

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

Date: May 15, 2007

Re: May 2007 Strategic Plan Update

This month's *Strategic Plan Update* is a special edition. The completion of the spring semester offers the opportunity to review Strategic Plan accomplishments for Fiscal Year 2007 and plans for Fiscal Year 2008.

The source for this month's *Strategic Plan Update* is information presented at the annual planning and accomplishment sessions. In April 2007, approximately 200 members of the campus community attended two-day strategic planning and accomplishment sessions where the Vice Presidents and I presented departmental, divisional, and institutional accomplishments and plans supporting the continued successful implementation of *Higher Values in Higher Education*.

A sampling of University-wide accomplishments included is displayed below. Coupled with the many personal and professional achievements of University students, faculty, staff, alumni and partnerships with our host communities, Western Illinois University is making progress in becoming the leading comprehensive university in the United States. Within the last year, the campus community:

- Supported efforts to provide faculty and staff salaries that exceed the mean of peer institutions by engaging in contract negotiation with the University Professionals of Illinois, implementing a market equity salary adjustment program for non-negotiated staff, and completing successful negotiations on four collective bargaining agreements (AFSCME, UPI Unit B-Civil Service, IATSE, and Pipe trades) and one wage reopener with the Fraternal Order of Police.
- Experienced enrollment growth on the Macomb campus for the 11th consecutive year and a nine-percent increase on the Quad Cities campus.
- Awarded the first ten full (tuition, fees, room and board) Western Illinois University Board of Trustees Scholarships to the highest achieving and accomplished students at the University and established the Presidential Scholarship Appeal, collecting over \$100,000 in its first year.
- Provided the First Year Experience and eleven 1½ day Summer Orientation and Registration programs for nearly 1,950 first-year students and their families. Western Illinois University freshmen exceed National Survey of Student Engagement norms for students from other public masters granting institutions on the perceived level of academic challenge, quality of student-faculty interactions, and the provision of a supportive campus environment.

- Enhanced the academic excellence of Western Illinois University by redesigning the Master of Business Administration curriculum and receiving Faculty Senate approval for bachelor degree programs in liberal arts and sciences, nursing, and religious studies and a master's degree program in liberal arts and sciences.
- Strengthened educational opportunities at Western Illinois University with the establishment of new undergraduate majors in emergency management and telecommunications management and new undergraduate minors in energy management, film, homeland security, and jazz studies.
- Investigated additional educational opportunities by studying the feasibility of and need for engineering and technology in the Quad Cities, an integrated B.A./M.A. in Computer Science, and a Ph.D. in Criminal Justice.
- Diversified the curriculum with the Faculty Senate approving a cross cultural/foreign language graduation requirement.
- Investigated global challenges and personal responsibilities in the area of cultural diversity through American Democracy Project participation, campus theme programming, and the First Year Experience.
- Received endorsement from all governance groups on both campuses and approval by the Western Illinois University Board of Trustees to implement the *Western Illinois University-Macomb and Quad Cities Campus Master Plans*.
- Selected the architectural and design firms for the Performing Arts Center and continued asbestos abatement/environmental remediation in the existing building on the newly developing Western Illinois University-Quad Cities Riverfront Campus.
- Continued remodeling of Memorial Hall, completed planning for the new Multicultural Center and expansion of the Donald S. Spencer Student Recreation Center, initiated renovation to the student section of Hanson Field, and celebrated the openings of Boyer Baseball Stadium and the Document and Publication Services/Property Accounting and Redistribution Center.
- Completed the Quality Based Selection process to select an architectural and engineering firm to assist the University in conducting a facilities condition assessment to quantify *Master Plan* recommendations and prioritize campus maintenance needs.
- Recognized by the Illinois Board of Higher Education as a "Best Practice" institution for campus sustainability efforts, which include adding three hybrids to the university fleet, converting fleet sedans to E-85, using five percent biodiesel in all GoWest vehicles, participating in Recycle Mania, establishing Thompson Prairie, studying wind generation viability, installing energy-efficient lighting, drafting green purchasing guidelines, and receiving Western Illinois University Board of Trustees approval to implement a comprehensive *Energy Management Plan* for the University.
- Solidified comprehensive campaign planning and infrastructure by completing a feasibility study; hiring five development officers; and establishing the President's National Advisory Council, Western Illinois University-Quad Cities Leadership Team, and College/Unit Advancement Councils.
- Advanced University technology by developing an institutional strategic plan for technology, increasing security, installing emergency generators, completing upgrades to the University's two-way audio-video equipment between the Macomb and Quad Cities campuses, completing the first half of the fiberloop and wireless infrastructure on the Macomb campus; and selecting Zimbra Collaborative Software as the single, integrated e-mail, calendaring, and groupware solution for the University.
- Welcomed North Dakota State University and South Dakota State University to the Gateway Football Conference and the Mid-Continent Conference; also welcomed Indiana University-Purdue University Fort Wayne to the Mid-Continent Conference.

