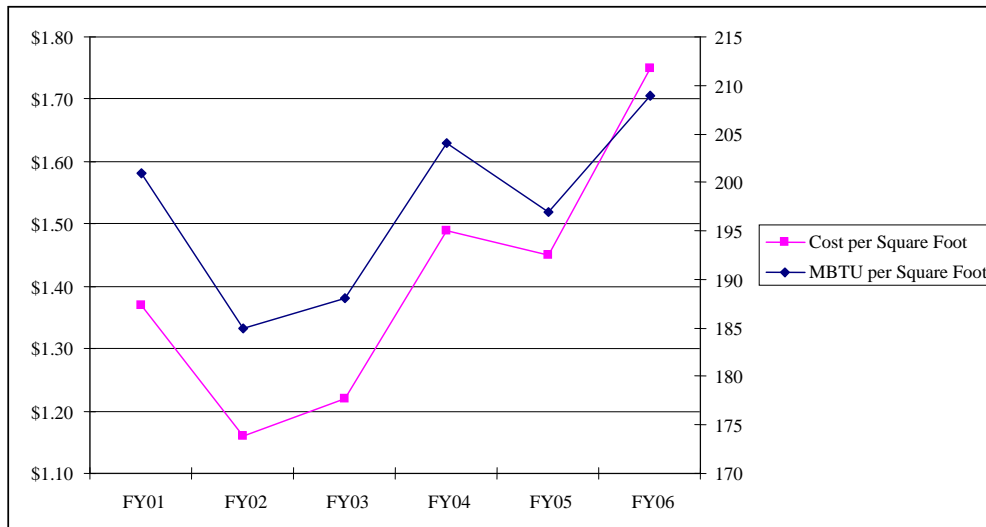
**Western Illinois University Challenges**

The first challenge is escalating costs and the volatile utilities market. Shown in the figure below, utility prices at Western Illinois University have increased by 1.7 percent for electricity, 17.6 percent for water and sewer, 27.4 percent for coal, and 103.0 percent for natural gas between Fiscal Years 2001 and 2006. Similar cost increases have also been experienced by other Illinois colleges, universities, and consumers.



Price increases and volatility for utilities are expected to continue. Since electrical deregulation in January 2007, electrical costs at Western Illinois University have increased by 54 percent. Total Fiscal Year 2007 utility expenditures are expected to be approximately \$1.2 million higher than in Fiscal Year 2006.

Costs, new construction, and renovation through the *Macomb and Quad Cities Campus Master Plans* and institutional commitments to environmental sustainability and renewable energy are all reasons that the University developed and implemented a comprehensive energy management strategy. As utility costs increase (measured by the cost per square foot), the University will implement strategies to optimize energy efficiencies (measured by one thousand British Thermal Units [MBTU] per square foot per year) with special attention to sustainable and renewable energy sources.



An aging utility infrastructure on the Macomb Campus is a second challenge to Western Illinois University. Goal 1 (reported above) indicated that the University has implemented strategies to reduce energy consumption by five percent. The magnitude of energy reduction at Western Illinois University will be even higher (up to 30 percent) when the University receives state capital funding for essential infrastructure upgrades.



For example, Western Illinois University utilizes stand-alone, steam-fired absorption chillers. Two-thirds of all campus chillers are 13 years beyond optimal service-life efficiencies. They are obsolete and have begun experiencing increasing failure rates. Original replacement parts are typically no longer available, and retrofitting using nonstandard parts reduces efficiency and only marginally extends service life. A new chilled-water infrastructure must also be addressed for the University to advance its academic mission, meet strategic objectives of environmental sustainability, and optimize state taxpayers' investments in higher education.

In addition to a new central chilled water plant, additional state support for constructing a new Internally Recirculating Coal Fluidized Bed plant, retrofitting campus facilities with modern HVAC and controls, replacing failed steam lines, and using cogeneration potential is needed to address infrastructure concerns and sustainability goals. Western Illinois University will continue to pursue multiple sources of funds to successfully address our challenges. These funding sources include State of Illinois major capital and capital renewal, performance contracting, bonds, internal reallocations, and grant funding.

### **Western Illinois University Opportunities**

The first opportunity is fiscal partnership support for the state's investment in higher education and sustainability goals. The Fiscal Year 2006 release of planning and design funding for the Western Illinois University-Macomb Performing Arts Center and building one at the Western Illinois University-Quad Cities Riverfront Campus enabled the University to plan for silver LEED certification in these facilities. The Governor's *Fiscal Year 2008 Budget* supports full funding for the construction of these facilities that will enhance the University's and State's commitment to sustainability.

The Illinois Board of Higher Education's Fiscal Year 2008 Budget Recommendations support \$13.5 million in future funding for Western Illinois University's new central chilled water plant. This funding is a phased approach to a \$34.3 million project. We look forward to support for this high priority project from the Governor and General Assembly as well.

There are additional projects for which Western Illinois University will seek state capital support.

- A capital upgrade of the campus heating plant would afford the opportunity to construct a state-of-the-art Internally Recirculating Coal Fluidized Bed (IRCFB) steam boiler, which is recognized as clean coal technology. It would also benefit from vast cost efficiencies by eliminating much of the University's industrial natural gas use.
- A new campus heating tunnel system that was completed in 2001 replaced approximately 65 percent of the campus steam lines and saves the university approximately \$100,000 a year in lost energy and make-up water. Campus steam line replacement is critical to campus residence hall heating and cooling and for reducing waste of natural resources and energy loss.
- Many original campus building HVAC systems are in critical need of retrofit or replacement to engage in cost savings and meet LEED criteria for existing facilities.

A second opportunity is to help identify grant funding opportunities. Western Illinois University retrofitted existing lighting fixtures with higher-efficiency electronic ballasts and smaller diameter fluorescent lamps. Stipes and Morgan Halls received grants from the Illinois Clean Energy foundation that have offset approximately 65 percent of the total cost of these retrofits. Likewise, beginning in Fiscal Year 2007, Physical Plant started to add occupancy sensor lighting controls to specific building areas. The University will continue to apply for grant assistance to modernize facilities with high-efficiency lighting.

A third opportunity is for the Illinois Green Government Coordinating Council to continue to sponsor professional development events. There are many opportunities for knowledge and resource sharing. For example, institutional representatives from Western Illinois University and Southern Illinois University-Carbondale serve as two of only 25 federal commissioners nationwide to serve on the American Council for Renewable Energy's Higher Education Steering Team. The Team is charged with bringing all forms of renewable energy into the mainstream of American

higher education. There is information from November 2006 and March 2007 meetings on scenarios and forecasts of how renewable energy will contribute to United States' energy supplies now and in each decade through 2050. Major trade associations, research institutions, environmental groups, and government agencies also presented their forecasts and underlying assumptions.

Once again, thank you for your continuing interests and support of sustainability at Western Illinois University. If you have any questions or would like additional information, please contact me.

Sincerely

Dr. Joseph Rives  
Assistant to the President,  
Planning, Budget and Institutional Research  
Western Illinois University

cc: Mr. Bill Epperly, Chairperson, Western Illinois University Board of Trustees  
Dr. Al Goldfarb, President, Western Illinois University