

To: Members of the Western Illinois University Board of Trustees
Bill Epperly, Chairperson Mike Houston
Bob Cook Jessie Kallman
Carolyn Ehlert Steve Nelson
Bill Griffin

From: Joe Rives, Interim Executive Assistant to the President, Quad Cities, Planning and Technology

Date: February 16, 2008

Re: February 2008 Strategic Plan Update

This month's Strategic Plan Update requests feedback from all interested parties on the first draft of *Higher Values in Higher Education 2008-2018*.

Background

Draft of the University's updated Strategic Plan was written by the Higher Values in Higher Education Review/Update Team, and was based on the following factors:

1. The conceptual framework provided to the Western Illinois University Board of Trustees at their December 2007 Board meeting and sample format provided for campus review and feedback in the *January 2008 Strategic Plan Update*.
2. A strengths, weaknesses, opportunities, and challenges ("swoc") analysis was used in forming draft action items. Feedback for the "swoc" analysis was received from the campus community through a request in the *December 2007 Strategic Plan Update* and input from the President's National Advisory Group and the Alumni Association.
3. A review of three-year trend data on the status of institutional performance indicators endorsed by all campus governance groups, and a review of the *Higher Values in Higher Education* actions completed/maintained, in progress, or not yet started.

A mapping of the original Strategic Plan actions and the inclusion, exclusion, or modification in *Higher Values in Higher Education 2008-2018* will be provided in a future monthly *Strategic Plan Update*. At the present time, the Strategic Plan Review/Update Team seeks your feedback on the attached draft. We are also in the process of seeking campus and external community input and feedback through multiple channels, including:

1. Monthly Strategic Plan Updates.
2. Meetings with each of the governance groups on both Western Illinois University campuses, the Alumni Association, President's Cabinet, President's Advisory Group, and the President's National Advisory Group.

3. Meetings with each of the vice presidential area directors and the Quad Cities Administrative Team.
4. Meetings with each of the university, college, and library governance groups.
5. Open campus feedback sessions on the Macomb and Quad Cities campuses.
6. Review by the Strategic Planning Review/Update Team of the new Higher Learning Commission-North Central Association of Colleges and Schools (HLC-NCA) accreditation requirements to ensure that all expectations (accreditation criteria) are addressed. This is an extremely important action, as the HLC-NCA expects that institutional strategic plans guide the institutional self-study process, which will start this spring for Western Illinois University and culminate in a site visit during academic year 2010-2011.
7. Any other meetings requested by members of the Western Illinois University community.

It is the goal of the Strategic Plan Review/Update Team to collect and incorporate all feedback and acquire governance group endorsement for *Higher Values in Higher Education 2008-2018* prior to the June 2008 Western Illinois University Board of Trustees meeting.

As currently planned, the *Strategic Plan Update* provided in the June 2008 Western Illinois University Board of Trustees meeting materials will include all information referenced as appendices on the last page of the attached document. Also to be provided are cost estimates and measurement strategies for each of the individual action items in the revised Strategic Plan.

Additionally, goal six of *Higher Values in Higher Education 2008-2018* describes additional resource allocation, evaluation, and accountability reporting processes that sustain the continued successful implementation of *Higher Values in Higher Education* and the University's integrated planning, budgeting, and reporting processes.

Following this ambitious schedule, the Strategic Plan Review/Update Team will also be presenting a resolution for Western Illinois University Board of Trustees approval of *Higher Values in Higher Education 2008-2018* at the June 2008 meeting.

If you have any questions or recommendations for the continued successful implementation of *Higher Values in Higher Education* and/or the development of *Higher Values in Higher Education 2008-2018*, please contact me.

cc:	President Goldfarb	CSEC President Boussaard	Alumni Council Chair Hoffman
	Provost Thomas	COAP President Spelman	Associate Provosts Baily and Clerc
	Vice President Hendricks	Faculty Council Chair Bailey	Planning, Budget, and IR Staff
	Vice President Johnson	Faculty Senate Chair Rock	President's Office Support Staff
	Vice President Thompson	SGA Presidents Ciasto and Pfister	

HIGHER VALUES IN HIGHER EDUCATION 2008-2018:
AN ACTION AGENDA FOR WESTERN ILLINOIS UNIVERSITY

The History and Heritage of Western Illinois University

Founded in 1899, the Western Illinois State Normal School was established to address teacher preparation in the state's grammar schools. The faculty and students of Western were eager to meet this need, and the institution soon became known for its well-rounded, deeply committed graduates, a tradition that continues.

As the years passed and the name was changed to Western Illinois State Teachers College in 1921 and then to Western Illinois University in 1957, the institution's mission continually broadened to include academic majors that prepared high school teachers, the state's earliest and most successful extension program, a multi-faceted graduate school, a liberal arts program, and, eventually, distinguished colleges devoted to Arts and Sciences, Business and Technology, Education and Human Services, and Fine Arts and Communication.

Throughout time, and most recently as Western celebrates 50 years as a University during academic year 2007-2008, we have earned and maintained a reputation for expanding public access to affordable, high quality degree programs and fostering student involvement in university activities.

We are now a leading university, with a residential campus in Macomb, a commuter campus in the Quad Cities, and extension and distance learning programs. With an outstanding, diverse faculty and staff committed to multicultural and international education, Western Illinois University offers undergraduate and graduate programs of study to more than 13,300 students from Illinois, across the nation, and around the world.

The Present and Future of Western Illinois University

With more than a century of growth and development, and over 100,000 living alumni, Western Illinois University maintains a strong sense of community and historic commitments to student access, affordability, and success. Within the last two years alone, we have been recognized as one of the "Best in the Midwest Colleges" and as one of the "Best Value" colleges in the U.S. by the *Princeton Review*, as well as one of just 21 public universities ranked as a "Tier 1 Midwestern Masters Granting Institution" by *US News & World Report*.

