

# WESTERN ILLINOIS UNIVERSITY BOARD OF TRUSTEES

October 2, 2015

## Report 15.10/7 Fiscal Year 2016 Strategic Plan Update

This is the fourth annual update on implementation of the University's *Higher Values in Higher Education 2012-2022 Strategic Plan*. The source of data for this *Update* is information presented in *Consolidated Annual Reports*. All academic departments and administrative units complete an annual report of accomplishments, plans, and budget requests. These reports are synthesized and presented to the campus community by the vice presidents and areas that report to the president each spring.

Part I of this *Update* provides a summary of institutional accomplishments for academic year 2014-2015 and plans for academic year 2015-2016.

Part II of this *Update* summarizes new initiatives and cumulative accomplishments resulting from successful implementation of goals and priorities from *Higher Values in Higher Education 2012-2022*. This reporting serves as the historic record, and will be used when updating future strategic and long-term plans and when preparing for reaffirmation of accreditation from the Higher Learning Commission-North Central Association of Colleges and Schools.

The report analyses described above are qualitative in scope. The Board will receive its annual analysis of institutional effectiveness at its December 2015 meeting. The Fiscal Year 2016 Performance Report will provide data demonstrating whether University implementation of *Strategic Plan* goals and priorities are causing university performance indicators to progress in the desired direction, remain constant, or move in the opposite direction. University performance on these performance indicators will also be compared to the performance of Western Illinois University benchmark institutions last updated by the Board in June 2015.

**Part I**  
**Annual Higher Values in Higher Education Accomplishments and Plans**  
**Academic Year 2014-2015**

**Goal 1: University Growth and Recruitment**

Action 1: Identify future and sustainable enrollment growth goals for the Macomb Campus.

- 1) Strategic enrollment planning is a *Presidential Initiative* for academic year 2015-2016.
- 2) To help achieve enrollment targets:
  - a) The Vice President Student Services chairs the Enrollment Management Team that studies, recommends, and makes process improvements related to enrollment barriers, targets, and projections; cost containment; financial aid leveraging; Building Connections mentoring program; and new student orientation.
  - b) The Western Commitment Scholarship program was revised to include merit and need components. The first scholarship values for 2015 are guaranteed merit awards and may go as high as the second reported value based on need.

ACT Values for Western Commitment Scholarship Awards Fall 2013 through Fall 2015 First-Time Freshmen Cohorts			
Fall 2013 and 2014 Cohorts		Fall 2015 Cohort	
ACT Score	Scholarship Values	ACT Score	Scholarship Values
32-36	\$10,000 + Room	30-36	\$10,000
29-31	\$3,000	27-29	\$3,000-\$7,000
25-28	\$2,000	24-26	\$2,500-\$6,000
22-24	\$1,000	20-23	\$2,000-\$5,000

Action 2: Form a growth plan for the Quad Cities Campus that articulates institutional plans for the academic, enrollment, and administrative growth to support an enrollment of 3,000 students.

- 1) As part of the Campus Evaluation Visit by representatives of the Higher Learning Commission, the University set an annual four percent enrollment growth for the Quad Cities campus.
- 2) The President, Provost, and Vice President for Quad Cities continue to review and implement Quad Cities growth plans.
- 3) To support enrollment growth:
  - b) A minor in Spanish and bachelor's degree in Bilingual/Bicultural Education was established in academic year 2014-2015.
  - c) Recreation, Park and Tourism Administration signed an agreement with Kirkwood Community College (KCC) that enables students studying natural resources management to earn a baccalaureate degree in three years by successfully completing one year at KCC and two years at Western Illinois University-Quad Cities.
  - d) New academic opportunities in the Quad Cities beginning academic year 2015-2016 are the Post Baccalaureate Certificate in Event Planning and Management, Masters Degree in College Student Personnel offered in hybrid format, and M.B.A. courses also offered in hybrid format.

- 4) Academic Affairs will update the Quad Cities feasibility and needs study during academic year 2015-2016.
- 5) The Vice President for Quad Cities and Planning will be initiating meetings with 39 Quad Cities corporate employers in fall 2015 to increase awareness of Western's academic excellence and educational opportunities, design partnerships that make Western the University of choice for employer tuition assistance programs, introduce or expand internship placement sites for students, and with long-term relationships to further cultivate philanthropic efforts.

## **Student Recruitment**

### **Action 3: Increase awareness of Western Illinois University and our traditions of excellence.**

*3a: Enhance the integrated marketing campaign to increase awareness regionally, nationally and internationally of Western Illinois University; the achievements of students, faculty, staff, and alumni; and program-specific marketing.*

#### **Regional Marketing and Awareness**

- 1) University Marketing continued the Think Purple Campaign locally and regionally.
- 2) University Relations and University Television developed six, 30-second Think Purple/Think Success videos featuring five WIU students and a general image piece. Commercials played in 24 Illinois, Indiana, Iowa, Missouri, and Wisconsin movie theatres during the holiday break and on 16 commercial television stations during special events, premieres, and finales.
- 3) University Relations supported three thirty-second audio commercials on CBS Sports 920 in St. Louis.
- 4) Western Illinois University billboards were placed in Beardstown, Burlington, Chicago, Good Hope, Macomb, Quad Cities, Quincy, Roseville, Saint Louis, Springfield, and along interstates 55, 80, and 294 in Chicago.
- 5) University Marketing continued advertising on scrolling and digital signage at 17 high school gymnasiums and stadiums in Iowa and Illinois. New this year was with the addition of Western at the Rock Island Aleman High School gymnasium and the Burlington High School stadium.
- 6) The University continued marketing displays at the Quad Cities International Airport serving over 750,000 passengers annually.
- 7) The University continued marketing in six highly trafficked shopping centers during the holiday season. Malls in Springfield and Peoria were added to the University's marketing portfolio.
- 8) New Western Illinois University marketing occurred at Peoria Rivermen hockey games and Burlington Bees baseball games.
- 9) Three new television commercials, also used on the web and in social media, highlight the academic programs, location, facilities, and diverse student population of Western Illinois University-Quad Cities. Similar themes are used in mobile advertising with the Quad Cities Times, WQAD, KLJB, and KWQC.
- 10) All shows on the WQPT 24x7x365 broadcast schedule end with the tagline "WQPT is a public broadcasting service of Western Illinois University." The value of this airtime is over \$474,000.

- 11) Quad Cities Online featured 259 news articles about Western Illinois University during the last year. This includes articles about scholarship recipients, expert perspectives, degree programs, Riverfront Campus, alumni accomplishments, and editorials in support of the University.

#### National Marketing and Awareness

- 1) University Relations wrote 678 press releases during academic year 2014-2015.
- 2) University publications, news releases, and websites feature Western's national rankings and recognitions (e.g., U.S. News & World Report, Princeton Review, GI Jobs Magazine, etc.).
- 3) A 30 second Western Illinois University commercial was used on ESPN3, Summit League tournaments, and other televised athletic events to promote the University.
- 4) Western Illinois University stories appeared in 3,100 newspapers, blogs, and online publications throughout the United States during Fiscal Year 2015<sup>1</sup>.
- 5) Ten Western Illinois University news stories received a total of 26,901 national "hits," with over 213,000 wire subscriptions receiving these articles<sup>2</sup>.
- 6) President Thomas' social media initiatives include a presidential Facebook page, Twitter account, and blog.

#### International Marketing and Awareness

- 1) The University invested \$250,000 in a digital marketing campaign, yielding over 77 million Western Illinois University advertisements appearing on websites, Google, Bing/Yahoo, Facebook, Hulu, Pandora, Twitter, and YouTube. The total number of "click-throughs" for these advertisements was 223,770, for an overall click-through rate of .4 percent, well above industry return on investment benchmarks of .1 percent identified by Sizmek.
- 2) University Relations continues to increase the University's social media presence. Comparing data from 2014 to 2015, Western's:
  - a) Facebook account increased from 25,394 likes to 40,796 likes.
  - b) Twitter feed increased from 4,916 followers to 8,286 followers.
  - c) YouTube channel increased from 511 subscribers to 783 subscribers.
  - d) LinkedIn page increased from 45,487 followers to 51,404 followers.

#### Achievements of Students, Faculty, and Staff

- 1) Thirteen students were nominated for Cooke, Fulbright, Goldwater, Largent, Rhodes, Truman, and Udall scholarships.
- 2) Advertisements congratulating Ashley Luke as Lincoln Laureate and as the Capital One Academic All-America of the Year for Division I Women's Basketball were placed in newspapers in Chicago, Davenport, Kenosha (WI), Macomb, Peoria, Quincy, Springfield, and at the Milwaukee airport.
- 3) Western Illinois University student Anthony Jones won the National Broadcasting Society's won the Grand Prize for Audio Entertainment and/or Music Program for his program, "Turn of the Century."

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<sup>1</sup> Source: Meltwater News

<sup>2</sup> Source: NewsWis

- 4) Superintendent of the Year and Western Illinois University alumnus, Thomas Bertrand, was recognized for his achievement with an ad placed in the Springfield State Journal Register.
- 5) University Relations participated in national media networks to promote Western's programs and faculty. With the number of web visits indicated parenthetically, Western Illinois University faculty expertise was sought regarding emergency management and civil disorder (3,430 hits), tornado recovery (3,714 hits), and counterterrorism/homeland security (5,184 hits).
- 6) WQPT used "The Cities with Jim Mertens" to conduct nine subject matter expert interviews with Western Illinois University faculty and staff members.
- 7) Western Illinois University-Quad Cities nationally recognized excellence in serving commuter students is demonstrated by:
  - (a) The Assistant Vice President for Quad Cities and Planning's selection as Director of the National Clearinghouse for Commuter Programs, Board Member on the Council for Advancement of Standards in Higher Education; and ex-officio member of the American College Student Personnel Association's Commission for Commuter and Adult Student Learners.
  - (b) The Vice President for Quad Cities and Planning's hosting of the spring 2015 National Association of Branch Campus Administrators conference in Moline.

#### Program Specific Marketing

- 1) The Provost provided funding for academic departments and schools to update discipline-specific flat sheets.
- 2) Television advertisements on *Cosmos* and *The Journey* aligned Western Illinois University-Quad Cities with an audience interested in education.
- 3) The College of Business and Technology started a marketing campaign for the Hybrid MBA.

*3b: Strengthen internal marketing to increase campus awareness of the achievements of students, faculty, staff and alumni.*

#### Action 4: Increase the number of undergraduate and graduate applications, acceptances, and enrollments.

*4a: Evaluate and implement recommendations made by external consultants and use faculty and staff expertise on both campuses to increase student inquiries and applications to Western Illinois University*

- 1) University Relations prepared 138 publications, posters, billboards, ads and other projects in support of admissions/recruitment, foundation and development, marketing, alumni, financial aid, scholarship, graduate studies, and Western Illinois University-Quad Cities.
- 2) University Technology, University Television, and Quad Cities Marketing launched a video tour of the Macomb Campus, [www.wiu.edu/macomb](http://www.wiu.edu/macomb), and a virtual tour of the Quad Cities Campus, [www.wiu.edu/qc/about](http://www.wiu.edu/qc/about).
- 3) More than twice a day, WQPT airs spots encouraging student enrollment. Over 800 spots aired in Fiscal Year 2015. The value of this airtime is more than \$106,000.

#### Undergraduate Student Inquires and Applications

- 1) The President's Leadership Team approved implementation of dual enrollment programs for high school students on both campuses.

- 2) Western Illinois University was included in externally published college and career guides in Quincy, Keokuk (IA), and Will and Grundy counties.
- 3) Admissions opened the Saint Louis Regional Office.
- 4) All colleges, academic departments, and schools implemented undergraduate recruitment and retention plans. Results and plans are documented in the Provost's Consolidated Annual Report.

#### Graduate Student Inquires and Applications

- 1) The School of Graduate Studies:
  - a) Hosted 17 seminars designed to attract currently enrolled undergraduate students and employees to graduate school.
  - b) Sponsored seven Graduate School open houses.
  - c) Participated in 34 graduate student recruitment fairs in Illinois, Indiana, Iowa, Missouri, and Wisconsin.
  - d) Mailed recruitment materials to prospective students.
  - e) Provided academic departments and schools with quantitative information to help in recruitment planning and implementation.
  - f) Awarded 10 Graduate Recruitment Grants (\$500 each) to support school, departmental, and programmatic recruitment of graduate students.
- 2) Academic Affairs established 11 integrated five-year baccalaureate/master's degree programs during academic year 2014-2015.
- 3) All colleges, academic departments, and schools implemented graduate student recruitment and retention plans. The Associate Provost for Undergraduate and Graduate Education met with all 38 graduate programs during fall 2014 to discuss recruitment issues.

*4b: Evaluate and implement recommendations made by external consultants and use faculty and staff expertise on both campuses to increase the ratio of accepted to enrolled undergraduate and graduate students.*

- 1) Because students who experience campus have higher show rates than students who do not:
  - a) Departments and Colleges (e.g., Biology, Psychology, and the Colleges of Business and Technology) held discipline-specific recruitment days.
  - b) The School of Engineering holds monthly recruitment events on-campus.
- 2) Administrative Information Management Systems created a page for new freshmen outlining and tracking steps involved in the admissions process.

*4c: Enhance the entrance to WIU by creating a Welcome Center in the 300 block of West University Drive in Macomb.*

The Grand Entrance to Western Illinois University at the corner of University Drive and Lafayette was completed and dedicated in December 2013.

Action 5: Increase the number of adults completing postsecondary education credentials.

*5a: Support baccalaureate degree completion by documenting the effectiveness and growth plans for dual admission, dual enrollment, and other initiatives with community colleges.*

- 1) The Vice President for Quad Cities and Planning and Associate Director of Quad Cities Student Services met with representatives from 21 area high schools to introduce Western's new dual enrollment program and to set up recurrent meetings with the high schools. The Director of Admissions met performed the same function with eight Macomb area high schools.
- 2) Western Illinois University signed an Honor's agreement with Carl Sandburg College and Linkages and Reverse Transfer Agreements with Kirkwood Community College.
- 3) Western Illinois University initiated Linkages (dual enrollment) partnership and Honors Student Transfer Articulation Agreement explorations with Moberly Area Community College. These agreement are anticipated to be completed in fall 2015.
- 4) Linkages enrollment has grown from 26 students in fall 2011 to 133 students in fall 2014.

