

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

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

Date: January 31, 2008

Re: January 2008 Strategic Plan Update

This month's Strategic Plan Update provides you updates on:

1. The organizational structure for University Technology
2. An update to the faculty and staff computer upgrade program for instructional units in Academic Affairs
3. A request for input and feedback from you and all interested parties on the draft introduction and sample format of *Higher Values in Higher Education 2008-2018*, as developed by the Strategic Plan Review/Update Team.

Organizational Structure for University Technology

University Technology began operations on January 1, 2008. As indicated in the October 10, 2007, press release the unit has three parts reporting to me: Technology User Support Services, Technology Infrastructure Support Services, and Western Illinois University-Quad Cities Technology Support Services.

Described below are functions and contact information for University Technology. An organizational chart with additional information and description will be provided in a future *Strategic Plan Update*.

Within **Technology User Support Services** coordination and management occurs by:

- Ms. Bev Baker for the University Help Desk (298-2704)
- Mr. Steve Altenbern for mainframe assistance (298-2104)
- Mr. Boyd Baker for Hardware Repair Center (298-1177)
- Mr. Dean Roberts for Macintosh Systems and Computer Stores (298-1177)
- Mr. Andy Woerly for Classroom Support (298-1177)

The first four areas mentioned above are existing functions at Western Illinois University. The Classroom Support Unit is a new unit that is being developed, in part, to provide support, maintenance, and assistance to upgraded electronic and two-way, audio-video classrooms. During the next month, I will be meeting with each of the Deans to clarify the roles of the Classroom Support Unit and to develop support agreements

between University Technology and technology support personnel in each of the colleges. Future *Strategic Plan Updates* will provide additional detail.

Mr. Richard Chamberlain serves as the Executive Director for Technology User Support Services and also supervises the Center for the Application of Information Technologies.

Within **Technology Infrastructure Support Services** coordination and management occurs by:

- Mr. Dan Romano for Computer Infrastructure Support Services (298-2517)
- Mr. George Dranes for the University Data Center (298-1097)
- Ms. Cyndy Moore for Telecommunication/Westel Services (298-2713)

All three of these areas are existing functions at Western Illinois University. There were no name changes for the later two. Computer Infrastructure Support Services was a part of the former University Computer Support Services and is responsible for University computing networks and infrastructure.

Western Illinois University-Quad Cities Technology Support Services continues to support the academic mission and service operations of the University and communicates, consults, and coordinates with Technology User Support Services and Technology Infrastructure Support Services on a regular basis.

Within University Technology there are three additional positions and three committees designed to increase technology communication and collaboration within and across the University.

- Mr. Mitch Davidson is working directly with me on long-term technology, infrastructure, and telecommunication planning and benchmarking for the two campuses of Western Illinois University.
- Mr. Mike Dickson is the Director of Technology Special Projects.
- Mr. Mike Rodriguez is the new Chief Technology Security Officer.
- The President's Technology Advisory Users Group meets monthly to get recommendations and feedback from students, faculty, and staff as University Technology supports continued successful implementation of the *Institutional Strategic Plan for Technology at Western Illinois University*. This *Plan* was endorsed by all campus governance groups and approved by the Western Illinois University Board of Trustees. Members of this group are responsible for communicating and seeking input from the areas that they represent.

An additional venue for communication and collaboration are technology update and discussion sessions with students, faculty, and staff from each of the colleges, University Libraries, and Western Illinois University-Quad Cities. These meetings are scheduled once per semester and started in fall 2007.

Likewise, Mr. Richard Chamberlain and Ms. Cathy Couza are co-chairing an institutional committee of students, faculty, and staff, who are coordinating Western Illinois University's Web accessibility initiatives.

- University Technology directors meet with the directors of Administrative Computing and Electronic Student Services every other week to coordinate efforts.
- University Technology directors and managers will be meeting with college technology staff monthly to coordinate efforts.

Update on the Faculty and Staff Computer Upgrade Program

The first phase of the faculty and staff computer upgrade program in Academic Affairs is now being implemented. University Technology will be deploying over 200 new Macintosh and Dell personal computers to faculty in the colleges. A task force of support staff has been created to install these new PC's in the colleges using lists provided by the colleges. As the new machines are installed, some of the existing computers will then be repurposed and go to faculty

with older machines. Again, each college developed the list of faculty that will receive new computers, and the list of faculty receiving repurposed computers. Contact information on college technology decisions should be directed to:

- Dr. Jim Schmidt for the College of Arts and Sciences
- Mr. Jim Bennett or Dr. Larry Wall for the College of Business and Technology
- Mr. Rodney Greer for the College of Education and Human Services
- Ms. Khaing Saw for the College of Fine Arts and Communication

Strategic Plan Draft Introduction and Format

This month's Strategic Plan Update concludes with a draft introduction and format (attached) for *Higher Values in Higher Education 2008-2018*. These materials were developed by the Strategic Plan Review/Update Team. The format is piloted on the first goal the plan. Please send suggestions and feedback to me, and I will forward to the Team. Our goal is to have a draft plan ready for campus review in February.

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 13,600 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*.

These recognitions 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, and 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 institutional all-funds decisions made by the President and President's Cabinet, as well as resource allocation decisions made by academic departments and administrative units.
- 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: Aggressive Recruitment

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 aggressively 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 includes:
- a) New and reallocated resources to support academic programs and support services that attract students 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) 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*].
 - d) 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*].
 - e) Sustained innovation and promotion of the University's statewide, regional, and national leadership in affordability and cost predictability [*President, Vice Presidential Areas, Alumni Association, Western Illinois University Foundation*].
 - f) 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) External funding 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 (females, minorities, and individuals with disabilities) in higher education [*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, Civil Service Employees Council, Council of Administrative Personnel, Faculty Senate, College Councils, Quad Cities Faculty Council*].
- g) Evaluation of the feasibility and need for establishing permanent, academically-based summer infant and childcare on the Macomb campus to complement services provided in the spring and fall semesters, and evaluation of the possibility of establishing such a program on the Quad Cities campus [*Provost's Office, Department of Curriculum and Instruction*].