Western Illinois University is also accredited by the Higher Learning Commission-North Central Association of Colleges and Schools. The University's teacher certification programs are accredited by the National Council for the Accreditation of Teacher Education and approved by the Illinois State Board of Higher Education. The University also maintains a strong commitment to discipline-based accreditation and certification, where appropriate to the discipline. In academic year 2007-2008, Western Illinois University maintained accreditation/certification with 11 agencies ranging from the American Speech-Language-Hearing Association to National Association of Schools of Music.

These external recognitions and peer-based accreditations showcase our high academic standards, quality instruction, excellent opportunities for job and graduate school placement, outstanding academic and residential facilities, exciting extracurricular activities, and institutional commitments to sustainability and affordability. Combined, these qualities characterize the strengths and synergies of Western Illinois University.

These recognitions also emphasize the unique mission and niche of Western Illinois University in the state's system of public higher education. Keeping focused on our vision, mission, and values is critical to continued student success and our progress, growth, and contributions to the state and beyond. Western Illinois University, along with all other 11 Illinois public universities, is currently being challenged by a declining number of Illinois high school graduates; decreasing state support (appropriations) for higher education; as well as increasing costs, maintenance, technological, infrastructure, and accountability needs.

Through continued successful implementation of *Higher Values in Higher Education*, the institutional planning, resource allocation, and accountability reporting processes established in academic year 2002-2003, we will build upon our strengths and take advantage of opportunities. Western Illinois University will continue to prepare our students and graduates to contribute to the global community. We will do so in a manner that is distinctive and nationally recognized for successful implementation of our vision, mission, and values.

Our Vision

Western Illinois University will be the leader in quality, access, and affordability among its peers.

Our Mission

Through a unique synergy of educational experience, research, creativity, and service built on a foundation of core values, Western Illinois University will prepare a socially responsible, diverse student population to contribute in a global society.

Our Values

Academic Excellence

Central to our history and tradition is the commitment to teaching, to the individual learner, and to active involvement in the teaching-learning process. Western Illinois University's highly qualified, diverse faculty promotes critical thinking, engaged learning, research, and creativity in a challenging, supportive learning community. We are committed to an academic environment that encourages lifelong development as learners, scholars, teachers, and mentors.

Educational Opportunity

Western Illinois University values educational opportunity and welcomes those who show promise and a willingness to work toward achieving shared educational goals. We are committed to providing accessible, high quality educational programs and financial support for our students.

Personal Growth

Because Western Illinois University values the development of the whole person, we are committed to providing opportunities for personal growth in an environment that supports the development of wellness, ethical decision making, and personal responsibility.

Social Responsibility

Western Illinois University is committed to equity, social justice, and diversity and will maintain the highest standards of integrity in our work with others. We will serve as a resource for and stimulus to economic, educational, cultural, environmental, and community development in our region and well beyond it.

The Structure for Implementing Higher Values in Higher Education 2008-2018

Higher Values in Higher Education 2008-2018 represents a ten-year, long-term vision for Western Illinois University. The *Plan* was written by the campus community, for the campus community. Note: Assuming the next sentence is true, it will read: It was endorsed by all campus governance groups on the Macomb and Quad Cities campuses, and approved by the Western Illinois University Board of Trustees during academic year 2007-2008.

Higher Values in Higher Education 2008-2018 focuses on the macro issues facing Western Illinois University and those actions requiring communication and collaboration between vice presidential areas, colleges, academic departments, administrative units, and/or governance groups.

The two campuses of Western Illinois University are organized around the president; four vice presidential areas: Academic Affairs, Administrative Services, Advancement and Public Services, and Student Services; four academic colleges; and University Libraries. Governance structures include the Civil Service Employees Council, Council of Administrative Personnel, Faculty Senate, Student Government Association (Macomb and Quad Cities), Quad Cities Faculty Council, and college governance structures.

Each of the academic departments and administrative areas mentioned above is responsible for articulating priorities and allocating resources to support daily operations and advance the goals and actions stated in this *Plan*. Building on the success of the original *Higher Values in Higher Education*:

- Annual *Higher Values in Higher Education* planning, priority, and accomplishment presentations will continue to be made to the campus community each spring by areas reporting to the president and the vice presidents.
- Budgeting supporting the goals and actions stated in this *Plan* will continue to be supported by all members of the campus community.
- Accountability will be demonstrated by continued strong commitments to shared governance in the institutional decision making and reporting processes on both campuses

Western Illinois University will continue to hold itself annually accountable to planning, implementing, and evaluating the goals and actions contained in this *Plan*. In order to achieve our aspirations (vision), mission (daily operations), and values (beliefs), and as indicated parenthetically below, planning will emphasize the use of intact structures, processes, and groups, with ad hoc task forces and committees, as needed, to advance the institutionally agreed upon priorities and long-term vision.

GOALS AND ACTIONS FOR HIGHER VALUES IN HIGHER EDUCATION 2008-2018

Goal 1: Focused Recruitment and Retention

Western Illinois University is committed to becoming the destination of choice for students, faculty, and staff. We specifically seek those individuals who value academic excellence and are committed to successfully achieving their educational goals. Therefore, we will actively compete for and contribute to the ongoing development of our most valuable resource: the students, faculty, and staff of the University.