*5b: Engage in initiatives designed to increase undergraduate and graduate student enrollment.*

*5c: Build upon the strengths of the University's military-friendly designation and increase the recruitment and retention of military personnel as students in the University's degree and certification programs.*

- 1) Western Illinois University has a long-standing tradition of recognition as a military friendly institution. For several years G.I. Jobs Magazine has named the University as a "Military Friendly School," and Military Times EDGE Magazine recognizes Western as a "Best for Vet College."
- 2) Joining these recognitions, U.S. News and World Report named Western Illinois University's Bachelor of General Studies Program as a "Best Online Bachelor's Program for Veterans." In these 2015 rankings, Western placed 57th out of 185 schools across the nation and is the only Illinois public university to appear in the top 60 online bachelor's program rankings.
- 3) To provide service as a Military-Friendly institution:
  - a) The Veterans' Resource Center in Macomb provided early outreach services to 475 prospective and newly accepted student veterans.
  - b) Billing and Receivable certified 1,151 GI bill students, up 127 students (12.4%) from academic year 2013-2014.
  - c) The Transition and Health Clinic in Beu Health Center serves rural veterans in the Macomb area and on campus.
  - d) Five student veterans participated in State of Illinois Leadership Conference in Springfield.
  - e) Western Illinois University-Quad Cities:
    - 1) Expanded Testing Center services to military personnel from one to six days per week.
    - 2) Opened the Veteran's Resource Center with study area, lounge, resource and referral materials for military personnel.

*5d: Increase student awareness of opportunities for completing a second bachelors, post-baccalaureate certificate, and/or graduate and professional studies at Western Illinois University.*

- 1) The School of Graduate Studies hosted 17 seminars and seven open houses designed to attract currently enrolled undergraduate students and employees to graduate school.
- 2) The Office of Equal Opportunity and Access, Human Resources, and Student Development Office hosted the inaugural Veterans Employment Networking Conference.
- 3) Western Illinois University-Quad Cities combines Career Services and Graduate Admissions events to reinforce links between educational and occupational aspirations.

*5e: Continue development of new undergraduate, graduate, and integrated degree programs and certificates in areas of high demand/critical skills shortages that are consistent with the academic mission of the University.*

- 1) New minors in event planning and management, psychology of substance abuse, criminalistics, and queer studies were established for the Macomb campus.
- 2) New minors in event planning and management, and criminalistics were established for the Quad Cities campus.
- 3) Using a new organized set of courses with an existing degree, there is now:
  - a) A facilities management option in the B.S. in construction management, environmental biology option in the B.S. in biology, six options (deviance and criminology, environment and community, social inequality, social institutions, sociological social psychology, and sociology of health and illness) in the B.A. in sociology, peace core emphasis in the bachelor of liberal arts and sciences, and a cyber security emphasis in the B.S. in network technologies at the Macomb campus.
  - b) A peace core emphasis in the bachelor of liberal arts and sciences at the Quad Cities campus.
- 4) New post-baccalaureate certificates in music performance and event planning and management at the Macomb campus.
- 5) New post-baccalaureate certificate in event planning and management at the Quad Cities campus.
- 6) New integrated baccalaureate/master's programs in all undergraduate programs in the College of Arts and Sciences that do not have a stand alone graduate program (African American studies, anthropology, foreign languages and cultures, geography, meteorology, philosophy, political science, religious studies, women's studies) with liberal arts and sciences, as well as anthropology and art with museum studies at the Macomb campus.
- 7) New integrated baccalaureate/master's programs in art and anthropology with museum studies at the Quad Cities campus.

*5f: Identify unserved and underserved populations and explore the feasibility of developing new/modified academic programs to meet their needs.*

- 1) Western Illinois University has Higher Learning Commission-North Central Association of Colleges and Schools approved sites in Brookfield, Chicago, Davenport (IA), Grayslake, Lombard, Moline, Palatine, Peoria, Schaumburg, Springfield, Vernon Hills, and Washington.
- 2) The University received reaffirmation of accreditation for off-campus instruction at its 13 additional locations during academic year 2014-2015.
- 3) The University also received Commission approval to use Riverfront Campus as Western's branch campus in the Quad Cities.



- 4) Western Illinois University signed a Linkages and Reverse Transfer agreement with Kirkwood Community College to expand educational access to residents in the Iowa City and Cedar Rapids region.
- 5) Western Illinois University offers the Master's in Business Administration, Master's Instructional Design and Technology, Bachelor's in General Studies, four post-baccalaureate certificates in Instructional Design and Technology, M.S. Ed. in Elementary Education, and RN to BSN completion fully on-line to serve place bound and working professionals.

*5g: Improve access to postsecondary education by evaluating and implementing, where appropriate, growth recommendations for distance education made by the on-site review team from the Higher Learning Commission-North Central Association of Colleges and Schools.*

- 1) The University continues to experience increased student enrollment in distance education courses. Course enrollments increased by 5% from 11,746 in Fiscal Year 2014 to 12,387 in Fiscal Year 2015. Credit hours generated also increased by 5% during this time, from 34,132 to 35,976.
- 2) The University provides quality online course development using a model based on national best practices. Faculty receive support from the School of Distance Learning, International Studies, and Outreach; Center for Innovation in Teaching and Research; and the Center for Application of Information Technologies, and they take an online course to gain student perspective.
  - a) Ten new online courses were developed in the Colleges of Arts and Sciences, Education and Human Services, Fine Arts and Communication during academic year 2014-2015.
  - b) Ninety-four new online courses have been developed using this process since Fiscal Year 2009.
- 3) To further support online students and faculty, the Center for Innovation in Teaching and Research:
  - (1) Provided four sections of Best Practices In Teaching Online Courses to 51 participants.
  - (2) Offered First Year Experience faculty professional development sessions on Western Online. The University's learning management system is used in synchronous and asynchronous courses throughout the students' educational experience, and beginning with University 100 that is required of all new freshmen.
  - (3) Modified its video system to allow content access tracking to ensure that students are using course materials.
  - (4) Hired a part-time Faculty Associate position to serve Quad Cities faculty using videoconferencing and distance learning modalities.
- 4) University Technology deployed several new Distance Learning integration tools for faculty including CEngage, iClicker, MHCampus, Pearson MyMathLab, and Wiggio.
- 5) During academic year 2015-2016, the Center for Innovation in Teaching and Research will develop Western Online templates to assist faculty in creating fully online courses.

*5h: Increase contact with students who have dropped out and encourage degree completion by documenting structures, processes and results on both campuses.*

- 1) Using information provided by the Office of the University Registrar, Student Services in Macomb and the Office of Academic Advising and Student Services in the Quad Cities have processes for establishing contact with former students who have dropped out to encourage degree completion.

*5i: Evaluate and, if appropriate, implement a continuous enrollment requirement for graduate students who have completed coursework for degree options but who need additional time to finish capstone educational experiences.*

- 1) The University implemented a Continuous Enrollment Policy and course (University 695) effective with students admitted in fall 2012 to improve exit option and degree completion rates. Three students enrolled in University 695 for spring 2014 and there are 18 enrolled for fall 2014 (as of August 31, 2014). Data for fall 2015 are not available at the time of writing this report, but will be provided in a future Strategic Plan Update.

Action 6: Increase campus diversity.

*6a: Use Underrepresented Groups Reports that are submitted to the Illinois Board of Higher Education annually to document the outcomes of institutional plans designed to increase the participation and achievement of students from traditionally underrepresented groups<sup>3</sup>.*

- 1) The Office of Equal Opportunity and Access submits the University's annual Underrepresented Groups Report to the Illinois Board of Higher Education, which last published its statewide findings in May 2014.
- 2) University offices supporting the participation and achievement of students from traditionally underrepresented groups include Admissions, Casa Latina Cultural Center, Center for International Studies, Disability Resource Center, Gwendolyn Brooks Cultural Center, Multicultural Programs, Quad Cities Office of Academic and Student Services, and the Women's Center.
- 3) Supporting these units and the work of faculty and staff are the University Diversity Council, Web Accessibility Committee, Americans with Disabilities Advisory Committee, University Committee on Sexual Orientation, and the Western Organization for Women.

*6b: Document strategies used by academic departments and administrative units to increase minority student enrollment*

- 1) Successful strategies to increase minority student enrollment include emphasizing diversity in marketing and public relations, adding additional academic programs, increasing the number of registered student organizations and events, and engaging in recruitment, retention, and scholarship partnerships with local colleges, universities, businesses, and agencies.
- 2) Quad Cities Admissions and Student Services collaborate with the Minority Partnership Program, League of United Latin American Citizens, Minority Teachers Incentive Program, Quad Cities Scholars, and United Neighbors to advance minority student recruitment and retention.
- 3) The Vice President for Quad Cities and Planning and the Greater Quad Cities Hispanic Chamber of Commerce will conduct focus groups in fall 2015 as means to gain new strategies to recruit even more minority students to Western Illinois University.

*6c: Make recommendations to the Equal Opportunity and Access officers and to the president regarding policy, campus initiatives, and programs in support of the University's Affirmative Action program.*

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<sup>3</sup> Illinois Public Act 85-283 defines underrepresented groups as minorities, females, and individuals with disabilities.

The Director of Equal Opportunity and Access and Assistant Vice President for Academic Affairs serve as co-chairs for the University Diversity Council. Members meet at least four times per semester and make recommendations to the Equal Opportunity and Access Officers and President regarding policy, campus initiatives, and programs in support of the University's Affirmative Action program.

Action 7: Increase international student enrollment and international experiences for students.

*7a: Complete a review of campus internationalization efforts in consultation with the American Association of State Colleges and Universities. This review should include issues addressing student recruitment, retention, and campus climate.*

- 1) Review completed in academic year 2012-2013.

*7b: Document strategies used by academic departments and administrative units to increase international student enrollment.*

- 1) Fall 2015 international student enrollment was 511 students, up 140 students (38%) from fall 2014. The Macomb campus had students enrolled from 55 countries, and the Quad Cities campus had students enrolled from six countries.
- 2) International student recruitment efforts focus on relationship building, technology, and institutional agreements.
  - b) Representatives of Western Illinois University completed international recruiting visits to Brazil, China, Malaysia, the Philippines, Singapore, South Korea, Thailand, and Vietnam.
  - c) The Executive Director of Distance Learning, International Education and Outreach participated in the spring and fall 2014 State of Illinois Higher Education Trade Mission to China. As a result of Dr. Carter's participation in these two Trade Missions, the Center for International Studies established 12 Memorandums of Understanding and various implementation agreements.
  - d) The Center for International Studies continues developing and nurturing partnerships with Bahrain, Brazil, Botswana, Chile, China, Costa Rica, Dominican Republic, Ecuador, Iraq, Japan, Kuwait, Myanmar, Peru, South Korea, Spain, and Vietnam.
  - e) The Center for International Studies supplement WIU international recruitment with social media, embassy visits and contacts, and the WIU international recruitment video.
  - f) Western Illinois University is a member of the National Association of Foreign Student Advisers (NAFSA), the world's largest nonprofit association dedicated to international education and exchange with 10,000 members from 3,500 institutions in 150 countries. Advertising the University on the NAFSA website yielded 385 visitors since January 2015.
  - g) Within Academic Affairs:
    - 1) Health Sciences and Social Work developed a memorandum of understanding with Wello University in Ethiopia.
    - 2) Law Enforcement and Justice Administration continues partnership with the Russian Federation for a joint exchange of faculty and students, and annual participation in the international criminal justice conference held in Vladimir, Russia.
    - 3) Recreation, Park and Tourism Administration developed an agreement with Alicante University in Spain.

- 4) Accounting and Finance, and Engineering Technology are actively pursuing agreements with institutions in China.
  - 5) Art is developing a partnership with Donghai Vocational and Technical College in Shanghai, China.
  - 6) Theatre and Dance is working on a partnership in acting and production with Bayreuth University in Germany.
- 3) To promote student recruitment and retention, Western's English as a Second Language Institute partnered to with Orientation and Student Activities to:
- a) Engage in a weeklong new international orientation program, picking students up at the Moline airport and Macomb train station, facilitating information sessions, helping with shopping and banking trips, and introducing campus and community resources and culture. Fall 2014 orientation had 200 new students; spring 2015 orientation had 70 new students.
  - b) Host International Education Week with 20 events attracting 700 participants.
  - c) Facilitate the Conversation Partners program that involves 100 international and domestic students each semester. Students are paired for a semester and engage in weekly cross-cultural exchanges.
  - d) Support the International Neighbors Program with 150 participants. New international students are paired with a local family/individual for a semester, and engage in monthly cross-cultural exchanges.
  - e) Provide a campus chapter of Phi Beta Delta International Honor Society as a means to provide internationally focused academic activities.
- 4) To recruit and retain even more international students, new \$3,000 International Commitment Scholarships are available for high achieving undergraduate and graduate international students beginning in fall 2015.

*7c: Continue to provide a variety of quality education abroad and exchange programs, and increase the numbers of students participating, both outgoing and incoming.*

- 1) Western Illinois University offers outgoing opportunities for students to study abroad in over 50 countries by participating in faculty-led courses and/or by attending a partner institution. In each option, students complement and enhance their classroom instruction by experiencing the culture and language of a host country.
  - a) Faculty led 22 study abroad programs with 93 students during academic year 2014-2015, up from 20 programs and 75 students during academic year 2013-2014. Examples of this year's faculty-led study abroad programs include travel to and the study of business practices and culture of Ireland, completion of a class project for the Colombian National Federation of Coffee growers, and a study of the cruise line industry in the Caribbean.
  - b) A total of 133 Western Illinois University students enrolled in Study Abroad at partner institutions during academic year 2014-2015. This enrollment is up 13 students (11%) from academic year 2013-2014.
- 2) To help with the financial costs of Study Abroad:
  - a) CEA Global Education increased grant amounts for WIU students who participate in their study abroad programs to \$500 for semester programs and \$250 for summer programs. CEA was

founded in 1997 to provide international education opportunities for United States and Canadian university students.

- b) With Western Illinois University's membership in the Institute for International Education (IIE), students can apply for a matching \$7,500 IIE Generation Study Abroad Scholarship. This funding can be applied to study abroad in all countries across all fields of studies.
  - c) Western's English as a Second Language Institute provides a one-time \$1,000 scholarship to non-government sponsored students.
- 3) To help expand incoming study abroad opportunities:
- a) Study Abroad and Outreach awarded two faculty fellowships for faculty members to conduct research and develop new study abroad programs. Sarah Haynes, Philosophy and Religious Studies, is developing a study abroad opportunity in India, and Edmund Asare, Foreign Languages and Literatures, is developing a study abroad opportunity in Ghana.
  - b) Study Abroad and Outreach focused on development and implementation of agreements and memoranda of understanding from 20 institutions of higher education in eight foreign countries shown in Appendix A.
- 4) In serving incoming students to Western Illinois University:
- a) Western's English as a Second Language (WESL) Institute provides an intensive program in academic English for international students who are preparing to enter an American college or university, and others needing ESL services.
  - b) WESL hosted 111 students in fall 2014. This was the largest WESL class in the history of the program.
  - c) WESL collaborated with Konan Women's University from Japan to offer ESL instruction for three semesters rather than a short-term program of one semester.
  - d) Western Illinois University provided a 13-week teacher-training program from individuals from China, another 4-week teacher-training program for professionals from Myanmar, and a Chinese executive training program.
  - e) Study Abroad and Outreach, in conjunction with Proyecta 100,000, submitted a successful proposal for an English Language Teacher Training Program serving 11 teachers from Mexico.

