

To: Members of the Western Illinois University Board of Trustees
Mike Houston, Chairperson Carolyn Ehlert Fuller
Chris Bronson Bill Griffin
Bill Epperly Steve Nelson

From: Joe Rives, Vice President, Quad Cities, Planning and Technology

Date: May 13, 2011

Re: May 2011 Strategic Plan Update

The Vice Presidents and areas reporting to the President made annual planning and accomplishment presentations to the campus community on April 28 and 29, 2011. Below is a sampling of these materials showing the continued successful advancement of the priorities and goals in *Higher Values in Higher Education*.

Academic Year 2010-2011 Accomplishments

Goal 1: Focused Recruitment and Retention

This goal focuses on the recruitment and retention of high-achieving, motivated, diverse and accomplished students, faculty, and staff. In pursuit of these actions, the University:

- Partnered with Noel Levitz to review, streamline, and enhance student recruitment and retention policies, procedures, and processes.
- Completed a Growing Our Two Campuses Special Emphasis as part of the University's *Self-Study for Re-Accreditation from the Higher Learning Commission-North Central Association of Colleges and Schools*.
- Intensified social networking and regional marketing in Macomb, Quad Cities, Chicago, Peoria, Quincy and Springfield to promote Western as a quality institution.
- Achieved national recognition by *University Business* and *The Wall Street Journal* for the innovation and financial savings associated with a three-year accelerated degree option in Recreation, Park and Tourism Administration with Black Hawk College and the Eastern Iowa Community College District.
- Drafted an Alumni-Admissions Recruitment Program to actively market the achievements of alumni and recruit legacy students.
- Presented three Alumni Achievement Awards and one International Alumni Achievement Award, with three Distinguished Alumni Awards to be presented at commencement ceremonies in May.
- Continued to increase student diversity. Fall 2010 new freshman enrollment was nearly 30 percent minority, compared to 15 percent five years ago.
- Piloted the "Linkages" and "Western Illinois Advantage" programs that allows non-degree students to be concurrently enrolled at Black Hawk College or Carl Sandburg College and Western Illinois University each semester during the freshman and sophomore years before the student transfers to Western to complete baccalaureate degree requirements.

- Received Faculty Senate approval for Western Illinois University-Quad Cities to begin admitting new freshmen for fall 2011 under the University's published admissions requirements as degree seeking students. The expansion of the current practice (described above) allows all eligible dually enrolled community college students access to all forms of financial aid and scholarships at both institutions.
- Developed web-based personnel hiring forms and completed searches for 96 faculty and administrative positions, which included the hire of 25 individuals from traditionally underrepresented groups.
- Coordinated and provided support for seven new employee accommodations. A total of 319 undergraduate and 39 graduate/ professional students with disabilities were eligible for services during Fiscal Year 2011.
- Negotiated a five-year collective bargaining agreement with the AFSCME (Building Services unit), a three-year collective bargaining agreement with the Pipe Trade District Council, and a three-year contractual service agreement with the International Alliance of Theatrical Stage Employees and Moving Picture Machine Operators.

Goal 2: Enrich Academic Excellence

This goal focuses on institutional commitments to instruction, research/creative activities, and service, with a strong, user-centered information technology infrastructure. During academic year 2010-2011, the University:

- Achieved national recognition for our leadership in quality, opportunity and affordability from U.S. News and World Report, the Princeton Review, Forbes Magazine, Southern Education Review Board, GI Jobs Magazine, Military Times Edge Magazine, Washington Monthly College Rankings, and the President's Higher Education Community Service Honor Role. The University also received the institutional Carnegie classification of Community Engagement and Outreach, and Western's Peace Corps Fellow program was recognized for its innovation and contributions to rural life in Illinois by two national non-profit organizations, Innovations in Civic Participation and the American Association of State Service Commissions. The University Economic Development Association also recognized the WIU's Peace Corps Fellows Program with the national Award of Excellence in Community Development
- Conducted academic program reviews in Biology, Clinical Lab Science, Zoo and Aquarium Studies, and Geology.
- Developed new academic offerings, including a Graphic Design option in Art; Pharmacy option in Chemistry; Pre-Law options in History, Philosophy, and Political Science; Meteorology track in Geography; Minor in Legal Studies; Integrated baccalaureate/master's Liberal Arts and Sciences degrees; and a Post-Baccalaureate Certificate in Teaching English to Speakers of Other Languages.
- Continued interdisciplinary curricular development, implementation, and public service. For example:
 - Museum Studies prepared new elective options in collaboration with Zoo and Aquarium Studies.
 - Recreation, Park and Tourism Administration explored offering minors in Golf Operations, Disability Studies, and Fundraising in collaboration with Agriculture; Dietetics, Fashion Merchandising and Hospitality; Kinesiology; Campus Recreation; Disability Resource Center; and Advancement and Development.
 - Engineering supported student interdisciplinary design teams that worked with Quad Cities businesses, and realized over \$5 million in process improvements for these organizations.
 - The Illinois Institute of Rural Affairs served over 50 communities; and delivered 195 workshops/training programs to 7,764 participants.
- Received re-affirmation of accreditation from the Association to Advance Collegiate Schools of Business (AACSB International). Only 593 schools of business—or less than five percent worldwide—have earned this distinguished hallmark of excellence in management education. Moreover, Western is one of only 174 universities worldwide to achieve dual accreditation in both business and accountancy by AACSB International. Western also received initial accreditation from Commission on Collegiate Nursing Education (CCNE). The five-year accreditation received by the School of Nursing is the maximum a program can receive in its initial accreditation.
- Completed a Strengthening Distance Learning Special Emphasis as part of the University's *Self-Study for Re-*