- Action 1. Achieve optimum controlled enrollment growth goals of 12,500 and 3,000 high-achieving, motivated and diverse learners on the Macomb and Quad Cities campuses, respectively, by enhancing university-wide recruitment plans that include:
 - a) New and reallocated resources to support academic programs and support services that attract students from the state, region, nation, and around the world to Western Illinois University [*President, Vice Presidents, Western Illinois University Foundation, Deans, Department Chairs, Directors*]
 - b) An enhanced, integrated marketing campaign that in multiple formats (print, media, Web) emphasizes increased external awareness of Western Illinois University; the achievements of students, faculty, staff, and alumni; and program specific marketing [*Division of Advancement and Public Services, Director of Quad Cities Marketing, Admissions, Academic Departments, Alumni Association, University Technology*]
 - c) Opportunities for the enhanced participation and achievement of members from traditionally underrepresented groups in higher education and in academic disciplines [*All Academic departments and administrative units, Registered Student Organizations, Affinity groups*]

- d) Increased partnerships (e.g., alumni, community members, high school and community college counselors, and with Historically Black Colleges and Universities and Hispanic Serving Institutions) to assist in student recruitment [*Admissions Office, Graduate Programs, Alumni Association, Deans, Chairpersons, Academic Departments*]
- e) Additional resources to support new and enhanced faculty and staff student recruitment efforts [*Academic Affairs, Student Services*]
- f) Enhanced community college partnerships (e.g., increased interactions with admissions counselors, implementation of the Course Articulation System, faculty participation on all Illinois Articulation Initiative panels) to support Western’s “transfer friendliness” and increased transfer student enrollment [*President, Academic Affairs, Student Services, Interim Executive Assistant to the President, School of Extended Studies, University Registrar, Administrative Computing*]
- g) Sustained innovation and promotion of the University’s statewide, regional, and national leadership in affordability and cost predictability for undergraduate and graduate education [*President, Vice Presidential Areas, Alumni Association, Western Illinois University Foundation*]
- h) Continued allocation of resources to support attention to the individual learner (e.g., maintaining student-to-faculty ratios at or below 17:1 and average class sizes of less than 25) [*President, Vice Presidents, Deans, Department Chairs*]

Action 2. Provide the resource base and support to recruit and retain an excellent faculty and staff representative of the diverse and global society and committed to supporting the University’s vision, mission, values, and goals by providing:

- a) Faculty and staff salaries that meet and exceed the mean of peer institutions. Successful strategies include:
 - (1) Completing and supporting faculty equity reviews by discipline [*Board of Trustees; President; Vice Presidents; University Professionals of Illinois; Planning, Budget and Institutional Research*]
 - (2) Examining and implementing, if appropriate, Pay for Exceptional Performance for non-negotiated staff [*Board of Trustees, President, Vice Presidents, Human Resources, Civil Service Employees Council, Council of Administrative Personnel*]
 - (3) Allocating resources to support Market Equity Reviews for non-negotiated staff [*Board of Trustees, President, Vice President, Human Resources, Civil Service Employees Council, Council of Administrative Personnel*]
 - (4) Negotiating contracts that support salary increases and market equity for negotiated staff [*Board of Trustees, President, Vice President, Human Resources, Bargaining units*]
- b) Institutional resources to support *Higher Values in Higher Education 2008-2018* and the academic mission and service operations of Western Illinois University [*President, Vice Presidents, Deans, Department Chairs, and Directors*]
- c) Obtain funds to augment faculty support through endowed professorships and chairs [*President, Provost, Western Illinois University Foundation, Advancement and Public Services, Deans, Western Illinois University-Quad Cities Development Officer*]
- d) Needs analyses to base professional development opportunities for faculty and staff [*Center for the Innovation in Teaching Research, Human Resources*]

- e) Opportunities for the enhanced participation and achievement of members from traditionally underrepresented groups in higher education and in academic departments and administrative units [*All academic departments and administrative units, Affirmative Action and Equal Opportunity Council, Web Accessibility Committee, Americans with Disabilities Advisory Committee, University Committee on Sexual Orientation, Anti-Harassment Education and Awareness Committee, Western Organization of Women, all other affinity groups*]
- f) Development and expansion of family friendly policies and procedures across all employee classifications that assist in faculty and staff recruitment and retention [*President, Vice Presidents, Human Resources, Center for Innovation in Teaching and Research, Civil Service Employees Council, Council of Administrative Personnel, Faculty Senate, College Councils, Quad Cities Faculty Council*].
- g) Consistent with a family friendly environment:
 - (1) Conduct a needs and feasibility analysis for establishing permanent, academically-based summer infant and childcare on the Macomb campus to complement services provided to the Western Illinois University community in the spring and fall semesters [*Provost's Office, College of Education and Human Services*]
 - (2) Conduct a needs and feasibility analysis for establishing permanent, academically-based summer infant and childcare on the Quad Cities campus [*Provost's Office, College of Education and Human Services*].

Goal 2: Enrich Academic Excellence

Embedded in the University's history is a primary commitment to teaching, instruction, and the individual learner. Providing excellent instruction is the highest priority of the University's faculty. The faculty is responsible for the vast majority of the total student credit hours earned at the University with graduate teaching assistants contributing and supporting the academic mission of Western Illinois University. As a group, full professors devote a significant percentage of their professional responsibilities to undergraduate instruction, with all levels of faculty also engaged in research, scholarly/creative activities, and mission-driven public service and outreach.

The University's core value of academic excellence expresses the University's commitment to an academic environment of lifelong development for learners, scholars, teachers, and mentors. The achievements and accomplishments of Western Illinois University students, faculty, staff, and alumni are well documented. To enrich and advance the academic excellence of our University as we become a leader amongst our peers will require sustained and enhanced commitments to instruction, research, service, and information technology.