Action 8: Increase the number of students enrolled in Centennial Honors College.

- 1) Honors enrollment increased by 30 students (4.5%), from 667 students in fall 2013 to 697 students in fall 2014.
- 2) In support of University Wide Efforts to recruit Honors students:
- a) Staff from Centennial Honors College attended 12 community college recruitment fairs.
  - b) In the fourth year of Centennial Honors Scholarships (CHS) for new freshmen, the minimum ACT requirement was adjusted from 32 to 30 and the high school grade point average was adjusted from 3.5 to 3.0 to attract more high achieving students to the University. As a result, the number of new CHS recipients increased from 45 in fall 2013 to 55 in fall 2014. CHS covers the cost of tuition and fees, and is annually renewable for four years.
  - c) The University signed an honors transfer articulation agreement with Carl Sandburg College.
  - d) Faculty and staff supported high levels of Honors student engagement.
    - 1) Thirteen Honors students were nominated for prestigious national scholarships.

- 2) Three hundred and sixty nine students completed in-course honors projects and 31 students completed Honors Theses.
- 3) The number of students graduating as Honors Scholars increased by 31 students (30%), from 105 in academic year 2013-2014 to 136 in academic year 2014-2015 (A).

*8a: Enhance resources to support increased enrollment and support for Honors students on the Macomb Campus.*

- 1) Centennial Honors College and Student Services hosted Western's Scholarship Day on October 12, 2014. High school seniors with 30+ ACT scores and 3.00+ grade point averages competed for Western's Presidential Scholarships. Over 30 Western faculty and staff participated in interviewing 59 prospective students. The event concluded with a dinner, speeches by the Provost and President, and the awarding of Centennial Scholarships.
  - a) Following the Scholarship Day interviews, five students were offered the President's Scholarship for academic year 2015-2016. These are full-ride scholarships that are annually renewable for four years.
- 2) Centennial Honors College provided 31 honors courses and five Honors First Year Experience classes.
- 3) Recruitment efforts also include efforts by students and faculty, expanded educational opportunities inside and outside the classroom, and the recognition of faculty excellence.
  - a) The Honors College Mentors Program uses seven honors students to help recruit future Honors students.
  - b) Twenty-one academic departments have Honors Departmental Coordinators, who serve as a resource for all current and prospective Honors students.
  - c) The University Honors Council approved eight new honors courses, representing a wide range of subject matter. Many of the new courses include opportunities for both domestic and international travel.
  - d) Students have access to many national honor societies, including Phi Eta Sigma (national freshman honorary), Golden Key (international honorary), Phi Theta Kappa Alumni Association (community college transfer honorary), and Tau Sigma Honorary (for transfer students).
  - e) The Honors College also helps to promote student participation in Mortar Board, the National Society of Collegiate Scholars, Blue Key, Who's Who Among American College Students, and other honors organizations.
  - f) The second annual Honors College Awards of Excellence were presented at Undergraduate Research Day on April 16, 2014. Christopher Pynes, Professor of Philosophy, received the award for mentoring, and Margaret Sinex, Professor of English, received the award for teaching. These awards are based on student nominations.
- 4) In addition to the Honors Opportunities in Centennial Honors College, 22 Bachelors of General Studies are in Alpha Sigma Lambda, a national honor society for non-traditional students.

*8b: Expand Honors opportunities offered by faculty and staff representing the Centennial Honors College for students at the Quad Cities Campus.*

- 1) The Honors College closed the Quad Cities portfolio honors program and returned to a curriculum that mirrors the Macomb program. This change resulted in a marked increase in student enrollment, from roughly one or two students per year to 25 students.
- 2) Staff from Centennial Honors College and the Office of the Vice President for Quad Cities and Planning hosted the second annual dinner for prospective and new Honors students and their families. All 11 students in attendance joined the Honors College.
- 3) The Quad Cities Freshman Honors Cohort grew from seven new students in fall 2012 to 16 new students in fall 2014.
- 4) Supporting educational opportunity inside and outside the classroom.
  - a) The Honors College is developing a series of GH 299 courses and an honors curriculum for students majoring in Engineering.
  - b) Students have access to five national honor societies: Beta Alpha Psi (for finance majors), Blue Key Honor Society (recognizes excellence in scholarship, leadership, and service), Chi Sigma Iota (for counseling majors), Golden Key International (for all undergraduate and graduate students), and Kappa Delta Pi (for education majors).
  - c) Centennial Honors College supported the first Student Research Conference, student speaker at the Quad Cities Honors Convocation to match tradition at the Macomb Convocation, and faculty appointment to the University Honors Council. Dr. Rene Noppe, Assistant Professor of Educational Leadership, serves in this capacity.

Action 9: Enhance the affordability of Western Illinois University.

*9a: Document annual distributions of financial aid and scholarships, with the goal of helping students achieve their educational objectives by increasing financial support (need and merit-based assistance) to all students through such means as enhanced student employment opportunities, scholarships, and graduate assistantships.*

- 1) Western Illinois University commits to affordability from the onset of the students experience.
  - a) The undergraduate application fee is waived for new freshmen from the Macomb and Quad Cities campuses service areas.
  - b) Application fees for military service members are waived, effective October 2014.
- 1) The Western Illinois University Board of Trustees receives an Annual Report on Financial Aid Programs at the spring meeting. Over 76 percent of Western's undergraduate students receive some type of financial assistance. More than \$150 million in financial assistance was distributed in academic year 2014-2015.
- 2) The Scholarship Office disbursed over \$1.6 million in competitive, academic scholarships to 1,500 students.
- 3) Western Illinois University provides dually enrolled high school student, freshman, transfer, honors, and international student scholarships (tuition discounts).
- 4) Beu Health Center assisted 66 students in financial need with essential medical transportation, health, dental, and vision services.
- 5) Western Illinois University's financial aid and scholarship programs are nationally recognized for students' educational achievements.

- (a) Washington Monthly ranked the University 221<sup>st</sup> out of 671 Master's granting institutions nationally for social mobility (recruiting and graduating low-income students), research, and service (encouraging students to give back to their country).
- (b) Affordable Colleges Online ranked the University 4<sup>th</sup> best of 71 online programs in Illinois.
- 6) Student employment funds from 180 graduating seniors (average award of \$2,500) were reallocated to new freshmen to allow students opportunities to pay down university debt, maintain pre-registration eligibility, and to assist in freshmen retention.
- 7) Western Illinois University-Quad Cities received increased AmeriCorps grant funding to raise the number of program positions from 18 to 24. Upon successfully completing 900 volunteer hours over 12 months (19 hours per week), student volunteers each receive a \$5,900 service reimbursement and a \$5,000 higher education voucher.
- 8) Western Illinois University received \$423,704 in Fiscal Year 2015 experiential education grant funding through successful applications submitted by Agriculture, Illinois Institute for Rural Affairs, Mathematics, Office of the Vice President for Quad Cities and Planning, and Quad Cities Student Affairs. Examples of grant funding include student participation in the University's AmeriCorps, Growing Agriculture Science Teachers, and Peace Corps Fellows Programs.
- 9) President Thomas formed a task force of the Provost; Vice Presidents for Student Services, Administrative Services, Quad Cities and Planning; Directors of Admissions, Financial Aid, and Budget Office, and the Associate Dean of the College of Business and Technology to study and make recommendations regarding the lowering of student costs and related implications to student recruitment and the University Budget. The task force will complete its work in fall 2015.

*9b: Support and evaluate new Western Commitment Scholarships for high-achieving first-time freshmen.*

- 1) Western Illinois University introduced Western Commitment Scholarships (WCS) for the recruitment of fall 2012 new freshmen. Based on program results, values for fall 2015 WCS were revised as described in Goal 1, Action 1.

*9c: Consider possible expansion of Western Commitment Scholarships to new transfer students.*

- 1) The University introduced Western Commitment Transfer Scholarships and Book Awards for the recruitment of fall 2013 new transfer students. The number of new transfers with an associate's degree increased from 420 in Fall 2012 to 522 in Fall 2014.

*9d: Evaluate and implement, where appropriate, recommendations made by the on-site review team from the Higher Learning Commission-North Central Association of Colleges and Schools and external consultants related to financial aid packaging and increased student employment and graduate assistantship opportunities for students at the Quad Cities Campus.*

- 1) The Quad Cities AmeriCorps grant (described above) increases student employment opportunities.

*9e: Promote the University's statewide, regional, and national leadership in affordability and cost predictability for undergraduate and graduate education in a manner that is widely understood.*

- 1) The University implemented a scholarship program effective for fall 2015 that allows academically qualified high school seniors to dually enroll at Western Illinois University. As of August 20<sup>th</sup>, 12 course days before official university enrollment reporting, there are 23 academically qualified high



school seniors enrolled at Western Illinois University for fall 2015 (14 in Macomb, and nine in the Quad Cities).

- 2) There are now 133 students in the Linkages Program that can reduce student costs by up to 25 percent and result in no unmet need on the Quad Cities Campus.
- 3) Two Quad Cities staff members presented Western Illinois University's Linkages Program at the 2015 annual meeting of the National Association of Branch Campus Administrators.

*9f: Support initiatives designed to increase student retention and rates.*

- 1) The University completed its second year in the Higher Learning Commission's Persistence and Completion Academy. University Technology is developing a distributed data warehouse that will enable academy teams to studying persistence with Macomb, Quad Cities, and Distance Learning to utilize a predictive analytic framework to identify characteristics of students who do or do not persist at each location.
- 2) The Student Development Office:
  - a) Offered academic assistance to 1,598 students.
  - b) Served as crisis intervention contacts for 2,301 students, addressing student deaths, family member deaths, and absence contacts.
  - c) Assisted students contemplating withdrawal from the University to explore options, alternatives, and consequences before making a decision to withdraw.
  - d) Hosted 11 two-day orientation/registration programs for 1,575 new freshmen and 3,204 family members, and two Transfer Registration programs for 134 transfer students and 275 family members.
- 3) The Macomb Campus continued the Building Connections Mentoring Program.
- 4) Staff from Bayliss-Henninger and Tanner Halls continued to support the First Year Experience program by hosting an event every Tuesday night for the first six weeks of the fall semester on topics including time management, fiscal affairs, and career development.
- 5) University Housing and Dining Services started a Pathways Living-Learning Community for first year students with undeclared majors.
- 6) Western Illinois University-Quad Cities:
  - a) Hosted four new student orientation events, with 221 students (153 undergraduate and 68 graduate) participating.
  - b) Continued to infuse student, faculty, and staff engagement and mentoring into new student orientations, University 100 courses, the provision of 27 registered student organizations, student employment opportunities, and highly attended campus events, including Casino Night, Block Party, WIU Homecoming in the Quad Cities, Angel Tree, Spring Cleanup, Fall We Care, and Western Walks.
- 7) Western Illinois University-Quad Cities will build upon its student, faculty, and staff engagement opportunities by introducing a New Student Welcome in fall 2015. The event will mirror the New Student Convocation held annually on the Macomb campus.

## **Employee Recruitment**

Action 10: Recruit an excellent faculty and staff representative of the diverse and global society.

*10a: Use annual Underrepresented Groups Reports to document outcomes of institutional plans to recruit faculty and staff from traditionally underrepresented groups in higher education.*

- 1) The Office of Equal Opportunity and Access prepares annual Underrepresented Groups Reports and Employment Plans for the University, and submits these reports to the Illinois Board of Higher Education.
- 2) All vice presidential areas continued to pursue diversity in hiring practices. For example, Academic Affairs supports the Minority Fellow Dissertation Award, Underrepresented Post Doctorate Award, and the Underrepresented Visiting Professor Award to promote diversity.
- 3) The Campus Climate, Celebrating Diversity, Public Relations, and Workforce Diversity Initiatives subcommittees of the University Diversity Council support employee recruitment initiatives.
- 4) Human Resources Intern Program continues to diversify the civil service work force. During the last year, three intern employees made status in their classifications and were awarded Intern Completion Certificates, and seven applicants were hired for the Building Service Worker classification. Additionally, four new intern positions were developed (Business Administrative Associate, Bookstore Supervisor, Information Technology Support Associate, and Grounds Gardener).

*10b: Establish a committee to promote the strengths of Western Illinois University to assist in faculty and staff recruitment.*

Action 11: Provide faculty and staff salaries that meet and exceed the mean of peer institutions to support the recruitment and retention of high-achieving employees.

*11a: Negotiate and administer contracts that support salary increases for negotiated employees, and administer similar resources for non-negotiated employees.*

- 1) A Fiscal Year 2016 state budget for higher education has not been passed at the time of writing this *Update*. However, the University will honor its Fiscal Year 2016 contractual salary increase agreements. A decision on Fiscal Year 2016 salary increases for non-negotiated personnel is postponed until passage of a state budget for higher education to exercise fiscal prudence.
- 2) The University engaged in discussions or conducted negotiations with the American Federation of State, County, and Municipal Employees (Clerical Unit) and International Union of Operating Engineers, Local 399 (Mechanical Maintenance/Heating Plant Unit).
- 3) In addition to annual increases that were implemented for collective bargaining units, the University implemented prevailing wage increases.
- 4) During Fiscal Year 2016, Human Resources will conduct negotiations for a full collective bargaining agreement with the Fraternal Order of Police, and finalize negotiations for an initial collective bargaining agreement with the American Federation of State, county, and municipal employees (clerical unit).

*11b: Complete and administer market equity reviews and salary minima in accordance with contractual agreements.*

- 1) Academic Affairs reallocated \$634,394 to support Fiscal Year 2015 salary minima in accordance with contractual agreements with the University Professionals of Illinois.
- 2) Western Illinois University has staff collective bargaining agreements and/or a contractual services agreement with the American Federation of state, county and municipal employees; Illinois Fraternal Order of Police Labor Council; International Alliance of Theatrical Stage Employees and Moving Picture Machine Operators; International Union of Operating Engineers; Pipe Trade District Council; and University Professionals of Illinois.

*11c: Allocate resources to support market equity reviews and salary minima for non-negotiated staff.*

- 1) Human Resources periodically reviews salary equity based on classification structures and peer data.
- 2) Human Resources processed nine Starting Salary Adjustments (SSAs). Four employees were eligible for SSAs, and five employees were ineligible. Increases ranged from three to nine percent.

Action 12: Reward professional achievements of faculty and staff.

*12a: Implement negotiated contractual agreements with the University Professionals of Illinois for Professional Achievement Awards.*

Academic Affairs reallocated \$319,271 to support 221 Fiscal Year 2015 Professional Achievement Awards earned by Western Illinois University faculty and academic support professionals.