Accreditation from the Higher Learning Commission-North Central Association of Colleges and Schools.

- Sponsored the annual Thomas E. Helm Undergraduate Research Day, with 301 student presenters, 187 poster presentations, 32 podium presentations, and 108 faculty members. Also sponsored College and Honors student research presentations in the Quad Cities.
- Provided 54 Provost's Travel Awards for faculty to present scholarship and/or creative activities at professional associations. For 2011, faculty have achieved 24 book publications, 436 chapter/monograph/refereed articles, 544 creative activities, 974 conference presentations, and 127 sponsored project awards, valued at \$9.5 million.
- Operated WQPT-Quad Cities Public Television, Tri States Public Radio, and University Television as extensions to the University's public service mission.
- Implemented priorities and goals from the *Institutional Strategic Plan for Technology*, including increasing Campus Bandwidth by 45 percent; preparing new electronic classrooms in Memorial Hall and the Quad Cities Riverfront Campus; installing VOIP at WQPT, WIU-Quad Cities, Memorial Hall, and the Residence Halls; launching the portal, Western Education and Professional Program Assessment System, and mobile applications; piloting Windows 7 and business intelligence solutions; quadrupling the memory available for Western Online; implementing plus/minus grading; and continuing with web accessibility initiatives.

Goal 3: Provide Educational Opportunities

This goal focuses on giving students options to complete degrees in a timely manner, in an environment that supports learning inside and outside the classroom, and emphasizes cost predictability and affordability. During the last year, the University:

- Launched Camp Leatherneck with 18 Leatherneck Leaders and 96 participants who wanted a more intensive orientation to Western Illinois University. In addition, 46 programs were offered to new students throughout the first two weeks of the fall semester in an effort to help them succeed in their new academic environment. Minority Student Orientation took place August 20-21; 63 students and 170 family members attended.
- Participated in the Illinois Articulation Initiative and provided on-site student advisement for Western matriculants at Black Hawk College where academic advising is not required and the average time-to-bachelors degree is 142 hours.
- Increased the proportion of degrees that can be fully completed on the Quad Cities Campus to 89 percent.
- Supported new online academic programs, including the 2+1+1 Bachelors of Business (with one year online and one year in residency after successful completion of two years at the community college), the Computer Science minor, Elementary Education (graduate), and the Nursing RN-BSN Completion Program.
 - Online course enrollments (duplicate headcount) increased from 5,994 in Fiscal Year 2010 to 8,226 in Fiscal Year 2011.
 - The University introduced IQ course sections to provide an accurate count of the number of Quad Cities students taking online classes.
- Implemented recommendations from the Summer School Marketing Task Force. One year increases showed that summer 2010 headcount was up 11 percent, full-time equivalent enrollment and credit hours were both up 13 percent, tuition income was up 22 percent, the number of online courses was up 21 percent, and online course enrollment was up 38 percent.
- Initiated a review to the First Year Experience. The *Strategic Plan for the First Year Experience* calls for assessing student learning outcomes, evaluating program effectiveness, and suggesting programmatic changes, where appropriate.
- Implemented alcohol pre-matriculation education, *Alcohol Wise* received third year funding from Enforcing Underage Drinking Laws; and expanded late night/non-alcohol options.
- Maintained Western's status as the earliest Illinois public institution to send financial aid award notifications to new students in an attempt to allow these students to make timely and informed educational decisions.