Action 1. Support strong commitments to teaching and instruction by:

- a) Continuing to use the academic program review process to ensure the provision of high-quality, viable academic programs and services [*Academic Affairs*]
- b) Developing and offering new and expanded academic programs in areas of demand and need that are consistent with the academic mission of the University [*Faculty, Department Chairs, Deans, Faculty Senate, Graduate Council, Provost, President, Western Illinois University Board of Trustees*]
- c) Supporting interdisciplinary course, program, institute, and center development [*Faculty, Department Chairs, Deans, Provost, Faculty Senate, Graduate Council, President, Western Illinois University Board of Trustees*]

- d) Clarifying the goals and priorities of distance learning through a strategic planning process that includes an identification of stable resources, an assessment plan for student learning outcomes, and the adoption of national best practices to the provision of distance learning at Western Illinois University [*Academic Affairs*]
- e) Following the University's *Assessment Plan* to use assessment of student learning in general education, the undergraduate major, and in graduate programs to inform curricular revision and development [*Program faculty, Student Learning Assessment Committee, College Curriculum Committees, Faculty Senate, Graduate Council, Provost's Office*]
- f) Providing increased structured educational opportunities to increase student-faculty interactions and active and collaborative learning through international studies, internships, service learning, and undergraduate and graduate student research with faculty [*Deans, Department Chairs, Program Faculty, Career Services, Center for International Studies*]
- g) Expanding academic and co-curricular opportunities for Honors Students [*Centennial Honors College, Honors Council, Faculty, Faculty Senate, Graduate Council*]
- h) Achieving and maintaining discipline-based accreditation and/or certification, where appropriate, to demonstrate commitment to high quality and the academic and service mission of Western Illinois University [*Academic departments and administrative units within Student Services*]

Action 2. Provide strong commitments and increase opportunities to support research, scholarly/creative activities, and public service and outreach by:

- a) Expanding the summer stipend, University Research Council programs, and establishing additional means to support research and scholarly/creative activities [*Academic Affairs*]
- b) Augmenting institutional resources to encourage and promote research, creative, and scholarly activities with special emphasis on new and junior faculty members [*Academic Affairs*].
- c) Promoting entrepreneurial approaches to research and scholarly/creative activities that are consistent with departmental, college, and University priorities [*Academic Affairs*]
- d) Enhancing visiting scholars and artists in residence programs [*Academic Affairs*]
- e) Maintaining the agility to respond to emerging needs in the state and region, including the Governor's initiatives, P-20 initiatives, and area economic development plans [*Faculty and Staff*]
- f) Completing a review of professional development support (e.g., travel support) across Academic Affairs, recommending levels of support for faculty research, service, and professional development [*Faculty Senate*]
 - (1) Implementing agreed upon recommendations where funding is available and seeking additional funding where it is not available [*Provost, Deans, Department Chairs*]
- g) Creating opportunities for increasing public involvement in cultural, intellectual, and educational activities [*Academic Affairs, Advancement and Public Services, Student Services*]

Action 3. Deliver a strong, user-centered information technology infrastructure by:

- a) Continuing implementation of the multiyear faculty and staff computer upgrade program that will ultimately establish and maintain a four-year computer rotation program of new computers for instructional units within Academic Affairs [*President, Interim Executive Assistant to the President, University Technology, Deans, Department Chairs, College Technology Representatives*]

- b) Maintaining the multiyear electronic classroom upgrade program for general instructional and two-way audio-video classrooms on both campuses [*President, Interim Executive Assistant to the President, University Technology, Deans, Department Chairs, College Technology Representatives*]
- c) Developing and articulating support agreements and responsibilities between University Technology and college/departmental technology staff to enhance responsiveness and end-user support [*Interim Executive Assistant to the President, Deans, College Technology Representatives*]
- d) Implementing all other academic and administrative goals and priorities from the *Institutional Strategic Plan for Technology at Western Illinois University* [*Interim Executive Assistant to the President, University Technology, Administrative Computing, Electronic Student Services, President's Technology Advisory Users Group*]
- e) Enhancing the colleges and libraries' outreach and communication through the use of interactive and collaborative technologies in support of our Macomb and Quad Cities campuses, distance education, and WIU's emerging nursing programs [*University Libraries, University Technology, Colleges and Departments, Associate Provost for Distance Learning and Extended Studies*]
- f) Increasing the virtual and physical information experience, including anytime, anyplace delivery of information to the University and surrounding community [*Deans, Department Chairs, University Libraries, University Technology, Faculty, Associate Provost for Distance Learning and Extended Studies*]
- g) Augmenting user-centered library services and resources to lead the development of information literacy at Western Illinois University; gauge and improve student learning; enhance scholarly productivity; and meet institutional transformation demands [*University Libraries*]
- h) Delivering additional community outreach initiatives through the Western Illinois University digital library, historical archive projects, and the promotion of rural librarianship [*University Libraries*]

Goal 3: Provide Educational Opportunities

The curriculum of Western Illinois University is responsive to individual, regional, and societal needs. The University currently offers over 90 undergraduate and graduate degree programs, in addition to post baccalaureate certificates, extension courses, distance learning options, and an individualized Board of Trustees Bachelor of Arts degree program through the School of Extended Studies. The University is also engaged in actions designed to internationalize the curriculum, increase the number of international students enrolled in degree programs, and augment the number of students participating in Western's English as a Second Language (WESL) program.

Western's responsive curriculum also supports learning which occurs inside and outside the classroom. The University supports more than 200 student organizations. Student Services provides a vast array of leadership and cocurricular events, programs, and services to promote student leadership and development. Academic Affairs offers comprehensive experiential learning opportunities that include site observations, internships, student teaching, service learning, and scholarly/creative activities with faculty.

To make educational opportunities available to the students that we serve, the Admissions Office, School of Extended Studies, Graduate School and program faculty and staff maintain close contact with prospective students and newly accepted students. The University also supports the state's largest special admission program for undergraduate students who do not meet all of the University's admissions requirements but show the desire and willingness to academically succeed. We welcome students who show promise and a willingness to work toward achieving shared educational goals.

Western Illinois University also emphasizes affordability, because a college education is essential in today's global and high-technological community. We firmly believe that higher education, and the benefits that it accords, is an investment and that no student should be denied a college education because of financial need. We provide access and affordability to a high-quality educational experience that is responsive to student needs and circumstances.