*12b: Support faculty promotions and tenure, as well as promotions for civil service and administrative/professional staff.*

- 1) The Western Illinois University Board of Trustees granted 26 faculty members tenure at its June 2015 meeting.
- 2) Forty-two Western Illinois University faculty members received promotions, effective fall 2015.
- 3) Thirty-seven civil service employees received successful reclassification audits.

*12c: Continue to support faculty and staff awards recognizing excellence at the department, college, and university levels.*

- 1) Examples of academic year 2014-2015 award recipients include:
  - (a) Dr. Vincent Auger, Professor, Political Science, Provost's Award for Academic Excellence in Teaching.
  - (b) Dr. Susan Brooks, Assistant Professor, Mathematics, Western Illinois University-Quad Cities Award for Academic Excellence.
  - (c) Karin Chouinard, Instructional Technology Systems Manager, Quad Cities Technology, Western Illinois University-Quad Cities Award for Personal Growth.
  - (d) Dr. Georg Gunzenhauser, Professor, Educational Studies, Western Illinois University-Quad Cities Award for Educational Opportunity.
  - (e) Dr. Everett Hamner, Associate Professor, English and Journalism, Western Illinois University-Quad Cities Award for Social Responsibility.

- (f) Dr. Sarah Haynes, Associate Professor, Department of Philosophy and Religious Studies, Provost's Award for Academic Excellence in Multicultural Teaching.
- (g) Jude Kiah, Director Bookstore and Go West Transit, Council of Administrative Personnel Employee of the Year.
- (h) Dr. Cathy McMillan, Assistant Professor, Kinesiology, Provost's Award for Academic Excellence in University/Community Service.
- (i) Dr. Brian Peer, Professor, Biological Sciences, Provost's Award for Academic Excellence in Scholarly/Creative/Performative/Professional Activities.
- (j) Kate Pohlpetter, Assistant Professor, Communication Sciences and Disorders, Outstanding Academic Adviser.
- (k) Dr. Mohammad Ahmadullah Siddiqi, Professor, English and Journalism, 2015 Distinguished Faculty Lecturer.
- (l) Denise Sprinkle, Route Driver, Document and Publication Services, Civil Service Employee of the Year.
- (m) Dr. Bhavneet Walia, Assistant Professor, Economics and Decision Sciences, Provost's Award for Excellence in Internationalizing the Campus.
- (n) Dr. Seung Won Yoon, Professor, Instructional Design and Technology, Provost's Award for Academic Excellence in Teaching with Technology.

Action 13: Continue to develop institutional policies and procedures that promote a holistic and supportive environment in responding to employee workforce needs.

*13a: Develop and expand fiscally responsible, family-friendly policies and procedures across all employee classifications that assist in faculty and staff recruitment and retention and enable employees to continue advancement of professional goals and the values of the University, even in times of significant personal/family stress.*

- 1) Western Illinois University provides many family-friendly policies, including policies on *Active Military Service, Americans with Disabilities Services, Bereavement Leave, Domestic Partner Benefit Program, and Sick Leave Bank.*
- 2) Western Illinois University Board of Trustees Regulations, also include many more family-friendly policies, including *Military Leave, Leave for Court Required Service, Emergency Leave, Extended Sick Leave, Federal Family and Medical Leave Act, and Parental Leave.*
- 3) The provision of a family-friendly environment also ensures employees are aware of and supported by comprehensive benefits administration. To that end, Human Resources:
  - b) Provided benefits orientation to over 200 candidates and new hires for the University.
  - c) Established a regular system of visits to the Quad Cities campus. All appointments were filled.
  - d) Continued to work with other Illinois Public Higher Education Cooperative to explore purchasing insurance compliant with the *Patient Protection and Affordable Care Act (PPACA)* to cover current employees who meet the PPACA criteria for full-time eligibility but not Illinois Department of Central Management Services criteria.
  - e) Supported an enrollment of over 400 employees in the WIU 403(b) Supplemental Retirement Plan and 457 Deferred Compensation Plan, with over 20 on-campus visits by 403b vendor representatives.

- f) Counseled over 100 staff members regarding pension reform, and those wanting to reverse their retirement decisions when legislation was stopped by court injunction.
- g) Administered the University's *Long-Term Disability Policy*.

*13b: Conduct a needs and feasibility analysis for establishing permanent, academically based summer, fall, and spring infant and childcare on the Macomb campus.*

- 1) There was not sufficient student demand for academically based childcare in summer 2015.

*13c: Continue to investigate childcare options on the Quad Cities campus.*

- 1) A \$50,000 donation was received. However, childcare was placed on hold pending completion of other university priorities.
- 2) An off-campus childcare website was developed to serve as an information resource for students and their families.

*13d: Develop a University-wide committee, including representation from all governance groups on both campuses, to study how the University might best support its employees when they are dealing with issues of elder care and/or catastrophic care.*

**Goal 2: Enrich Academic Excellence**

Action 1: Promote high standards of academic excellence in all phases of instruction, research, service, and support services. These are interrelated components to academic excellence.

*1a: Continue to support contractual agreements that place instruction as the highest priority of faculty.*

- 1) Faculty provide 95 percent of the total student credit hours earned at the undergraduate level with graduate teaching assistants contributing the remaining five percent. Full professors devote approximately 90 percent of their professional responsibilities to undergraduate instruction.

*1b: Maintain the highest institutional expenditures to support the instructional and the academic mission of the University.*

- 1) The largest object of expenditure for Western Illinois University is instruction. When adding the first five rows, Fiscal Year 2014 expenditures for Academic Affairs and Students Services totals \$151.7 million, or 65.4 percent expenditures from all sources of funds.

<u>(In Thousands of \$)</u>	<u>FY2011</u>	<u>FY2012</u>	<u>FY2013</u>	<u>FY2014</u>
Instruction	\$74,708.8	\$79,449.2	\$77,370.8	\$77,267.6
Organized Research	3,078.5	6,074.1	3,540.3	3,535.5
Public Service	14,250.9	14,774.0	12,694.3	13,970.1
Academic Support	8,228.4	8,701.9	8,925.6	8,847.8
Student Services	42,381.8	41,066.6	42,830.7	48,119.7
Institutional Support	8,983.7	9,277.7	9,473.6	9,675.4
O&M of Physical Plant	28,294.0	30,200.5	30,446.2	31,023.6
Independent Operations	34,260.0	34,944.1	38,651.4	35,090.6
CMS Group Health Insurance	2,648.0	2,724.2	2,735.9	2,909.5
FICA/Medicare	1,508.2	1,564.6	1,602.4	1,668.9
Total	\$218,342.2	\$228,776.9	\$228,271.2	\$232,108.7

*1c: Support interdisciplinary course, program, institute, and center development and sustainability.*

- 1) The University Mission to provide “Innovative teaching, research, and service grounded in interdisciplinary, regional, and global perspectives” is reflected in many courses, General Education, and majors at the undergraduate and graduate levels (e.g., Liberal Arts and Sciences, Museum Studies, and Environmental Science).
- 2) Eight of the eleven new Integrated Bachelor’s/Master’s programs are interdisciplinary degrees.
- 3) The University’s Mission is also reflected in the many centers and institutes, including the Center for Best Practices in Early Childhood Education, Center for Innovation in Teaching and Research, Illinois Institute for Rural Affairs, and the Institute for Environmental Studies.

*1d: Follow 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.*

- 1) General Education and all undergraduate and graduate programs use an assessment model where faculty define intended student learning outcomes, collect and analyze data, and report findings and process improvements (current and planned) to the Provost’s Office for review and feedback.
- 2) The Associate Provost, Assessment Facilitator, Student Learning Assessment Committee, and Institutional Research and Planning lead and engage in assessment initiatives.

*1e: Use the academic program review process to ensure the provision of high-quality, viable academic programs and services.*

- 1) During academic year 2014-2015:
  - a) Academic program and center reviews were completed for Best Practices in Early Childhood Education, College Student Personnel, Community Development, Geography, Instructional Design and Technology, Law Enforcement and Justice Administration, Meteorology, Political Science, School Psychology, and the Study of Masculinities and Men's Development.
  - b) A three-year progress report on the new B.S. in Information Systems was completed.
- 2) Program reviews in Broadcasting; Communication; Communication Sciences and Disorders; Counseling; Journalism; Music; Psychology; and Recreation, Park and Tourism Administration will be completed during academic year 2015-2016.
- 3) In addition to normal program review processes:
  - a) Using enrollment, credit hour production, cost, duplication, and value-added criteria described in Western Illinois University Board of Trustees Report 15.3/6, *Report on Review and Elimination of Current Programs and Reinvestment in New Programs*, Academic Affairs disestablished minors in Ethics, International Agriculture, Legal History, and pre-professional programs in Architecture and Chemical Engineering, effective July 1, 2015.
  - b) The College of Fine Arts and Communication disestablished the Fine Arts Technology and Design minor, the College of Arts and Sciences disestablished the Post-Baccalaureate Certificate in African and African Diaspora World Studies, and the College of Education and Human Services disestablished the M.A.T in Secondary Education.
  - c) Western Illinois University Board of Trustees Report 15.6/5, *Report on Academic Curricular and Administrative Changes*, identifies twelve additional minors, one pre-professional program, an

undergraduate degree, and two post-baccalaureate certificates that are scheduled for disestablishment no later than July 1, 2017.

- 4) To increase program efficiencies and decrease administrative costs:
  - a) The departments of Educational and Interdisciplinary Studies and Educational Leadership were combined into the department of Educational Studies.
  - b) The departments of Broadcasting and Journalism were combined into one department.

*If: Achieve external validation that the University is promoting high standards of academic excellence by achieving or maintaining accreditation and certifications from the:*

- 1) National Council for Accreditation of Teacher Education (NCATE) for university-wide teacher education.
  - a) Western Illinois University's teacher education program maintains accreditation from the Illinois State Board of Education and the Council for the Accreditation of Educator Preparation (formerly NCATE).
  - b) The next scheduled Council for the Accreditation of Educator Preparation accreditation visit is scheduled for 2018.
- 2) National Collegiate Athletic Association.
  - a) Western Illinois University satisfies all requirements established for NCAA Division I membership, and the University places emphasis on providing an outstanding student-athlete experience.
- 3) All discipline-based accreditations and certifications, where appropriate to the discipline(s) and service unit(s).
  - a) Western Illinois University's academic programs maintain discipline-specific accreditation from 17 agencies.
  - b) The International Association of Counseling Services accredits the University Counseling Center.
  - c) The Accreditation Association for Ambulatory Health Care accredits Beu Health Center.
  - d) The Department of Chemistry is preparing for accreditation by the American Academy of Forensic Sciences.
- 4) Higher Learning Commission-North Central Association of Colleges and Schools for the University.
  - a) The next reaffirmation of accreditation visit will occur in academic year 2020-2021.
    - 1) The Vice President for Quad Cities and Planning is preparing a long-term accreditation planning calendar for the University that includes: Quality Initiative Proposal Submission (due anytime between September 2015 and August 2018), Quality Initiative Report Submission (due anytime between September 2017 and August 2019), Off-Campus Review (Academic Year 2019-2020), and the next ten-year Assurance Review, Comprehensive Evaluation, and Reaffirmation of Accreditation (Academic Year 2020-2021).

- b) In maintaining its relationship with the Commission, the University:
- 1) Acquired approval for closing 60th Street, and opening Riverfront as Western Illinois University's branch campus in the Quad Cities.
  - 2) Received reaffirmation of accreditation for off-campus program currently offered at 13 additional locations.
  - 3) Completed the second year of four-year participation in the Persistence and Completion Academy.
  - 4) Initiated preparations to achieve State of Iowa re-certification, which is required every two years for the University to continue hosting Museum Studies at the Figge Art Museum in Davenport and offering distance education in Iowa. Institutional application materials are due in November 2015.
  - 5) Initiated preparation to participate in the State Authorization Reciprocity Agreement. This will provide Western Illinois University authorization to enroll students in distance education from 28 states. Higher Learning Commission and Title IV compliance requires that institutions receive and maintain state authorization or exemption for every state in which distance education students are enrolled.

Action 2: Focus on the individual learner.

*2a: Maintain low student-to-faculty ratios and small course sections.*

- 1) Student-to-faculty ratios are 15:1 in Macomb and 14:1 in the Quad Cities. The average undergraduate class size is 21 in Macomb and limited classes over 50 in the Quad Cities.

*2b: Provide, evaluate, and improve the First Year Experience (FYE).*

- 1) Western Illinois University continues to offer the FYE Program. Based on a comprehensive review two years ago, the following changes were implemented for the FYE Program: Clarifying program goals, requiring a university transition course (University 100) and small ("Y") section of a general education or pre-professional course, branding the FYE, and enhancing educational components to the FYE Program.
- 2) The FYE Leadership Committee continues to provide program oversight. During academic year 2014-2015 members of the Committee:
  - a) Presented on Peer Mentoring at the Midwest First Year Conference.
  - b) Hosted FYE Colleague Conversations in the fall to foster collaboration between those teaching in FYE courses.
  - c) Adjusted Peer Mentor expectations by raising the minimum GPA eligibility requirement from 2.0 to 2.5; revised training to include sessions targeting new and returning peer mentors, and requiring all peer mentors to attend monthly meetings to continue to facilitate learning and training.
  - d) Placed University100 textbooks in all academic departments where Y courses are taught.
  - e) Revised the University 100 syllabus to add the Student Bill of Rights and to include student participation in the Fall 2015 Mock Presidential Election.



- f) Planned to increase the interaction and engagement of students in FYE residence hall programming, where 81% of the students participated in FYE programming during fall 2014.
  - g) Updated the FYE website and the Interpersonal Violence Prevention Education (IVPE) Online Module. Changes were made to the latter to include Title IX information and to accommodate students needing to retake the course.
  - h) Offered spring and over 30 summer trainings to provide FYE instructors with more resources
- 3) The FYE Classes Committee during the 2014-2015 academic year:
- a) Created and implemented rubrics for the Goals final assignment, Written assignment draft, and Written assignment final.
  - b) Established a donation fund for University 100 student textbooks, a New Spring Welcome Campus event for FYE students entering the University in the spring, and a Living Learning Community for students who have not declared a major.
  - c) Hosted new fall peer mentor meetings for continued collaboration
  - d) Revised the final exam and developed a Building Connections Mentor Worksheet.
  - e) Created a four-week check in for peer mentors and instructors in University 100.
  - f) Added available tutoring language to the University 100 syllabus.
  - g) Supported an end of the year FYE Recognition Reception, recognizing the FYE Peer Mentor of the Year, FYE Academic Advisor of the Year, FYE University 100 Instructor of the Year, and the FYE Y Section Instructor of the Year. Additionally there was an end of the year Instructor and Peer Mentor reception

*2c: Evaluate the feasibility and need for a Transfer Year Experience and/or enhanced support structures on each campus.*

- 1) University Housing and Dining Services revised the Transfer Year Experience on the Macomb Campus. Revisions included updated curriculum, marketing plans, and overall plans with evaluation metrics.
- 2) Western Illinois University-Quad Cities evaluated feasibility and need for Transfer Year Experience. It was determined that the Culture of Mentoring described earlier in this *Report* provides greater benefit and efficiency to transfer and all other students.