A sampling of University-wide plans for the next academic year includes:

- Continuing with actions to provide faculty and staff salaries that meet and exceed the mean of peer institutions.
- Updating *Higher Values in Higher Education* both as a renewal to the University's annual, tactical, and long-term strategic planning and budgeting processes and in preparation for institutional self study for accreditation from the Higher Learning Commission-North Central Association of Colleges and Schools that will begin at the start of academic year 2008-2009.
- Celebrating the 50-year anniversary of Western Illinois State College becoming Western Illinois University.
- Sustaining strong, integrated marketing campaigns for Western Illinois University and meeting admissions goals on both campuses.
- Proceeding with internal and external curriculum approval processes for bachelor degree programs in liberal arts and sciences, nursing, religious studies, engineering and technology, master's degree in liberal arts and sciences, an integrated B.A./M.A. in computer science, and a Ph.D. in criminal justice.
- Initiating new academic program proposals based on feasibility and need.
- Launching the quiet phase of the comprehensive campaign, continuing the President's Scholarship Appeal, and awarding the next ten Western Illinois University Board of Trustees Scholarships, raising the recipient total to 20.
- Providing the First Year Experience and corresponding orientation programs and making changes to these offerings based on program evaluation, assessment of student learning outcomes, and institutional participation in the Foundations of Excellence in the First College Year Self Study.
- Engaging in *Campus Master Plan* activities including completing parking demand/location studies, transition of Dr. C.T. Vivian Way into a pedestrian plaza, initiating construction (when state funds are received) for the Performing Arts Center and Western Illinois University-Quad Cities Riverfront Campus, continuing with Memorial Hall renovation, decommissioning the Auxiliary Services building, receiving Western Illinois University Board of Trustees approval for Multicultural Center construction and Donald S. Spencer Student Recreation Center expansion, and reopening Hanson Field prior to the start of the 2007 football season.
- Developing and implementing a multiyear classroom upgrade program.
- Designing University Union renovations; continuing residence hall, dining center, elevator and sprinkler upgrades; completing the facilities condition assessment; and developing/implementing a comprehensive utilities infrastructure master plan for Western Illinois University.
- Partnering with our host communities in economic development, urban/rural renewal, and environmental sustainability. The latter includes allocating 15 percent of all permanent improvement funding utilized on deferred maintenance to energy management and/or sustainable initiatives, researching the applicability of composting, meeting Leadership in Energy and Environmental Design certification in all new campus construction; supporting Illinois native plants, xeriscapes, and prairie restorations; and engaging in integrated pest management practices.
- Implementing the *Institutional Strategic Plan for Technology at Western Illinois University*. Through the *Plan*, the University will develop centralized support for classroom technology and equipment capitalization/rotation; complete the fiber loop and wireless in academic buildings on the Macomb Campus; plan for wireless in common areas and green spaces; establish a fiber connection between the Macomb and Quad Cities campuses; open the Digital Commons and demonstration, state-of-the-art classrooms for the comprehensive campaign; initiate podcasting and clicker technology; support the academic community in developing a distance learning plan

for the University; continue to centrally locate servers; and complete the institutional transition to Zimbra.

Additional information presented at the April 2007 accomplishments and planning sessions is available at www.wiu.edu/president/budgets/. The individual Power Point presentations are available at www.wiu.edu/UniversityPlanning/strategicplanning/AprilPresentations/index.php.

As the campus community begins to update *Higher Values in Higher Education*, one of the first exercises includes environmental scanning. Based on the information presented above, we will ask ourselves:

- How many Strategic Plan actions have been completed, are in progress, or have not yet been started;
- How many Strategic Plan actions are moving in the desired direction, show no progress, or are moving in the opposite direction; and,
- What are the external factors that present opportunity and challenge to the University as we continue successfully meeting the priorities and goals of the Strategic Plan?

This information will be presented at your September Western Illinois University Board of Trustees meeting. It will also be supplemented by several other items presented to you. These include:

- Western Illinois University's Fiscal Year 2007 Performance Report will include University plans, accomplishments, and performance indicators as related to *Higher Values in Higher Education* and the statewide strategic plan for Illinois higher education, *The Illinois Commitment: Partnerships, Opportunities, and Excellence*. The Performance Report will also benchmark Western Illinois University performance indicators against peer institutions endorsed by all six campus governance groups from both University campuses.
- Western Illinois University's Fiscal Year 2008 All-Funds Budget will demonstrate how University resources will be applied to the highest Strategic Plan goals and priorities.
- Western Illinois University's Fiscal Year 2009 Operating and Capital Budget Recommendations to the State of Illinois will document how new institutional funding will support the highest statewide and institutional plans and priorities.

As this *Strategic Plan Update* demonstrates, Western Illinois University is committed to comprehensive planning that is strongly linked to both resource allocation, accountability reporting, and continuous improvement. The integration of our planning is further demonstrated by the strong linkages between the academic and cocurricular goals expressed in *Higher Values in Higher Education* with the facilities, grounds, technologies, and infrastructure goals expressed in our *Campus Master Plans*, and the newly developing institutional strategic plan for technology and comprehensive campaign.

Please contact me if you have any questions, or if you have additional feedback for the continued successful implementation of *Higher Values in Higher Education*.

cc: President Goldfarb CSEC President Boussard Alumni Council Chair Green
 Provost Rallo COAP President Spelman Associate Provost Clerc
 Vice President Hendricks Faculty Council Chair Solymossy Planning, Budget, and IR Staff
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