Action 1. Further augment flexibility and responsiveness to student needs and timely degree completion in academic programs by:

- a) Supporting and promoting Western Illinois University's granting of academic credit for students successfully completing external examinations through the College Level Examination Program, College Entrance Examination Board, Proficiency Examination Program, and the Defense Activity for Nontraditional Education Support [*Admissions Office, School of Extended Studies, Academic Departments*]
- b) Exploring the awarding of credit for prior learning and life experiences where appropriate to the discipline [*BOT/BA Advisory Board, School of Extended Studies, Associate Provost for Distance Learning and Extended Studies, Provost, Academic Departments*]
- c) Participating in the Illinois Articulation Initiative. Successful student completion of the Illinois Education Core Curriculum at any participating institution ensures that Western Illinois University General Education degree requirements have been met. [*Academic Affairs*]
- d) Expanding articulation agreements and the Dual Admissions Transfer Program to promote seamless transfer to Western Illinois University and advisement that keeps students focused on degree requirements and timely degree completion [*Admissions, University Registrar, Academic Affairs*]
- e) Developing new and expanded academic programs that allow students to earn multiple degrees from Western Illinois University and be prepared for multiple career opportunities [*Faculty, Department Chairs, Deans, Faculty Senate, Graduate Council, Provost, President, Western Illinois University Board of Trustees*]
- f) Creating five-year integrated baccalaureate/masters degree programs, where appropriate to the discipline [*Program Faculty, College Curriculum Committees, Faculty Senate, Graduate Council, Deans, Quad Cities Scheduling Committee, Provost, President, Western Illinois University Board of Trustees, Illinois Board of Higher Education*].
- g) Establishing academic programs that allow a student to start a degree program on the Macomb Campus and complete the degree on either the Macomb or the Quad Cities campuses [*Academic Departments, Deans, College Curriculum Councils, Faculty Senate, Provost, President, Board of Trustees, Illinois Board of Higher Education*]
- h) Supporting alternatives to the 16-week semester that are responsive to student needs [*Program Faculty, College Curriculum Committees, Faculty Senate, Graduate Council, Deans, Quad Cities Scheduling Committee, Provost*]
- i) Completing curricular efficiency studies that examine students' time-to-degree and help to inform future academic planning. Results will be shared with the Provost, Deans, and Quad Cities Scheduling Committee [*Planning, Budget, and Institutional Research*]
- j) Following credit hour requirements defined by the Council on Curricular Programs and Instruction in new program development [*Program Faculty, College Curriculum Committees, Faculty Senate, Graduate Council, Deans, Provost*]
- k) Maintaining course offering goals in the Quad Cities, including the continued ability for all degree programs to be fully completed on-site or through distance modalities and with an annual review of these commitments at the Provost's annual Summer Retreat [*Chairpersons, Deans, Provost, Interim Executive Assistant to the President*]

Action 2. Support learning inside and outside the classroom and initiatives designed to increase student leadership, development, retention and graduation rates by:

- a) Developing strategies to successfully respond to National Survey of Student Engagement results of new college students, second semester freshmen, and second semester seniors as a means to increase student involvement, retention and graduation rates [*Academic departments, Student Services*]
- b) Providing opportunities for student development and learning outside the classroom through involvement, leadership, and co-curricular experiences in environments that are supportive, challenging, and inclusive [*Student Services, Quad Cities Office of Academic and Student Services, Student Government Associations, Faculty and Staff*]
- c) Completing the integration of Office of Academic and Student Services on the Quad Cities campus and develop a “one-stop shop” for services provided to students on that campus [*Interim Executive Assistant to the President, Office of Academic and Student Services*]
- d) Designing and implementing Western Illinois University’s adaptation to the five-year Summit League Plan to increase student-athlete academic achievement [*Intercollegiate Athletics*]
- e) Continuing implementation of the *Strategic Plan for the First Year Experience* that includes assessing student learning outcomes, evaluating the effectiveness of the First Year Experience, and making programmatic changes where appropriate [*First Year Experience Faculty and Staff, Assistant Provost for Undergraduate Education*]
- f) Promoting and providing opportunities for students who have had to stop out from higher education [*Academic Affairs, Admissions Office, Office of Academic and Student Services at Western Illinois University-Quad Cities, Council on Admission, Graduation and Academic Standards*]
- g) Developing a comprehensive substance abuse educational program [*Student Services, University Libraries, Student Government Association*]. Initial components of this program related to current University initiatives include:
 - (1) Late night and alternative programming [*Student Services, Student Government Association, Registered Student Organizations*]
 - (2) Implementation of a comprehensive alcohol risk reduction plan [*Beu Health Center*]
 - (3) Future university-theme programming in the areas of health and wellness [*University Theme Committee, First Year Experience Faculty and Staff*]
- h) Offering comprehensive academic, career, personal, health and wellness counseling, services and programs [*Divisions of Academic Affairs and Student Services, Office of Academic and Student Services at Western Illinois University-Quad Cities, University Libraries*]

Action 3. Provide statewide and national leadership in cost predictability and affordability by:

- a) Supporting and publishing institutional strategies to maintain the University’s national leadership in cost predictability and affordability [*President, President’s Cabinet, Advancement and Public Services, Director of Quad Cities Marketing, Western Illinois University Board of Trustees*]
- b) Developing and publishing new and enhanced strategies for reducing the amount of student indebtedness upon graduation [*President, President’s Cabinet, Advancement and Public Services, Director of Quad Cities Marketing, Western Illinois University Board of Trustees*]
- c) Implementing methods to increase student awareness about financial aid and scholarship opportunities [*Financial Aid Office, Scholarship Office, Assistant Director of Financial Aid at Western Illinois University Quad Cities*]

- d) Identifying new and enhanced funding for students in need of short-term financial assistance
[Financial Aid Office, Advancement and Public Services]

Goal 4: Support Personal Growth

Western Illinois University provides campus environments that support a wide range of student interests and provide opportunities for leadership development and personal growth inside and outside the classroom. Our educational experiences are characterized by a faculty and staff committed to providing active and collaborative learning environments; individual attention to the learner; enriching educational experiences, and a supportive campus environment. Opportunities for lifelong learning are equally important for our faculty and staff who have committed to the highest levels of excellence in supporting and advancing the academic mission and service operations of the University.