*2d: Enhance academic and student support structures on the Quad Cities Campus, particularly as enrollment increases and the campus serves more traditional-aged students.*

- 1) The President, Provost, and Vice President for Quad Cities and Planning developed a two-phase growth plan for new state funding to support new facilities, faculty, support structures, and enrollment growth. A summary of facilities and operating needs is included in materials presented at today's Board meeting (see *Western Illinois University Board of Trustees Resolution 15.10/3 Fiscal Year 2017 Appropriated Operating Budget Recommendations* and *Western Illinois University Board of Trustees Resolution 15.10/4 Fiscal Year 2017 Appropriated Capital Budget Recommendations*).

Action 3: Support strong commitments to research, scholarly/creative activities, and grants.

*3a: Provide institutional resources and assistance to support the research, scholarly/creative activities, and grants of faculty and staff.*

- 1) Western Illinois University faculty members published 18 books, 313 book chapters and refereed articles, presented at 964 conferences (833 domestic, 131 international), and generated 819 creative activities (713 domestic, 106 international) during 2014 calendar year.
- 2) Values for external awards for faculty and staff research increased from \$9.9 million in Fiscal Year 2014 to \$11.1 million in Fiscal Year 2015.

Total University	<u>\$11,097,484</u>
Arts and Sciences	\$1,075,107
Business and Technology	72,111
Education and Human Services	2,208,742
Fine Arts and Communication	301,697
University Libraries	21,383
Administrative Services	3,353,794
Provost's Office	
Center for the Application of Instructional Technologies	1,213,015
Illinois Institute for Rural Affairs	1,011,700
Quad Cities and Planning	906,535
Student Services	\$933,400

- 3) The Office of Sponsored Projects (OSP):
  - a) Assisted the Center for Innovation in Teaching and Research in maintaining the Research Collaboration Database that enables faculty members to find other researchers from the WIU community with similar interests.
  - b) Supported faculty grant activities by identifying funding sources, preparing and submitting proposals, administering grant funding, and drafting procedure manuals for Grant and Contract Administrators.
  - c) Hosted the five-part webinar series, "NSF STEM-Interactive Web-Based Workshops" on grant writing for STEM-related proposals.
  - d) Worked with faculty and staff to promote student research opportunities, and presented an overview of the Institutional Review Board approval processes to undergraduate and graduate classes.
  - e) Plans to promote entrepreneurial approaches to research and scholarly/creative activities in the new Faculty Grant Fellowship program.
- 4) The Center for Innovation in Teaching and Research supports faculty research through workshops, guest lectures, collaborative projects with other offices, and an annual Faculty Research Symposium.

*3b: Support faculty sabbaticals as a means to advance research and scholarly agendas.*

- 1) Twenty-five faculty received sabbaticals during academic year 2014-2015.
- 2) Twenty-eight faculty members are taking sabbaticals during academic year 2015-2016.

*3c: Augment institutional resources to encourage and promote research, creative, and scholarly activities with special emphasis on new and junior faculty members.*

- 1) University Libraries hold more than one million cataloged volumes of monographs and periodicals and offer online access to the full texts of hundreds of academic journals and other publications. Items may be borrowed from 75 Illinois academic libraries through the I-Share network or obtained through interlibrary loan from libraries across the nation.
- 2) University experiential sites supporting research includes University Farms and Greenhouse, the Alice Kibbe Life Sciences Station, Horn Field Campus, the Rodney and Bertha Fink Environmental Studies Field Laboratory and Conservancy, Ira and Reatha T. Post Wildlife Sanctuary, and the Quad Cities Manufacturing Laboratory.
- 3) Western has access to the facilities at the Shedd Aquarium in Chicago, and the Figge Art Museum, Nahant Marsh, and Niabi Zoo in the Quad Cities.
- 4) The Brookfield Zoo is a new off-campus location, effective academic year 2015-2016.
- 5) The Office of Sponsored Projects provides training on grant writing, funding searches, and grants management. They also sponsor an annual grant-writing workshop for new faculty to increase familiarity with grant processes and resources.
- 6) The Center for Innovation in Teaching and Research hosts an Annual WIU Symposium on Teaching, Research and Creative Activities. Faculty present peer reviewed submissions, and the Symposium includes a keynote address.
- 7) Members of the Quad Cities Research and Scholarship Symposium provide interdisciplinary feedback for scholarship in progress and host scholarly presentations.
- 8) The School of Graduate Studies annually awards \$12,000 for faculty professional development.
- 9) Many Quad Cities employees participate in the programs and services of the Quad Cities Professional Development Network, a consortium of seven local institutions of higher education sharing in professional development activities.

*3d: Expand the summer stipend and University Research Council programs.*

- 1) Each fall and spring semester, the Office of Sponsored Projects (OSP) sponsors the University Research Council (URC) grant competition. Seed grants of up to \$5,000 are awarded to tenure-track faculty on a competitive basis.
- 2) Fiscal Year 2016 URC Awards support faculty scholarship in Biological Sciences, Curriculum & Instruction, Chemistry, Geography, Physics, and Psychology.
- 3) The Foundation and Development Office and OSP support the Summer Stipend program that provides up to 12 faculty members with summer support of up to \$3,500 each for research and scholarship. Faculty members have used funds to work on new research projects, make significant curriculum changes, create a work of art, and/or design new instructional technique(s).

*3e: Publicize the publications and grants of faculty and staff in new media, including the possible creation of an E-Journal for Western Illinois University.*

- 1) University Libraries maintains WIU author bibliographies and sponsors an annual Author Recognition Reception to celebrate those who have published materials during the year.
- 2) University Libraries introduced an annual Authors Reception on the Quad Cities Campus to mirror a similar celebration on the Macomb Campus.

*3f: Establish endowed professorships and chairs through the Comprehensive Campaign.*

- 1) Through the Western Illinois University Foundation, the University has endowed professorships and chairs in the College of Business and Technology, Foreign Languages, and Icarian and Regional Studies.

*3g: Support faculty and staff travel and other professional development opportunities.*

- 1) Western Illinois University spent \$1.3 million in Fiscal Year 2014 to support faculty and staff travel. These funds also support off-campus instruction at 13 locations and employee professional development.

*3h: Engage undergraduate and graduate students in professional research.*

- 1) The spring 2015 Undergraduate Research Day on the Macomb campus featured 265 students making 161 poster presentations and 31 podium presentations.
- 2) The spring 2015 Graduate Research Conference at was held in February 2015 as part of Graduate Research Week in Macomb. The event featured 39 podium presentations, 30 poster sessions, and two musical performances for 200 attendees.
- 3) Centennial Honors College supported Western Illinois University-Quad Cities first Student Research Conference. Forty-six undergraduate and graduate students made 10 podium and 29 poster presentations.
- 4) The School of Graduate Studies supported 986 graduate assistantships and awarded 114 undergraduate research grants.
- 5) In addition to the individual mentoring occurring across all schools and departments, examples of faculty engaging students in research at the departmental level includes:
  - (1) Biological Sciences' Research Inspiring Student Excellence (RISE) program promotes minority student research in the fields of Chemistry, Physics and Biological Sciences by providing mentors, internships, conference support, and scholarships. To participate in the program, students must have at least a 2.8 grade point average and work with a faculty member on a research project.
  - (2) Counselor education hosted the Riverbend's Psychology Associates Student Research Conference graduate counselor education students, and undergraduate students majoring in Psychology from St. Ambrose University and Augustana College.
  - (3) Faculty from the Quad City Manufacturing Lab supported research and development activities of nine students.

*3i: Host domestic and international visiting scholars, executives, and artists in residence programs.*

- 1) WIU alumni:
  - a) Kirk Hanlin, Assistant Chief of the Natural Resources Conservation Service, was the 2014 Executive in Residence in the College of Business and Technology.
  - b) Jeff Schoon is the 2015 Executive in Residence for the College of Business and Technology. He is the Director of Global Product Management at Rexnord Corporation, and leads growth initiatives in the energy sector.

- 2) University Libraries will host visiting scholars from Denmark and Algeria during academic year 2015-2016.

Action 4: Support strong commitments to mission-driven public service and outreach.

*4a: Support economic and cultural development of our host communities and regions.*

Economic Development

- 1) Staff from the Illinois Institute for Rural Affairs (IIRA):
  - a) Received 37 external grants totaling \$3.5 million from agencies including the United States Department of Agriculture, Illinois Department of Commerce and Economic Opportunity, AmeriCorps, Illinois Department of Transportation, and the Office of the Lieutenant Governor.
  - b) Engaged in 75 presentations, distributed 7,600 mailings, administered 54 surveys, and published 18 articles, four rural research reports, and 19 trade publications.
- 2) IIRA programs and services helped to create or retain 130 jobs.
  - a) Manage and Planning Programs for Non-Metro Groups worked with nine communities in delivering strategic visioning programs to develop community economic development goals.
  - b) Health and Housing Center provided housing assessment workshops in rural Illinois communities.
  - c) Small Business Development Center supported workshops and individual consulting to new entrepreneurs. These workshops occurred around the region, including a partnership with John Wood Community College, and in small communities such as Carthage, Illinois.
  - d) Procurement Technical Assistance offered workshops, webinars, and individual consulting to entrepreneurs wanting to sell goods and services to local, state, and federal government agencies.
  - e) Midwest Community Development Institute hosted three weeklong workshops in Moline teaching concepts related to community and economic development.
- 3) IIRA plans to implement a Master's degree in Community and Economic Development (CED) in fall 2016. This degree program is designed to enhance the skills of CED professionals and those wishing to enter the field. Graduates of this program will develop skills in social mobilization, civic engagement, business management, and strategic planning needed for leadership positions in community and regional economic development.
- 5) Western's growth in the Quad Cities is part of the City of Moline's economic re-development plans to develop a \$100 million taxable base and attract 2,000 new and existing jobs. The Vice President for Quad Cities and Planning chairs the Project Management Team that approves and oversees construction within downtown Moline.
- 6) The Vice President for Quad Cities and Planning was named as one of the top 50 community leaders by the Quad Cities Chamber of Commerce and serves on the Regional Opportunities (planning) Council (ROC). The ROC is implementing strategies to advance the Quad Cities in Policom Metropolitan Statistical Area national ratings of economic achievement. With the growth of educational opportunities and partnerships in the Quad Cities, the community has advanced in national Policom ratings, from the 49th percentile in 2008 to the 78<sup>th</sup> percentile in 2014.
- 7) The Assistant Dean for the College of Business and Technology in the Quad Cities represents the University in the reinstatement of passenger rail service to the Quad Cities. It is anticipated that rail service will be restored in 2016.

- 8) The Assistant Dean for the College of Business and Technology in the Quad Cities and two faculty members participate in task forces creating the Quad Cities Manufacturing Innovation Hub.

#### Cultural Development

- 1) Western Illinois University received state capital funding for the Center for Performing Arts. However, the Governor has currently frozen all state capital funding. When opened, this new facility will enhance the cultural opportunities for residents in western Illinois and beyond.
- 2) Organizations and units supporting diversity and educational opportunities includes the Black Student Association, Casa Latina Cultural Center, Gwendolyn Brooks Cultural Center, International Friendship Club, Unity, Western Organization for Women, and the Women's Center.
- 3) The University provides the Macomb campus and surrounding community with diverse and high-quality cultural entertainment and educational opportunities through the College of Fine Arts and Communication, Bureau of Cultural Affairs, and the Performing Arts Society. For example, the University hosted 6,532 attendees at studio and dance shows, 4,610 guests at Bureau of Cultural Arts events, and 12,155 individuals at 148 events held by the School of Music.

*4b: Respond to emerging needs in the state and region, including the Governor's initiatives, "P-20" (preschool through graduate school) partnership initiatives, and other initiatives consistent with the academic and regional mission of the University.*

- 1) The Center for Best Practices in Early Childhood Education family-centered, research-based practices designed to improve educational opportunities for all young children. The Center provided 65 workshops, 46 webinars, 12,444 Technical Assistance contacts, 82 agency collaborations, and a total of 519,489 views on its websites.
- 2) Western Illinois University-Quad Cities AmeriCorps grant improves school readiness of regional youth. The Quad Cities Americorps program provides more than 16,000 volunteer hours of service to area preschools, and serves nearly 300 children.
  - a) After completing a pre-test and post-test based on Illinois Early Learning Standards, results show improvement in participating children's literacy skills by 49%, well above the program's goal of 15% improvement.
  - b) The Assistant Director of Student Affairs received The Governor's Volunteer Service Award in recognition of his efforts to enhance early childhood literacy in the Quad Cities.
- 3) As an Illinois State Board of Education (ISBE) Approved Professional Development Provider, staff from the Office of Partnerships, Professional Development and Technology:
  - b) Star Online maintained compliance with the newly revised ISBE Teacher Licensure requirements.
  - c) Provided workshops at three state-level conferences and various school districts throughout Illinois, directly impacting over 100 school districts.
  - d) Partnered with Regional Offices of Education throughout Illinois to provide online professional development opportunities for P-12 teachers.
- 4) As part of a first-of-its-kind initiative, the Center for Application of Information Technologies began offering an Internet-based high school equivalency curriculum to inmates in 30 Illinois correctional facilities.
  - a) A 2013 Department of Corrections report indicates that Illinois has approximately 50,000 inmates in state correctional facilities, which costs the state over \$1 billion annually, and 42% of those

incarcerated do not have a high school diploma. The Rand Corporation (2014) documented how inmate participation in education programs reduces recidivism by 43%.

- 6) Curriculum and Instruction hosted its first assistive technology conference, with 65 students, faculty, and area educators in attendance.
- 7) Western Illinois University's Linkages agreements with regional community colleges promotes increased retention rates and saves students up to 25 percent of their college costs.
- 8) The Vice President for Quad Cities and Planning serves as:
  - a) Chairperson of the Quad Cities Academic Consortium (formerly the GradCenter). As Chairperson, the Vice President leads quarterly implementation meetings with the Chief Academic Officers from Augustana College, Black Hawk College, Eastern Iowa Community Colleges, Palmer College of Chiropractic, Saint Ambrose University, and Trinity College of Nursing and Health Sciences to coordinate and collaborate on shared initiatives that support improved retention and graduation rates at all educational levels in the Quad Cities.
  - b) A member of the Quad Cities Presidents and Chancellors Council whose membership are the institutional leaders of the aforementioned institutions and the President/CEO of the Quad Cities Chamber of Commerce. Standing Council agenda items are partnerships, coordination, and collaboration in community and economic development and in promoting student recruitment, persistence, and completion within Quad Cities higher education.