- Distributed state and federal student loans and grants, scholarships, work-study programs, and provided campus jobs to help ease the costs of attending college. More than 76 percent of WIU students receive some type of financial assistance. Through the generosity of alumni, faculty and staff, friends, parents, corporations, and foundations, the University awards more than 1,200 scholarships annually.
- Raised over \$8.4 million in Fiscal Year 2011 to support the *Higher Values in Higher Education Comprehensive Campaign*; raising the overall total to over 72 percent of the University's \$60 million goal.
- Surpassed national benchmarks from all other master's granting colleges and universities on the National Survey of Student Engagement.
 - Western freshmen and seniors reported higher levels of engagement in student-faculty interactions than students at peer institutions. This includes discussing grades or assignments with an instructor, talking about career plans with a faculty member or advisor, and working with faculty members on activities other than coursework (committees, orientation, student life activities, etc.)
 - Western freshmen and seniors also reported higher levels of engagement in a supportive campus environment than students at peer institutions. Western students rate the quality of relationships with students, faculty, and offices and the institutional environment promoting student academic and social success at levels higher than students at peer institutions
- Implemented the textbook rental program that can save students up to 55 percent of the cost per book.

Goal 4: Support Personal Growth

This goal focuses on the provision of active and collaborative learning environments, with lifelong learning opportunities for faculty, staff, and community members. In the last year, the University:

- Completed a Measuring and Demonstrating Our Values Special Emphasis as part of the University's *Self-Study for Re-Accreditation from the Higher Learning Commission-North Central Association of Colleges and Schools*.
- Continued to support the First Year Experience as a comprehensive approach to help students make a successful transition to college; a Transfer Year Experience for those new students living in the residence halls; and a Division I intercollegiate athletic program with a total of 20 sports.
 - University Housing and Dining Services' Transfer Year Experience was recognized by the Great Lakes Association of College and University Housing Officers as an Outstanding Program.
 - In fall 2010, 53 percent of all student-athletes earned a grade point average of 3.0 or higher, and 24.5 percent of all student-athletes earned University Honors.
- Achieved a 98.5 percent response rate for the freshmen MAP-Works (Making Achievement Possible) survey. This assessment system enhances a student's ability to make a successful transition to college. It supports student success by providing customized, relevant information to students and by alerting faculty/staff so that they can initiate proactive intervention to reduce a student's risk of failure. In addition, Western introduced a spring comparison for students to see the progress they have made in their social, academic, and overall transition to college.
- Supported the University Theme *Global Challenges and Personal Responsibilities: Teaching and Learning in a New Era*. The University Theme Speakers Series promoted education and exposure to ideas on the issues facing the future of education and the impact on educators. During the year, numerous outstanding individuals were on campus to speak, including educational futurist Anya Kamenetz; and Associate Professor of Cultural Anthropology at Kansas State University Michael Wesch
- Provided 178 Center for Innovation in Teaching and Research (CITR) workshops on the Macomb Campus, an additional 12 venues on the Quad Cities Campus.
- Offered Human Resources (HR) professional supervisor training program, in addition to sessions on Microsoft Office, Zimbra, communication, conflict management, time/meeting management, teambuilding, and other topics by request.
- Partnered, through the leadership of CITR and HR, with local colleges and universities in the Quad Cities Professional Development Network to offer combined professional development sessions for faculty and staff.

- Hosted:
 - Seven Discover Western Programs for 4,439 participants.
 - 1,498 student events in the University Union with over 49,400 students in attendance.
 - 5,429 events at the University Union, with 13 percent involving catered food service, and over 153,000 people in attendance.
 - 49 Alumni events with 14 scheduled for the remainder of Fiscal Year 2011.
 - The Midwest Association of Physical Plant Administrators in the Quad Cities.

Goal 5: Promote Social Responsibility

This goal supports diversity of thought and perspective, with partnerships in environments that are safe, accessible, and reflect the institution's core values. During academic year 2010-2011, the University:

- Increased study abroad participation from 135 students in academic year 2009-2010 to 168 students in academic year 2010-2011. New agreements were developed with Zhejiang Normal University in China, the University of Wales Institute, Linköping University in Sweden, and École de Commerce Européene in France.
- Initiated planning for the next Road to the White House Starts at Western Illinois University. This will include events in Macomb and the Quad Cities.
- Opened, through the Office of Student Activities, a new LGBT Office and provided graduate support for the office.
- Hosted ceremonial groundbreaking for the Performing Arts Center. The University received an additional \$8 million to complete design of the Performing Arts Center. The project's funding was expanded to include inflation during three years of design and funding delays. The building is also now being planned as a Leadership in Energy and Environmental Design (LEED) Silver certified building. Construction could begin as early as calendar year 2012.
- Continued with Phase I construction and Phase II design on the Western Illinois University-Quad Cities Riverfront Campus.
- Opened Memorial Hall, the south accessible entry to the University Union, and received LEED Silver certification for the Multicultural Center—a landmark designation and the first to be awarded to a Western facility.
- Continued with campus steam line replacement, started programming studies for the University Union and Beu Health Center, initiated the design of Hanson Field turf and scoreboard replacements, and planned for the decommissioning of coal.
- Hired and trained 13 new maintenance workers to perform large-scale asbestos abatement projects, which currently includes work in Corbin-Olson, Washington, and Wetzel Halls.
- Established Building Emergency Action Plans (including evacuation plans) for every building on campus.
- Obtained a ten-week average diversion rate of 24.1 percent for the Recyclemania competition, topping out at an all-time high diversion rate of 37.4 percent for week nine.
- Achieved an all-time-high utilization rate of 27 percent with 105 members for the Connect by Hertz car share program in February 2011.
- Provided, through Student Development and Orientation, support and acted as a crisis intervention contact for 2,449 students. Also implemented the *Campus Violence Prevention Plan*.

Goal 6: Demonstrate Accountability

This goal demonstrates how university planning, budgeting and reporting structures advance institutional goals and accountability. In the last year, the University:

- Hosted the Fiscal Year 2011 planning and accomplishment presentations on April 28 and 29, 2011.
- Submitted *Fiscal Year 2012 Operating and Capital Recommendations* to the Illinois Board of Higher Education that align the priorities and goals of *Higher Values in Higher Education* and *Campus Master Plans for the Macomb and Quad Cities Campuses* to these submissions.
- Provided the campus and external communities with monthly *Strategic Plan Updates*, as well as the annual *Strategic Plan Update*, *Master Plan Update*, *Institutional Strategic Plan for Technology Update*, and *Performance Report*.
- Maintained the Website of dashboard (performance) indicators for monitoring the goals, actions, and performance indicators of *Higher Values in Higher Education* and Western's status on these performance indicators compared to peer institutions. The site is available at www.wiu.edu/UniversityPlanning/Dashboard/PerformanceReport.html.
- Achieved discipline-based accreditations as discussed in Goal 2 (academic excellence).
- Received recommended 10-year Reaffirmation of Accreditation from the Higher Learning Commission-North Central Association of Colleges and Schools with no follow up or reports. This is the highest standard a college or university can achieve.

Academic Year 2011-2012 Plans

A sampling of the many institutional plans to advance the priorities and goals of *Higher Values in Higher Education* includes the following.

Goal 1: Focused Recruitment and Retention:

- Continuing to work with Noel-Levitz to ensure enrollment stability over time.
- Utilizing National Student Clearinghouse data in student retention and graduation studies.
- Analyzing the impact of early warning grades on student retention and graduation.
- Streamlining faculty and administrative/ professional hiring processes.
- Implementing reporting systems to measure the effectiveness of the University's affirmative action program.
- Expanding partnerships with high schools, community colleges, and other four-year universities.
- Increasing opportunities and support for veterans.
- Supporting additional priorities designed to increase student, faculty, and staff recruitment and retention, and those initiatives specifically designed to further internationalize the curriculum.
- Forming a Task Force to study and make recommendations regarding off-campus student retention in the Quad Cities.

Goal 2: Enrich Academic Excellence

- Developing new academic programs that support the University's Mission.
- Initiating feasibility and needs studies in areas of high demand on the Macomb and Quad Cities Campuses.
- Demonstrating the quality and viability of academic programs by completing:
 - Discipline-based accreditation (initial or continuing) processes for the Accreditation Board for Engineering and Technology; Accreditation Commission for Programs in Hospitality Administration; Accrediting Council for Collegiate Graphic Communications; American Academy of Forensic Sciences; Association of Technology, Management and Applied Engineering; National Council for Accreditation of Teacher Education; and the Wilderness Education Association.