Action 1. Support learning inside and outside of the classroom by:

- a) Implementing plans designed to increase student participation in and appreciation of cultural, aesthetic, intellectual, and leadership events on and off campus *[Divisions of Academic Affairs and Student Services, Student Government Associations]*
- b) Developing educational opportunities designed to raise awareness of environmental issues *[Faculty, Staff, Campus Sustainability Committee, University Libraries]*
- c) Sponsoring University-theme programming and events, and programming in the First Year Experience that is integrated with the University theme. *[University Theme Committee, First Year Experience Faculty and Staff, University Libraries]*
- d) Hosting high profile University speakers on both the Macomb and Quad Cities campuses *[Academic Affairs, Advancement and Public Services, Student Services, Interim Executive Assistant to the President]*
- e) Enabling students to attend and participate in events on both Western Illinois University campuses *[Academic Affairs, Advancement and Public Services, Student Services, Interim Executive Assistant to the President]*
- f) Forming a student-led task force to look at strategies for increasing school spirit *[Student Government Associations-Macomb and Quad Cities]*
- g) Providing a broad-based National Collegiate Athletic Association (NCAA) Division I varsity intercollegiate athletics program that is committed to broad-based participation opportunities, promotes academic achievement, maintains financial stability, and uses the NCAA Certification and other annual reporting processes to demonstrate strict adherence to NCAA operating principles related to governance and rules compliance, academic integrity, equity, and student athlete welfare *[Intercollegiate Athletics, Vice President for Student Services]*
- h) Providing opportunities for students to learn about financial responsibility and become more proactive in solving financial problems *[Financial Aid Office, Scholarship Office, Assistant Director of Financial Aid at Western Illinois University Quad Cities]*
- i) Involving members of the Alumni Association to serve as role models and mentors in internships, career days, guest presentations, speaker series, etc. *[Academic Departments, Student Services, Alumni Association]*
- j) Developing a plan to prepare students to be lifelong, contributing members of the Western Illinois University community *[Alumni Association]*

Action 2. Provide lifelong learning opportunities for faculty, staff, and community members by:

- a) Supporting the use of release time, tuition waivers, and other University benefits for faculty and staff to advance their educational pursuits [*President, Vice Presidents, Deans, Department Chairs, Directors, Supervisors*]
- b) Continuing to enhance non-credit programs and services [*School of Extended Studies*]
- c) Developing new and enhanced programs and services specifically designed for the specific professional development needs of faculty and staff [*Center for the Innovation of Teaching and Research, Human Resources*]
- d) Enhancing health and wellness activities targeted at the specific needs of faculty and staff [*Human Resources, Center for Innovation in Teaching and Research, Counseling Center, Campus Recreation, Beu Health Center, Vice President for Administrative Services*]
- e) Sustaining the University's Affirmative Action Internship Program [*Office of Equal Opportunity and Access*]
- f) Providing the campus and surrounding communities with a diverse season of quality cultural entertainment and educational opportunities to help foster a lifelong appreciation for the performing arts [*College of Fine Arts and Communication, Bureau of Cultural Affairs, Performing Arts Society, Office of Student Activities, University Libraries, University Art Gallery*]
- g) Coordinating the educational opportunities at Western Illinois University for:
 - (1) Illinois public school teachers to earn Continuing Professional Development Units as part of recertification requirements [*College of Education and Human Services, Office of Non-Credit Programs*]
 - (2) Practicing professionals to earn Continuing Education Units (CEUs) and other professional credit units as part of licensing/certification requirements [*Office of Non-Credit Programs*]
- h) Assisting teacher education and graduate education programs; link field and clinical experiences; and serve the needs of students, graduates, and the professional community [*Center for Preparation of Educational Professionals*]

Goal 5: Promote Social Responsibility

The Western Illinois University campuses are places where relationships are established, ideas are tested, and learning is inspired. We provide safe, secure, and aesthetically pleasing living, learning, and working environments; and we celebrate plurality of thought and perspective. As such, we maintain strong commitments to equity, social justice, and diversity and we serve as a resource for and stimulus to individual, economic, educational, cultural, environmental, and community development in our state and well beyond.

- Action 1. Provide campus environments that meet the needs of University constituencies and reflect the core values of the University by:
 - a) Maintaining safe campus environments with educational programs, services, and University partnerships committed to the prevention of crime; protection of life and property; preservation of the peace, order, and safety; and enforcement of laws and University policies [*Office of Public Safety, Student Services, Community University Partnership Program*]
 - b) Codifying emergency operations planning and disaster recovery for Western Illinois University [*Assistant Vice President for Administrative Services, Emergency Operations Planning Committee, University Technology*]