*4c: Advance support of teacher and professional education by supporting those seeking initial or subsequent certification or who have questions about certification; endorsements; or other teacher, school service personnel, or administrative matters.*

- 1) The Center for Preparation of Education Professionals serves as the institutional contact for questions related to undergraduate teacher education programs, field and clinical (student teaching) experiences, and certification processes.
- 2) The Office of Partnerships, Professional Development and Technology coordinates and manages the Technology Competency Assessment and English Language Learner modules for the University's Teacher Education Program. This year the Office supported 570 teacher candidates, and served 415 pre-education students by providing access to the Testing of Academic Proficiency remediation modules.

*4d: Use university public service centers, institutes, and broadcasting services to provide community services.*

- 1) Faculty and staff from Center for the Application of Information Technologies, Center for Best Practices in Early Childhood Education, Center for International Studies, Center for the Preparation of Education Professionals, Institute for Environmental Studies, Illinois Institute for Rural Affairs, Illinois Training and Standards Board Executive Institute, School of Distance Learning, International Education and Outreach, Tri States Public Radio, University Television, U.S. Bank Writing Center, Veterans Resource Center, Western English as a Second Language, Western Survey Research Center, and WQPT all provide public service to our host communities and regions.

*4e: Deliver high-quality, value-adding management and professional development programs to businesses and industries in the western Illinois region.*

- 1) The Illinois Institute for Rural Affairs' Illinois Small Business Development Center (SBDC) is part of a statewide and national network with 40 centers in Illinois and 1,100 nationwide. Western's SBDC offers business counseling, innovation and technology transfer, and management and workforce training; serves 12 counties; and is part of the Illinois Entrepreneurship Network to strengthen and expand Illinois' economy.
- 2) The Quad Cities Executive Studies Center provides graduate school placement examination preparation, supervisory training, and customized workshops for business and industry.
- 3) The School of Engineering supports the Quad City Manufacturing Lab, which serves as a national resource for research and development of advanced materials and manufacturing technology for commercial and military applications.

*4f: Deliver community outreach initiatives through the Western Illinois University digital library, historical archive projects, and grant projects on the delivery of services and resources to the University and surrounding communities through collaboration with regional partners.*

- 1) University Libraries is Actively involved in digitization efforts to serve distance learners. The average student/faculty member downloaded on average over 300 articles from library databases. To promote increased usage Library faculty and staff:
  - a) Digitized 480 CDs, cassette tapes, audio files, and concert programs that are now available at [www.wiulibraries.org/recitals](http://www.wiulibraries.org/recitals), and accessible through the WestCat catalog.
  - b) Completed imaging of eight major collections, including Keokuk Dam 10 journals, 1<sup>st</sup> Congregational Church and St. Georges minutes, The Surgical Journal, Willman collection, military deeds, Western Illinois University Board of Trustees Minutes, and the Ladwig/Wade collection.
  - c) Added images to the Sports collection and Alumni News collection, 4,903 new federal GovWeb online titles, and 321 new IllinoisWeb titles.
  - d) Purchased 228 ebooks and IPA Source, a music database providing transcriptions and literal translations of opera arias and art song texts (11,000+ titles).
  - e) Upgraded the Institute of Physics journal package by receiving 69 online titles.
- 2) University Archives and Special Collections include records of university administrative offices and faculty and student organizations, publications issued by the university, student newspapers, yearbooks, faculty publications and papers, master's theses, photographs, oral history tapes, and memorabilia related to the University.
- 3) Special Collections contains a variety of materials that are rare, unique, and of regional interest. Examples include the Center for Regional Authors, Baxter-Snyder Center for Icarian Studies, Center for Hancock County History, as well as the Illinois Regional Archives Depository Center that maintains government records for 16-counties in western Illinois and microfilm copies of state and federal censuses.
  - a) University Libraries added Electric Power from the Mississippi journals, the Irvin Willman Collection, Turner Manuscript, Western News publications, and General Ross Letters to the online Special Collections portfolio.

*4g: Continue to support public-private partnerships to advance new and enhanced services to students, faculty, and staff in our host communities.*



- 1) The City of Moline and Renew Moline are engaged in \$82 million in private development (The Mills) that supports housing, restaurants, and retail next to the Western Illinois University-Quad Cities Riverfront Campus.
- 2) Three Corners development is constructing two new restaurants and new apartments at the Mills. The latter will increase capacity from 290 to 352 tenants.

Action 5: Deliver a strong, user-centered information technology infrastructure.

*5a: Continue 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.*

- 1) The University purchased 451 new faculty and staff computers valued at \$536,908 during academic year 2014-2015.
- 2) The College of Education and Human Services replaced 55 faculty and staff computers.
- 3) The Vice President for Quad Cities and Planning maintains four-year technology rotations for staff technology at the Quad Cities.
- 4) Phase II of the Western Illinois University-Quad Cities Riverfront Campus features all new technology supported by project funds from the Illinois Capital Development Board.

*5b: Accelerate the multiyear electronic classroom upgrade program for general instructional and two-way audio-video classrooms on both campuses.*

- 1) The University allocated approximately \$700K to upgrade classrooms and enhance wireless connectivity in Horrabin, Waggoner, Morgan and Stipes Halls.
- 2) University Technology:
  - a) Purchased 27 new computers to upgrade and standardize classroom instructor stations in uTech-supported classrooms.
  - b) Upgraded 24 electronic classrooms and three videoconference classrooms on the Macomb Campus in summers 2014 and 2015.
  - c) Replaced the core of the Macomb campus and the ResNet networks. The router and “backbone” of these networks are now capable of handling up to 10 Gigabits per second (Gbps). This represents a ten-fold increase over the former network capability.
  - d) Increased bandwidth to 1Gbps on the Macomb Campus and to 2Gbps for the residential network.
  - e) Finished installation of wireless networks in all university residence hall rooms.
  - f) Continued expansion of the Quad Cities core network by adding domain controllers, print servers, and network servers.
- 3) Facilities Management installed 12 short-throw projection systems in classrooms in Currens, Morgan, Simpkins, Tillman, and Waggoner Halls.
- 4) The College of Arts and Sciences provided funding to upgrade electronic classrooms in Morgan 228 and 230.
- 5) The College of Business and Technology utilized Foundation Funds to purchase 11 new classroom projectors, and converted Stipes 121 into a videoconference room.

- 6) The College of Education and Human Services:
  - a) Replaced four classroom computers.
  - b) Deployed interactive projection units in Horrabin 43 and Brophy 232.
  - c) Provided funding for classroom upgrades in Brophy 232, Stipes 213, and Knoblauch 206, and conference room upgrades in Horrabin 1, 25, 60, and Currens 408.
- 7) The School of Distance Learning, International Education and Outreach provided funding for Simpkins 207A and 208 to become electronic classrooms for Western's English as a Second Language (WESL) Institute, and a computer laboratory was created for WESL in Simpkins 113.
- 8) University Technology completed a base level inventory of the technology 206 classrooms on the Macomb campus to provide recommendations for future facility upgrades. The information is also being used to provide current information about room technology to the Registrar's office.
- 9) University Technology plans to improve coordination with the Disability Resource Center by investigating assistive technology options and coordinating implementations as needed.
- 10) Phase II of the Quad Cities Riverfront Campus features 17 electronic classrooms and five two-way audio-video classrooms.
- 11) All of the classrooms at Western Illinois University-Quad Cities have the same interfaces to provide students, faculty, and staff with similar experiences in all Quad Cities classrooms.

*5c: Engage faculty and staff in technology planning and advisory committees.*

- 1) IT Governance and working alliances, the Internet Technology Advisory Group, Technology Security Committee, University Technology Advisory Group, and Web Accessibility Committee all have faculty and/or staff representation.

*5d: Update the Institutional Strategic Plan for Technology.*

- 1) A new *Information Technology Strategic Plan* was approved at the October 2013 Western Illinois University Board of Trustees meeting.
- 2) The Executive Director of University Technology (CIO) is working with the University Technology Advisory Group (UTAG), IT Governance, and University Technology to create the 2014-2019 Information Technology Strategic Plan.

*5e: Assure long-term bonding plans for facilities, infrastructure, telecommunications, and technology needs are consistent with Campus Master Plans on the two campuses of Western Illinois University.*

- 1) Consistent with the Macomb Campus Master Plan, completed bonded projects include Phase II Steam Line project, Thompson Hall renovation, and Phase I of University Union renovation.

*5f: Implement goals and priorities from the Institutional Strategic Plan for Technology.*

- 1) From the 2013-2018 *Information Technology Strategic Plan*:
  - a) University Technology worked with the university community to enhance campus wireless, bandwidth, electronic classrooms, and videoconferencing units; improve technology security; and update the Macomb core infrastructure.

- b) University Technology will continue to pilot VoIP using open source technology, expand virtual desktop/thin client deployment on both campuses, create a data analysis cube to support work of the Persistence and Completion Academy teams, improve mobile security, and continue with PCI compliance and all of the items described above.
- 2) Two reports provide summary and detailed information about the *2013-2018 Information Technology Strategic Plan* and University Technology projects. They are updated nightly and are available at [www.wiu.edu/university\\_technology/other\\_info/projects.php](http://www.wiu.edu/university_technology/other_info/projects.php).

*5g: Enhance technology disaster recovery for Western Illinois University by implementing business continuity.*

- 1) Distributed File Services replication between the Macomb and Quad Cities campuses ensures full redundancy and business continuity. All data in Group Shares (S: drives) are actively replicated on both campuses.
- 2) University Technology continues developing service redundancy between the Macomb and Quad Cities data centers to further support business continuity and disaster recovery goals.

*5h: Improve the alignment between academic needs for program accreditation/support and offering of library resources and services through outreach and collaboration with other campus entities.*

- 1) The Library Liaison Program supports collaboration and planning between librarians and academic departments. Faculty and staff work together to identify, collect, and provide access to information that supports teaching and research, program review, accreditation and new degree, certificate, and center proposals.

*5i: Increase application of appropriate technology to remove barriers for using physical and virtual library resources and services.*

- 1) University Libraries experienced significant increases in user electronic services between 2013 and 2014.
  - a) E-Reserves in courses increased by 21% from 48 to 58; reference questions increased by 54% from 6,212 to 9,585; E-Book downloads increased by 203% from 6,377 to 19,315; and WIU digital collection use increased by 249% from 28,099 to 97,932.
- 2) Increases in electronic user services result from a wide array of technological resources provided by the Library.
  - a) WestCat indexes University Libraries collection of books, recordings, government documents and other library materials.
  - b) I-Share provides information about, the location of, and the ability to request materials located in 64 other Illinois academic libraries.
  - c) The Periodicals Holdings List is a listing of both the print/microform periodicals available on the shelves of the Western Illinois University Libraries, and the full-text e-titles available via databases purchased by the Libraries. This resource currently indexes over 19,000 unique periodical titles.
  - d) The library subscribes to more than 125 electronic databases covering general, interdisciplinary and discipline specific areas. In addition to indexing and abstracting resources, the databases also supply full-text articles from over 13,000 journals, magazines and newspapers.

- e) Many WIU full-text library databases provide Persistent Link capabilities at the article and/or citation level, allowing faculty to include direct links to articles in syllabi, bibliographies, and other resources.
- f) The Government/Legal Information Unit houses federal and Illinois documents, maps, and legal reference materials, and serves as a central referral point to many Web-based sources of government and legal information.
- g) Interlibrary Loan request forms for books, articles and other materials are available online.

*5j: Augment user-centered library services and resources to lead the development of information literacy, gauge and improve student learning, enhance scholarly productivity, and meet institutional transformation demands.*

- 1) Library faculty instructors provided twenty group tours of Malpass library. Ten tours were given for University 100 course sections. An additional 10 tours were held for international students.
- 2) Faculty can make arrangements for a librarian to introduce information resources to their classes. Instructional sessions familiarize students with general and specialized resources in both print and online formats. Library faculty members highlight the most effective databases and search strategies for specific disciplines or courses. Librarians help design library research assignments, either in conjunction with, or independent of, an instructional session.
  - a) Library faculty and staff taught 255 library bibliographic research sessions for undergraduate and graduate classes last year. These included specialized subject lessons for Agriculture, Biology, Chemistry, College Student Personnel, Educational Leadership, Geology, and Marketing.
- 3) The Libraries taught three sections of Library 201: Using Libraries Today I to 48 students. This course introduces concepts and techniques required to determine information need, develop search strategies, and access and evaluate print and online resources effectively and efficiently. The course provides hands-on experience with a focus on WIU Libraries information resources.
- 4) Reference librarians provide in-person, telephone and e-mail reference assistance 67 hours a week, including nights and weekends. In addition, students, faculty, and staff can make appointments to see librarians for help with more complex research problems. Group instruction is available for university classes.
- 5) University Libraries and Moline Public Libraries signed an agreement in August 2014 that allows reciprocal use of library resources for Western students and Moline residents.

### **Goal 3: Provide Educational Opportunity**

#### Action 1: Support student academic achievement in preparing for timely degree completion.

*1a: Continue to grant 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*

- 1) Western Illinois University accepts advanced placement credit according to policies and procedures defined in the *Undergraduate Catalog*.

- 2) The University, through the Bachelor of Arts in General Studies program, is a member of the Defense Acquisition University and accepts military credit in accordance with University and School of Distance Learning, International Studies and Outreach policies and procedures.
- 3) Western Illinois University-Quad Cities expanded testing center services to military personnel from one day per week at the Rock Island Arsenal to six days per week at Riverfront Campus.

*1b: Establish departmental standards for the awarding of credit for prior learning and life experiences where appropriate to the discipline.*

- 1) The Bachelor's in General Studies (BGS) provides opportunities to earn prior learning credit according to policies and procedures defined in the *Undergraduate Catalog*.
- 2) The University supported 1,456 BGS students who were enrolled from 40 states.

*1c: Participate in all facets of the Illinois Articulation Initiative (IAI) to promote successful student transfer.*

- 1) The University is a full participant in the Illinois Articulation Initiative.

Action 2: Provide student-centered schedules that enable students to successfully pursue educational opportunities.