- Academic program reviews in Athletic Training, Bilingual/Bicultural Education, Center for the Application of Information Technologies, Educational Leadership, Elementary Education, Emergency Management, English, Exercise Science, Health Sciences, Health Services Administration, Health Services Management, Institute for Environmental Studies, Interdisciplinary Studies, Kinesiology, Mathematics, Physical Education, Reading, Special Education, and Sport Management.
- Three-year reviews of new programs (Post-Baccalaureate Certificate in Instructional Design and Technology: Educational Technology Specialist; M.A. in Museum Studies, B.A. in Religious Studies, as well as a review of the Western Survey Research Center.
- Advancing current priorities and goals in the *Institutional Strategic Plan for Technology*, including network upgrades, bandwidth enhancement, continued VOIP implementation, Business Intelligence solutions, implementation of WIU-QC Riverfront Campus networks and Internet connectivity, Windows 7 deployment, digital signage, opening nine new electronic classrooms in Memorial Hall, and data center and technology security enhancements. This is in addition to implementing the new Learning Management System selected by Academic Affairs. The current platform supporting Western On-Line is at end of life.
- Reviewing and updating the *Institutional Strategic Plan for Technology*.

Goal 3: Provide Educational Opportunities

- Continuing to develop new and expanded programs that allow students to earn multiple degrees from Western Illinois University, creating additional five-year integrated degree programs, maintaining course offering goals in the Quad Cities, and expanding distance learning opportunities.
- Exploring new and enhanced articulation partnerships with the community colleges.
- Seeking additional support for Financial Aid and expanding the textbook rental program.
- Continuing to work on alcohol education, other related issues, and expanding late night programming.
- Completing the review of the First Year Experience.

Goal 4: Support Personal Growth

- Supporting the University Theme, related programming, student awareness of environmental issues, and professional development opportunities for faculty and staff.
- Continuing the First Year Experience and the Transfer Year Experience.
- Hosting high-profile speakers on the Macomb and Quad Cities Campuses, and the National Association of College and University Residence Halls' annual conference. There will be over 2,500 students from across the nation and four different countries in attendance on the Macomb Campus.
- Enhancing health and wellness activities.

Goal 5: Promote Social Responsibility

- Expanding civic learning, service learning, internships, student teaching, and other forms of experiential learning.
- Engaging in the Road to the White House Starts at Western Illinois University in Macomb and the Quad Cities.
- Increasing international student recruitment, opportunities for study abroad, and faculty and staff exchange programs with colleges and universities internationally. The University is currently negotiating agreements with Alcantara University in Spain and Chemnitz University of Technology in Germany.
- Supporting economic and cultural development of our host communities and regions, as well as web and physical accessibility in our facilities.

- Completing programming studies in process and continuing with design and construction projects on both campuses, and decommissioning projects on the Macomb Campus. Also, complete the Go West Transfer Center and begin building a new Go West bus garage.
- Furthering campus and host community sustainability initiatives.
- Partnering with Renew Moline, the City of Moline, Eastern Iowa Community College District, Trinity College of Nursing, and Black Hawk College on the creation of a “College Town” by the Western Illinois University-Quad Cities Riverfront Campus.
- Advancing *Comprehensive Campaign* initiatives, including a \$9 million Fiscal Year 2012 fundraising goal, increasing the rate of young alumni giving from less than five percent to ten percent, while achieving \$500,000 in phonathon and \$2.0 million in annual funds.

Goal 6: Demonstrate Accountability

- Implementing recommendations from the On-Site Review Team representing the Higher Learning Commission-North Central Association of Colleges and Schools (the Commission).
- Defining structures and processes to fulfill new annual data and reporting requirements for the Commission.
- Achieving state approvals to offer distance education in every state for which there is a student enrolled in a Western distance course or degree program. This is a new federal requirement for all colleges and universities that must be reviewed and updated (where required) every semester.
- Continuing with institutional accountability reporting structures, planning and accomplishment presentations, operating and capital requests that are closely tied to the priorities and goals in University plans, and Websites that empirically inform planning and budgeting.
- Continuing to advance other priorities and goals from *Higher Values in Higher Education*, *Campus Master Plans*, the *Comprehensive Campaign*, and the *Institutional Strategic Plan for Technology*.

Of course these are just samplings of the many accomplishments and plans. Presentations made by each of the vice presidents and areas that report to the President are available at www.wiu.edu/university_planning/annualpresentations.php.

If you have any questions about or feedback regarding the materials presented in this month’s *Strategic Plan Update* and/or regarding the continued successful implementation of *Higher Values in Higher Education*, please contact me.

cc: President Goldfarb	COAP President Tibbitts	Associate Provost Dallinger
Provost Thomas	Faculty Council Chair Rowson	Associate Provost Hawkinson
Vice President Johnson	Faculty Senate Chair Devolder	Assistant Vice President Williams
Vice President Thompson	SGA Chairs Liles and Rosenow	Planning, Budget, and IR Staff
CSEC Pres. Herrington	Alumni Council Chair Clawson	President’s Office Support Staff