- c) Continuing implementation of the Western Illinois University *Campus Master Plans* and the *Target Western Forward* athletics facilities plan. Both *Plans* include construction of new and renovation of existing facilities [*Administrative Services, Student Services, University Technology, Western Illinois University-Macomb Campus Master Plan Implementation Team, Quad Cities Riverfront Users Group*]
 - d) Developing a long-term bonding plan for facilities, infrastructure, and technology needs at Western Illinois University [*President, President's Cabinet, Western Illinois University Board of Trustees*]
 - e) Pursuing, aggressively, state funding for the highest facilities priorities identified on the *Campus Master Plans* and for the highest capital renewal and permanent improvement projects [*Physical Plant; Planning, Budget and Institutional Research; President, President's Cabinet, Western Illinois University Board of Trustees*]
 - f) Engaging in programming studies to give precision in cost estimates before requesting inclusion in the University's capital requests to the state [*Physical Plant; Requesting Units; Planning, Budget and Institutional Research*]
 - g) Completing a facilities condition assessment of major building systems to help prioritize permanent improvements on both campuses [*Physical Plant, University Housing and Dining Services*]
 - h) Creating component plans to show intentional linkages to *Campus Master Plans* and *Higher Values in Higher Education 2008-2018*. This will be accomplished by creating plans for:
 - (1) Housing and Dining Master Plan [*Student Services, Physical Plant*]
 - (2) Utilities and Infrastructure Master Plan [*Physical Plant; Administrative Services; Student Services; Planning, Budget and Institutional Research*]
 - (3) Campus Parking, Transportation, and Circulation [*Physical Plant, Office of Public Safety, GoWest*]
 - (4) Long-term use for Dr. C.T. Vivian Way [*Dr. C.T. Vivian Way Implementation Team, Physical Plant*]
 - i) Advancing statewide, regional, and national leadership in environmental sustainability within all aspects of university operations (e.g., the curriculum, community and co-curricular events, new construction, and administrative operations) [*Students, Faculty, Staff, Administrative Units, Academic Departments, Campus Sustainability Committee, Physical Plant*]
- Action 2. Encourage diversity of perspectives and engage in activities that support social responsibility, personal development and leadership by:
- a) Providing students with practical and theoretical educational experiences that complement the traditional classroom education [*Student Services, Office of Academic and Student Services at Western Illinois University-Quad Cities, Student Government Associations-Macomb and Quad Cities*]
 - b) Continuing to support expansion of international student recruitment, opportunities for study abroad, and exchange programs with colleges and universities [*Center for International Studies, Academic Departments, Office of Global Education*]
 - c) Supporting service learning, internships, student teaching, and other forms of experiential learning [*Divisions of Academic Affairs and Student Services*]
 - d) Engaging in activities associated with the American Democracy Project [*Divisions of Academic Affairs and Student Services*]

- e) Continuing Western Illinois University's participation in the Illinois Association for Cultural Diversity with other Illinois colleges and universities to further awareness and understanding of the cultural diversity within and outside the United States through:
 - (1) Networking and professional development opportunities, research and scholarship in cultural diversity, curriculum and instructional development, and leadership in cultural diversity
 - (2) Assisting students, educators, and community members to acquire the competencies they need to communicate and interact effectively within a culturally diverse world [*Department of English and Journalism, College of Education and Human Services*]
 - f) Keeping Websites current on culturally diverse programs, services, events, and available for the campus and external communities [*All academic departments and administrative units, Black Student Association, Casa Latina, Disability Support Services, Feminist Action Alliance, Gwendolyn Brooks Cultural Center, International Friendship Club, Latin American Student Organization, Unity, University Committee on Sexual Orientation, and the Western Organization of Women*].
- Action 3. Use internal and external partnerships to advance the University's vision, mission, values, goals, and actions by:
- a) Developing a plan for the Alumni Association that links the goals and actions of *Higher Values in Higher Education 2008-2018* to the work of the Association [*Alumni Association*]
 - b) Establishing and supporting a comprehensive campaign for scholarships, faculty support, capital improvement, and information and technologies on the Macomb and Quad Cities campuses [*Western Illinois University Foundation, Advancement and Public Services, President, Vice Presidents, Deans, Department Chairs, Western Illinois University-Quad Cities Development Officer*]
 - c) Increasing the percent of alumni giving to the University [*Advancement and Public Services, Western Illinois University-Quad Cities Development Officer, Deans*]
 - d) Consulting with external advisory boards to help advance the academic mission and service operations of Western Illinois University, in addition to the goals and actions of *Higher Values in Higher Education 2008-2018* [*President, President's Cabinet, Deans, Chairpersons, Directors*]
 - e) Delivering high-quality, value-adding management and professional development programs to businesses and industries in the western Illinois region [*Academic Affairs*]
 - f) Supporting economic and cultural development of our host communities and regions [*President, President's Cabinet, Deans, Chairpersons, Directors, Faculty, Staff, Illinois Institute for Rural Affairs*]

Goal 6: Demonstrate Accountability

Demonstrating continued advancement of the values, priorities, and actions of *Higher Values in Higher Education* is a shared responsibility of all members of the campus community. The strength, vitality, and credibility of institutional planning processes are predicated on commitments to action, strong use of shared governance, allocation of resources, evaluation and adjustment, and objective accountability reporting. Equally important is external validation. Following precedent established through initial implementation of *Higher Values in Higher Education*, Western Illinois University will demonstrate, without question, its commitments to accountability and advancement of this *Plan*.

Action 1. Demonstrate the vitality of strategic planning by:

- a) Using annual planning and accomplishment presentations as a means to document how areas that report to the president and vice presidents are advancing divisional and University goals and priorities [*President, President's Cabinet, Deans, Chairs, Directors*].
- b) Continuing to review resource requests to the advancement of the goals and actions in *Higher Values in Higher Education 2008-2018* [*Western Illinois University Board of Trustees, President, President's Cabinet, Deans, Chairpersons, Directors*]
- c) Providing monthly, quarterly, and annual strategic planning to the Western Illinois University Board of Trustees, campus and external communities [*Interim Executive Assistant to the President*]
- d) Developing and publishing a Website of dashboard indicators for monitoring strategic plan progression [*Planning, Budget and Institutional Research*]
- e) Using annual performance reports to document advancement of *Higher Values in Higher Education 2008-2018*, statewide priorities, and institutional performance on strategic plan indicators compared to peer institutions [*Interim Executive Assistant to the President; Planning, Budget and Institutional Research*]
- f) Incorporating college and departmental benchmarking information into academic master planning and use [*Provost, Deans, Department Chairs, Faculty and Staff*]
- g) Maintaining Website information on annual divisional priorities and accomplishments [*President, Vice Presidents, Interim Executive Assistant to the President, University Relations, Web Support Services*]
- h) Achieving external validation that the University is following its institutional strategic planning processes and advancing its academic mission, service operations, and highest priorities and goals by achieving re-accreditation or re-certifications from the:
 - (1) National Colleges of Teacher Education re-accreditation for university-wide teacher education [*Provost, Dean of the College of Education and Human Services*]
 - (2) National Collegiate Athletic Association Division I recertification [*Assistant Vice President for Student Services and Director of Intercollegiate Athletics, Vice President for Student Services*]
 - (3) Higher Learning Association-North Central Association of Colleges and Schools re-accreditation [*Interim Executive Assistant to the President, Assistant Provost for Undergraduate Studies*]
- i) Completing the next review/update for *Higher Values in Higher Education* in academic year 2013-2014 [*Interim Executive Assistant to the President*]

CONCLUSION

Western Illinois University has a strong history of advancing strategic planning goals and priorities. Of the original XX *Higher Values in Higher Education* action items, XX (XX percent) have been achieved/maintained, XX (XX percent) are in process, and XX (XX percent) were not accomplished.

With these successes, this strategic plan review/update was conducted five years after the campus community originally developed and implemented its ten-year vision for the University in academic year 2002-2003. Our initial strategic plan clearly articulated the University's values (which remain unchanged in this review/update), an ambitious action agenda, and a commitment to review/update the strategic plan within five years of implementation.

Following our charge, and recognizing the changing dynamics of internal and external environments, this strategic plan review/update focused on the strengths of Western Illinois University, our opportunities, and the continued advancement of planning. It also meant reviewing the original *Higher Values in Higher Education* to determine if items

should continue in this edition, or if items should be eliminated because the action was accomplished, infused within existing structures and processes, or external circumstances had changed and the item was no longer priority.

The end result of this review is that *Higher Values in Higher Education 2008-2018* specifically identifies the goals and actions that support the four core values of Western Illinois University. *Through this Strategic Plan, we have specifically stated how we will focus recruitment and advance our core values of academic excellence, educational opportunity, personal growth, and social responsibility. Furthermore, we believe that successful implementation of the goals and actions in Higher Values in Higher Education 2008-2018 will make us a leader among our peers in quality, accessibility, and affordability, and the destination of choice among students, faculty, and staff.*

COMMITTEE MEMBERSHIP

- Rhonda Kline, Director, Institutional Research and Planning, Co-Chair
- Joe Rives, Interim Executive Assistant to the President, Quad Cities, Planning, and Technology, Co-Chair
- Julia Albarracin, Assistant Professor, Political Science
- Suzanne Bailey, Associate Professor, Law Enforcement and Justice Administration and Chair, Western Illinois University-Quad Cities Faculty Council
- Barb Baily, Associate Provost/Director of Graduate Studies
- Dana Biernbaum, Assistant Vice President for Administrative Services
- Carolyn Blackinton, Associate Professor, Theatre and Dance
- Suzanne Boussaard, Secretary, College of Arts and Sciences and President, Civil Service Employees Council
- Bill Brewer, Assistant Director of Physical Plant
- Jessica Butcher, Assistant Director, Student Development and Orientation
- Eric Campbell, Director, Admissions
- Christine Ciasto, President, Student Government Association, Western Illinois University-Quad Cities
- Jeanne Clerc, Associate Provost, Extended Studies and Distance Learning
- Ann Comerford, Director, Student Activities and Coordinator of Development
- Sean Cordes, Assistant Professor, Libraries
- Judi Dallinger, Assistant Provost for Undergraduate Studies
- Kristin Dunstan, Director, University Marketing
- Fred Isele, Associate Professor, Curriculum and Instruction
- Jessie Kallman, Student Representative, Western Illinois University Board of Trustees
- Bill Knox, Director, Illinois Centennial Honors College
- Paul Kreider, Dean, College of Fine Arts and Communication
- John Maguire, Assistant Vice President, University Relations*
- Kathy Malcolm, Director, Strategic Planning and Institutional Effectiveness, Black Hawk College
- Kristi Mindrup, Director of Administrative and Instructional Services, Western Illinois University-Quad Cities
- Julie Murphy, Director of Foundation Communications and Donor Stewardship
- Kathy Neumann, Chairperson, Computer Science
- Tere North, Assistant to the Executive Director of Technology User Support Services

- Kathy Orban, Associate Athletics Director/Senior Women's Administrator
- Sam Pfister, President , Student Government Association, Western Illinois University-Macomb
- Steve Rock, Professor, Economics and Chair, Faculty Senate
- Karen Sears, Professor, Psychology and University Professionals of Illinois Chapter President
- Christina Shaffer, Student, Law Enforcement and Justice Administration
- Peg Shroyer, Dean, Macomb Campus, Spoon River College
- Amy Spelman, Director, Alumni Programs, and President, Council of Administrative Personnel
- Lori Turner, Fifth Ward Alderman, City of Moline
- Kerry Yadgar, Administrative Assistant, President's Office

* Former member

APPENDICIES

(To be developed)

- Results of Strengths, Weaknesses, Opportunities, and Challenges analysis
- List of Accreditations For Western Illinois University
- List of groups consulted in the development of the strategic plan
- List of peer institutions for WIU-M, WIU-QC, Salary, and Program
- Table of HVHE actions completed/maintained, in progress, or not started
- List of HVHE accomplishments
- Original HVHE and whether action items were or were not included in the HVHE 2008-2018