*2a: Explore the use of credit or non-credit "short courses" that teach specific sets of skills or knowledge.*

- 1) Study Abroad and Outreach:
  - a) Offers courses, conferences, workshops and other programs to meet the professional development and continuing education needs of individuals and organizations.
  - b) Partnered with the School of Agriculture; Agriculture, Food, and Natural Resources STEM Learning Exchange; Educational Studies; and Law Enforcement and Justice Administration to deliver sponsored-credit courses designed to meet educational needs of diverse cohorts of participants throughout the region.
  - c) Hosted many events, including:
    - 1) The Myanmar Educational Leadership Institute for 30 administrators and teachers from the International Language and Business Center. Faculty from Curriculum and Instruction, Educational Studies, and Mathematics made Institute presentations.
    - 2) "Girls Plus Math," for girls ages 11-13, in cooperation with the Department of Mathematics.
    - 3) "Discovering the World Through Science," for high school students in cooperation with the College of Arts and Sciences
    - 4) "Web Design: Constructing a Technology Toolbox" for high school students in cooperation with the College of Education and Human Services
    - 5) The Juvenile Justice Certification programs for Illinois police officers in partnership with seven regional Illinois State Police Mobile Training Units and the School of Law Enforcement and Justice Administration.

*2b: Promote consistency between time of day (morning, afternoon, and evening) scheduling between Western Illinois University-Quad Cities and primary feeder community colleges.*

- 1) The Assistant Vice President for Quad Cities and Planning, Quad Cities Assistant Deans, and Quad Cities Student Affairs coordinate Quad Cities course and facilities scheduling in collaboration Macomb departments and Colleges.

*2c: Develop a semester and summer calendar for identifying when courses are subject to cancellation.*

- 1) The University Timeline is developed through a partnership expressed in the Western Illinois University-University Professionals of Illinois 2011-2015 Agreement, and includes timely workload consultation at all stages between Chairs and faculty members.

*2d: Maintain 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.*

- 1) All undergraduate majors and minors can be completed in two years at Western Illinois University-Quad Cities. All graduate programs can be completed in three years and only four graduate programs cannot be completed in two years. These programs are specifically targeted to working professionals.
- 2) An institutional team is studying the percent of degree requirements that can be completed in synchronous and asynchronous formats, as the University works to fill the Quad Cities campus.

*2e: Study alternatives to the traditional 16-week semester (e.g., four- or eight-week semesters, hybrid instruction, etc.) on the Quad Cities campus that are responsive to student needs.*

- 1) Western Illinois University offers alternative semester lengths through Weekend Academy, alternative summer semester lengths, irregularly scheduled courses, sponsored credit courses, and select hybrid programs. For example, the University currently has 3,040 course sections scheduled for fall 2015 (excluding 377 that have been cancelled and 65 currently on hold). Of this total, 82 (2.7% of all fall 2015 course sections) are weekend and irregularly scheduled courses.
- 2) Western Illinois University introduced new Hybrid courses for the Master's in Business Administration (MBA) and Master's in College Student Personnel (CSP) in fall 2015.
  - a) There are five hybrid course sections offered for the MBA program with current enrollments of 74 out of a maximum of 85, for a preliminary fill rate of 87.1%.
  - b) There are two hybrid course sections offered for the CSP program with current enrollments of 48 out of a maximum of 52, for a preliminary fill rate of 92.3%.
  - c) Combined, there are seven hybrid course sections offered for select graduate programs with current enrollments of 126 out of a maximum of 137, for a preliminary fill rate of 92.0%.
- 3) The University will introduce the Hybrid format for the new Master's degree in Community and Economic Development in fall 2016.

*2f: Expand summer school offerings on both campuses to meet student needs.*

- 1) The number of course sections decreased by 27 sections or 4.2 percent, from 646 course sections in summer 2014 to 619 course sections in summer 2015.

*2g: Implement accelerated degree and certificate options where appropriate to the discipline.*

- 1) The University signed an accelerated three-year baccalaureate degree partnership in Recreation, Park and Tourism with Kirkwood Community College (see Goal 1, Action 2), and established 11 integrated baccalaureate/master's degree programs for students on the Macomb campus and two options for students on the Quad Cities campus (See Goal 1, Action 5e).
- 2) The Provost charged Academic Affairs with examining accelerated options during academic year 2015-2016.

*2h: Continue to provide flexibility in scheduling so that students may pursue the education abroad opportunities offered through WIU.*

- 1) Study Abroad allows students to complement and enhance their classroom instruction by experiencing the culture and language of a host country. Through the Office of Study Abroad and Outreach, students can participate in a wide variety of educational programs located in more than 60 countries worldwide. There are many programs that take place over spring and winter breaks or in the summer, or students may choose to participate in semester- or year-long programs.

Action 3: Support learning inside and outside the classroom and initiatives designed to increase student success.

*3a: Promote experiential learning through applied studies in external settings. These applied settings include internships, student teaching, clinical placements, and undergraduate and graduate student research days, and education abroad opportunities.*

- 1) The University provides all of these opportunities to students.
- 2) A Quad Cities Student Research Conference showcasing student research was added in academic year 2014-2015.

*3b: Provide opportunities for student development and learning outside the classroom through involvement, leadership, and co-curricular experiences in environments that are supportive, challenging, and inclusive.*

- 1) Through the Office of Student Activities:
  - a) One hundred and sixty-one new students participated in Camp Leatherneck, a two-day leadership retreat facilitated by student leaders.
  - b) Thirty-four students participated in Rocky Unleashed, an eight-week interactive program that teaches leadership, time management, collaboration, and citizenship skills.
  - c) A second interactive program discussing focusing on leadership will be added to Rocky Unleashed during Fiscal Year 2016.
  - d) Eight students were inducted into Blue Key, an honorary fraternity that honors upper division students who have demonstrated outstanding scholarship, service, and leadership.
  - e) Thirty-five students selected for *Who's Who Among Students in American Universities and Colleges*.
  - f) All students and staff have access to resource library that provides a variety of information on leadership, organizational development, advising, and personal growth. Books, periodicals, games, videos, files, and simulations are available for check out.

- 2) The Western Illinois University chapter of Golden Key (an academic honorary society) housed in the Centennial Honors College recognizes and encourages academic achievement and campus leadership across all academic disciplines. Golden Key inducted 33 new members in spring 2014, and currently has 88 members.
- 3) The Macomb Campus supports over 250 registered student organizations and honorary societies, and the Quad Cities Campus supports an additional 27.
- 4) Casa Latina:
  - a) Established Latinas In Pursuit of Success as a registered student organization designed to support increased retention rates of Latina students
  - b) Hosted the first L.E.A.D. (Leadership Exploration and Development) retreat for student leaders to explore leadership and development theories to complement their leadership and academic goals.
- 5) The Gwendolyn Brooks Cultural Center:
  - a) Hosted the 6th Annual Black Student Summit, giving individuals an opportunity to dialogue about the unique challenges that students from underrepresented groups face at the University.
  - b) Sent nine students to the Annual Big 12 Conference on black student government in Stillwater, Oklahoma.
- 6) Members of the Student Development Office's LGBTQA Resource Center offered orientation program for new students, increased programming initiatives, conducted Safe Space Training, created a lounge for students, hosted study nights, and engaged in dialogue across campus.
- 7) Quad Cities faculty and staff intentionally built mentoring into the campus culture. It is infused into student recruitment, New Student Orientation, University 100, academic advising, student organizations and activities, and student work experiences.
  - a) An annual New Student Welcome mirroring the New Student Convocation in Macomb will be implemented in fall 2015. This event future reinforces mentoring in the campus culture.

3c: Engage students as active participants in university shared governance.

- 1) Student Government Associations (SGA) on both campuses:
  - a) Participate in university planning, student fee setting and allocations, and participate at quarterly Western Illinois University Board of Trustees meetings.
  - b) Joined all other governance groups on both campuses in the development and endorsement of new benchmark institutions for the Macomb and Quad Cities campuses for use in non-salary comparisons.
- 2) During academic year 2015-2016, President Thomas plans to engage student roundtables similar to his faculty and staff roundtables.

Action 4: Provide comprehensive support services and enhance access to educational opportunities inside and outside the classroom

*4a: Provide comprehensive academic and counseling services.*

- 1) Academic Advisors from the University Advising and Academic Service Center, colleges, and departments are full-time academic support professionals committed to student success. They assist



with course selection, help students explore major and career options, and facilitate college transitions.

- 2) Staff from the Career Development Center taught eight pre-employment preparation classes to 163 students and hosted 2,791 individual student appointments.
- 3) Staff from the University Counseling Center:
  - a) Served 656 students, with 2,845 individual sessions, 333 group counseling contact hours, and 31 students seeking assessment services for Attention Deficit/Hyperactivity Disorder and Learning Disabilities.
  - b) Offered a weekly study skills seminar in an effort to increase retention rates, and a staff member taught Counselor Education 241 - Career and Personal Development. Students who take this class are exposed to methods of learning about careers, job hunting strategies, and effective ways of presenting themselves.
- 4) Staff from the Student Development Office provided academic assistance to 1,598 students, and served as a crisis intervention contact and liaison for 2,301 students.

*4b: Develop a comprehensive substance abuse educational program.*

- 1) The Beu Health Center provides a comprehensive substance abuse educational program, and completes biennial assessment reporting, as required by the *Drug-Free Schools and Communities Act Amendments of 1989*.
- 2) Alcohol and Other Drugs (AOD) Resource Center of the Beu Health Center provided 712 hours of clinical intervention to 254 students for Initial Assessments, Student Judicial Assessments, Treatment, Early Intervention, DUI Services, and Comprehensive Evaluations.
- 3) Beu Health Center facilitated 54 educational events (Safe Tailgating, Root Beer Olympics, Club Wetzel, Class presentations, etc.) reaching 2,385 participants through AOD Prevention and Peer Educators.
- 4) The Student Health 101 Digital Magazine had 12,090 visits from 9,912 end-users.
- 5) Western Illinois University-Quad Cities partners with Unity Point Health Systems, the 5th largest medical provider in the nation, to offer resources and referrals to community-based health providers.

*4c: Provide late night and alternative programming to promote healthy lifestyles.*

- 1) Late Night Programming provided by Student Services included Rocky After Dark events, outdoor movies, Sandburg Theatre movies, Homecoming, Comedy Showcases, Game Night, Bingo night, dance/disco/club events, Coffeehouse music and poetry events, Edutainment-based speakers, and intentional program collaborations.
- 2) Inter-Hall Council programs had record participation at Club Wetzel, Graffiti Dance Party, Karaoke Night, and Finals Study Break.
- 3) Highly attended events at Western Illinois University-Quad Cities included Casino Night, Block Party, WIU Homecoming in the Quad Cities, Angel Tree, and Spring Cleanup.

*4d: Evaluate and develop strategies for addressing physical and program barriers for students and employees with disabilities.*

- 1) The Disability Resource Center (DRC) served 603 students in Fiscal Year 2015, an 85% increase since Fiscal Year 2010.
- 2) The DRC improved note taking coordination, added information on physical access to its website, and engaged in research with a national expert on Universal Design.
- 3) Thirty-nine students utilized disability resources in the Quad Cities, which is a 25% increase from the previous year.
- 4) The Assistant Director of Quad Cities Student Affairs co-hosted the 2014 Bi-State Diversity Conference for students with disabilities. Participants learned about programs, services, resources, and new assistive technologies available at local colleges and universities.
- 5) Both campuses continue to work closely with the ADA Advisory Committee to evaluate and develop strategies for addressing physical and program barriers for students and employees with disabilities.

*4e: Formulate plans to ensure university compliance with Illinois Board of Higher Education and legislative mandates for web accessibility for individuals with disabilities.*

- 1) The Web Accessibility Committee coordinates institutional compliance with academic departments and administrative units on web accessibility requirements.
- 2) All Western Illinois University web pages are in the Content Management System and meet University accessibility requirements, including those with video captioning.

Action 5: Evaluate the effectiveness of institutional strategies to provide access to educational opportunities inside and outside the classroom.

*5a: Use results from the National Survey of Student Engagement and other national surveys in planning and evaluating initiatives designed to increase student involvement, retention and graduation rates.*

- 1) National Survey of Student Engagement results have been shared with the University's three Persistence and Completion Academy Teams for Macomb, the Quad Cities, and Distance Learning. Results help to inform decision tree analyses that further identify factors that influence student persistence and completion.

*5b: Assist student organizations in the planning, implementation, and evaluation of cultural, social, educational and service programs.*

- 1) All WIU registered student organizations are assigned a faculty and/or staff adviser to assist with event planning and implementation.

Action 6: Provide statewide and national leadership in reducing levels of student indebtedness and increasing cost predictability and affordability.

*6a: Achieve scholarship (and other) goals for the Macomb and Quad Cities campuses as part of the comprehensive campaign for Western Illinois University.*

- 1) See Goal 5, Action 3b of this Update.

*6b: Identify new sources of financial aid for students enrolled at the University.*

- 1) The University approved new scholarships (tuition discounts) for academically qualified high school students and international students. These new scholarships are effective in fall 2015.

*6c: Support new and enhanced strategies for reducing the amount of student indebtedness upon graduation.*

- 1) The University maintains Linkages agreements with Black Hawk College, Carl Sandburg College, Eastern Iowa Community Colleges, Highland Community College, Sauk Valley College, and Spoon River College.
- 2) The University is exploring Linkages agreements with Elgin Community College, Heartland College, Joliet Junior College, Southwestern Illinois Community College, and Waubesa Community College.

*6d: Provide opportunities for students and their families to learn about financing the costs of higher education and engaging students in fiscally responsible practices for expenditure of financial aid and scholarship awards.*

- 1) Financial Aid:
  - a) Developed a brochure for prospective students that includes FAFSA application facts and helpful hints, guidance on paying for college, types and sources of financial aid, important tips and reminders, and contact information.
  - b) Enhanced the financial aid management and literacy project. Four sessions are presented each semester to assist students with financial literacy. A new website provides students with resources and tools related to financial aid application and fiscal management.
- 2) All Western Illinois University-Quad Cities admissions events, new student orientations, and special events such as the recruitment event with the Quad Cities Minority Partnership include sessions on financial planning and literacy. A designated full-time employee also provides financial aid workshops, resources, and advisement.
- 3) Western Illinois University's student default rate decreased from 10.8% in Fiscal Year 2010 to 5.6% in Fiscal Year 2010. One of the significant efforts to reduce the default rate has been the coordination of an advisor who assists delinquent and defaulted borrowers resume loan payments.

#### **Goal 4: Support Personal Growth**

##### Action 1: Promote health and wellness to support personal growth.

*1a: Offer comprehensive personal, health and wellness counseling, services and programs.*

- 1) Beu Health Center is an accredited, full-service medical clinic providing outpatient health care and health and wellness education to students. All Beu physicians maintain board certifications and all clinical staff are certified in CPR, First Aid, Basic Life Support, and Advanced Cardiac Life.
- 2) During academic year 2014-2015, staff from Beu:

- a) Provided 13,106 patient visits, 3,202 injections, 7,441 laboratory tests, and filled 12,027 prescriptions.
  - b) Supported 54 alcohol and other drugs prevention presentations/activities and 56 health education events.
  - c) Served 5-10 veterans per week in the Center for Military and Academic Transition and Health clinic.
  - d) Launched a Get Yourself Tested initiative, a national awareness campaign to encourage testing for Sexually Transmitted Illnesses
- 3) The Western Illinois University Speech-Language-Hearing Clinic continued to provide free services for WIU employees and retirees.
  - 4) Campus Recreation:
    - a) Received 259,775 swipes card swipes at the entrance to the Spencer Student Recreation Center.
    - b) Increased the number of recreational trips and student participants, from 93 students on eight trips in 2013 to 134 students on 11 trips in 2014.
    - c) Supported 584 students participating in 35 sport clubs.
  - 5) Areas within Administrative Services supported the Jackie Thompson Wellness Lecture, Western Walks, Leathernecks in Training, and the Rocky Bike Share program.
  - 6) The Offices of the Vice President for Administrative Services and Vice President for Quad Cities and Planning continued oversight of the Automated External Defibrillator program on both campuses.
  - 7) Western Illinois University-Quad Cities offered CPR, First Aid, and AED training sessions to its employees.

1b: Increase student, faculty, and staff health, wellness and recreational activities and services provided by the University.

- 1) Western Illinois University became smoke free on July 1, 2015.
- 2) Rocky Bikes, the Golf Course, Friends of Argyle Lake State Park, Campus Recreation, and Family Swim are examples of university recreational programs and services.
- 3) Campus Recreation increased freshmen intramural participation rates from 20% of the 2013 cohort to 37% of the 2014 cohort.
- 4) The number of participants in the University's Fallen Soldiers 5K event increased from 457 in fall 2013 to 500 in fall 2014.
- 5) Western Illinois University-Quad Cities participates in blood and bone marrow drives, flu shot clinics, manage your stress weeks before final examinations, and Western Walks.

*1c: Expand health, wellness, and recreational partnerships with local/regional providers to address needs and services for students, faculty and staff.*

- 1) Human Resources:
  - a) Sponsored the flu shot clinic this year, delivering inoculations to over 700 employees.

- b) Continues to work with other Illinois Public Higher Education Cooperative to explore purchasing insurance compliant with the *Patient Protection and Affordable Care Act* to cover current employees who meet the PPACA criteria for full-time eligibility.
- 2) Western Illinois University-Quad Cities continues to partner with Beu Health Center, the Rock Island County Health Department, and Unity Point Health Services to bring needed services to students, faculty, and staff.
- 3) The Chancellor and Dean of Unity Point's Trinity College of Nursing and Health Sciences serves on the Quad Cities Planning and Advisory Board as a means to increase partnerships between the two institutions.
- 4) Western Illinois University students receive a 50% reduction in monthly Quad Cities Two Rivers YMCA membership rates.
- 5) Western Illinois University students, faculty, and staff receive free admission to the Figge Art Museum.

*1d: Continue to expand healthy choice options in vendor carts and machines on the Quad Cities Campus.*

- 1) All catered lunch service now includes healthy alternatives, and vending machines include more healthy alternatives.
- 2) Water bottle filling machines operate in Riverfront Campus buildings.

*1e: Evaluate the feasibility of establishing sports clubs and other areas of campus recreation such as intramural sports, fitness, aquatics, and outdoor pursuits in the Quad Cities as the campus continues to grow.*

*1f: Utilize the location of the Riverfront Campus adjacent to the Mississippi River and a community bike and pedestrian trail system as a means to increase health, wellness, educational, and community activities.*

- 1) Western Walks utilizes the Ben Butterworth Parkway.
- 2) The Quad Cities Student Government Association assists the Moline Parks and Recreation Department with planning activities.

## Action 2: Promote ethical decision-making and personal responsibility

*2a: Support the global perspective, social responsibility, and ethics in the curriculum and co-curricular programs, services, and events.*

- 1) Through Multicultural and Cross-Cultural Study requirements in the University's General Education curriculum, students develop an understanding of diversity in the United States and the larger world as a complex network of interdependent societies, cultures, histories, and worldviews. The courses offered challenge narrow conceptions of self and other by fostering in students an appreciation for cultural diversity, as well as the critical ability to discern the impact of large-scale cultural and historical forces on their lives.
- 2) Baccalaureate degree candidates are required to complete the Foreign Language/Global Issues requirement established for their major. Sample courses fulfilling this requirement include: Global

Economic Poverty Issues, Studies in Non-Western Literature, the Holocaust, Modern Middle East, Global Social Network, and Fundamentals of International Relations.

- 3) Students are responsible for upholding their ethical responsibilities as stated in the *Student Code of Conduct* and University Policies and Procedures, including the *Student Academic Integrity Policy*, *Student Responsibility Statement*, and *Anti-Harassment Policy*.

*2b: Sustain full student, faculty, and staff compliance with annual ethics and anti sexual harassment training.*

- 1) All Western Illinois University employees annually complete an ethics test and sexual harassment prevention training.
- 2) All faculty and staff also completed mandatory Title IX training during academic year 2014-2015.
- 3) Through University 100 courses, all first year students complete an on-line prevention education program that addresses different forms of interpersonal violence followed by a class presentation on bystander education.
- 4) Purchasing:
  - a) Updated its website in regard to procurement policies and forms.
  - b) Distributed notification and procedural steps in regards to Amazon charging sales tax beginning February 1, 2015
- 5) The Office of the Vice President for Administrative Services and Purchasing will provide training on contract procedures during Fiscal Year 2016.
- 6) Business and Financial Services will continue to serve on ad hoc committees to ensure compliance with *Board of Trustees Guidelines*, *Illinois Procurement Code*, Executive Ethics Commission rules, and other state laws and regulations.

### Action 3: Enhance student and community engagement.

*3a: Coordinate across vice presidential areas actions designed to increase student participation in and appreciation of cultural, artistic, intellectual, and leadership events on and off campus.*

*3b: Sponsor University-theme programming and events for students, faculty, staff, and the community.*

- 1) The University Theme Committee sponsored programming related to the theme of *Ethics: A Foundation for Personal Growth and Social Responsibility* during academic year 2014-2015. These events included:
  - a) Debbie Bates, MMT, MT-BC, senior music therapist at the Cleveland Clinic (Ohio), exploring ethical issues that may be encountered in healthcare settings.
  - b) Dr. Claire F. Fox, Professor of English, Spanish, and Portuguese and co-director of the Latina/o Studies minor at the University of Iowa, discussing Ethics and Practices of place-making in the Latina/o Midwest.
  - c) Sam Killermann shared stories from his life to illustrate components of gender identity and the cycle of oppression.
  - d) Stephen Asma, a philosopher from Columbia College-Chicago, addressing issues of fairness, equality, and favoritism.

- 2) The academic year 2015-16 University Theme is *Environment: A Foundation for Social Responsibility*. This year's theme will expose the campus and community to discipline-specific issues related to social responsibility and environmental sustainability.

*3c: Provide programming in the First Year Experience that is integrated with the University theme.*

- 1) During the First Year Experience, freshmen take two FYE courses in their first semester—University100 and a “Y” section of a general education or introductory course in a specific major. These special courses are limited to freshmen and offer a small class size of approximately 22 students. Content of the annual University Theme is integrated into these classes.
- 2) All First Year students in Macomb live in the same residence halls and attend FYE sessions offered in the residence halls and University Theme programming sponsored on campus.

*3d: Create on the Quad Cities Campus a student and community engagement forum that involves the Student Government Association and registered student organizations to discuss event planning, evaluation, and coordination, as well as the need for new and expanded registered student organizations as the campus continues to grow.*

- 1) Student and Community engagement forums continued in fall 2014 and spring 2015, and are planned for fall 2015 and spring 2016.

*3e: Support high-profile University speakers on both the Macomb and Quad Cities campuses to increase campus and community engagement and collaboration.*

- 1) High profile annual university events available on both campuses include the *State of The University Address* by President Thomas, Town Hall Meetings with President Thomas, University Theme Speakers, and the Distinguished Faculty Lecture.
- 2) The University Theme Committee supported speakers on both campuses.
- 3) The College of Arts and Sciences offered the John Hallwas Liberal Arts Lecture on both campuses.
- 4) The Centennial Honors College is planning to expand Constitution Day Activities to both campuses.

*3f: Provide the campus and surrounding communities with a diverse season of quality cultural entertainment opportunities.*

- 1) The Black Student Association, Casa Latina Cultural Center, Gwendolyn Brooks Cultural Center, International Friendship Club, Unity, Western Organization for Women, and the Women's Center provide cultural opportunities for the campus and external communities.
- 2) The University provides the Macomb campus and surrounding community with diverse, high-quality cultural entertainment and educational opportunities through the College of Fine Arts and Communication, Bureau of Cultural Affairs, and the Performing Arts Society.
- 3) Tri States Public Radio (TSPR), an outreach service of the College of Fine Arts and Communication, serves a listening radius that extends from Macomb to Keokuk, Galesburg, and beyond. TSPR provides award-winning National Public Radio news and locally produced programming. Listeners enjoy classical music, as well as the uniquely American sounds of jazz and folk music.

- 4) Western Illinois University-Quad Cities provided the campus and community with events for Banned Book Week, Cinco de Mayo, Dios de los Muertos, Trip to the Art Institute in Chicago, and participation in the Valentine Gayla.
- 5) Quad Citians Affirming Diversity donated a collection of more than 1,400 titles focusing on lesbian, gay, bisexual, transgender, queer/questioning, asexual/ally (LGBTQA) issues to University Libraries. With the Library's consortium and interlibrary loan agreements, the collection will be available to patrons around the world.
- 6) As a public broadcasting service of Western Illinois University, WQPT serves 600,000 residents of Western Illinois and Eastern Iowa and provides access to cultural and educational programming. WQPT offers an array of entertaining and educational programs for children, families, educators, and child care providers. Staff provide literacy and child development workshops, visit preschools and elementary classrooms throughout the Quad Cities, and distribute free books and learning materials to students from lower socio-economic backgrounds.

*3g: Support a broad-based National Collegiate Athletic Association (NCAA) Division I and Football Championship Series varsity intercollegiate athletics program.*

- 1) The University awarded \$3.8 million in athletics scholarships.
- 2) Western's 415 student-athletes participated in 20 sport programs, and demonstrated success in the classroom, competition, and the community.
  - (a) Western's student athletes achieved an average semester grade point average of 3.0, performed 2007 hours of community service, and raised over \$10,000 for local and regional charities.
  - (b) Seven percent of the University's student athletes have a 4.0 grade point average.
  - (c) Forty-eight student-athletes earned Academic All-Conference Honors in the Summit League and/or Missouri Valley Football Conference.
  - (d) The men's soccer team shared the Summit League regular season championship.
- 3) Ashley Luke (Women's Basketball) became the first-ever Western Illinois student-athlete to win the Capital One Academic All-America of the Year award. She is the top student-athlete in all of Division I women's basketball.
- 4) Ashley Luke (Basketball) and Chip Holtschlag (Football) were named Capital One/College Sports Information Directors of America Academic All-District teams. These organizations honor 816 of the highest achieving student-athletes in the country.
- 5) Ann Miller (Volleyball), Charlie Bales (Men's Soccer) and Sammy Marshall (Softball) were named to the Celebrating Loyalty and Achievement for Staying in School (CLASS) List. These awards recognize NCAA Division I seniors demonstrating excellence in community, classroom, character, and competition.

*3h: Demonstrate strict adherence to NCAA operating principles related to governance and rules compliance, academic integrity, equity, and student-athlete welfare.*

- 1) Western Illinois University is committed to supporting a broad-based athletic program, with 20 Division I sports for men and women. No Western team has ever violated NCAA operating principles.
- 2) The NCAA Coordinator participated in the NCAA Regional Rules Seminar in summer 2015 to receive updates of academic rules and best practices for application.



- 3) The University will continue file all required reports to demonstrate institutional complacence with NCAA requirements.

*3i: Design and implement Western Illinois University's adaptation to the new five-year Summit League Plan being designed by the League presidents to increase academic and athletic success.*

- 1) Implementation of the *Summit League Plan* for all member institutions concluded in academic year 2012-2013.

*3j: Host selected athletic events in the Quad Cities to increase community engagement and support for the University and its athletic program.*

*3k: Expand student activities and establish resource and referral service for parents on the Quad Cities Campus.*

- 1) This priority has been assigned to Quad Cities Student Affairs.

*3l: Form a student-led task force to look at strategies for increasing school spirit and pride.*

- 1) To increase school spirit and pride:

- a) The University Union Board is a student organization that provides coffeehouse, cinema, comedy, concerts, Family Day and Homecoming activities for the campus community.
- b) The WIU Marching Leathernecks are known for their powerful sound and unique innovations that have impressed audiences throughout the Midwest. The Marching Leathernecks support many local and regional events and have a close bond with the campus community.
- c) The Western Illinois Purple Haze is the official Student Section of Western Illinois University Athletics. They serve as the sixth man of the basketball teams, the 12th defender in football, and the home field advantage of Leatherneck Athletics.
- d) The Student Organization Center (SOC) provides office space for the Macomb Student Government Association and other student organizations. The SOC promotes collaboration and communication between Registered Student Organizations as they provide activities that increase student engagement and pride.
- e) The Visual Production Center installed Think Purple clings, window perforations, and banners in Macomb businesses and facilities on both campuses.
- f) The Quad Cities Student Government Association (SGA) organized Quad Cities Cares Week with Student Organization, Volunteer, and Donation Fairs. The SGA also added Welcome Week and Homecoming Week to further increase school spirit and pride.

Action 4: Provide lifelong learning opportunities for faculty, staff, and community members.

*4a: Support the use of release time, tuition waivers, and other University benefits for faculty and staff to advance their educational pursuits.*

- 1) Western Illinois University supports release time, tuition waivers, educational leaves, professional achievement awards, promotion and tenure, position audits, and sabbaticals for faculty and staff to advance their educational pursuits and personal growth.

- 2) Two hundred and seven faculty and academic support professionals received Professional Achievement Awards totaling \$298,440 during Fiscal Year 2015.

*4b: Sustain the University's Affirmative Action Internship Program.*

- 1) The University's Affirmative Action Internship Program enhances the University's Equal Opportunity and Access program by increasing the pool of qualified women and minorities for administrative positions. The program provides women and minority employees with an opportunity to develop and increase administrative skills in an area of their interest.
- 2) An Affirmative Action Intern worked in the College of Education and Human Services during academic year 2014-2015.
- 3) Two Affirmative Action Interns are serving in the Office of Student Judicial Programs and Facilities Management Administration during academic year 2015-2016.

*4c: Develop new and enhanced programs and services specifically designed for the specific professional development needs of faculty and staff.*

- 1) The Center for Innovation in Teaching and Research (CITR), Human Resources (HR), and the Quad Cities Professional Development Network all use needs analyses to inform programming.
- 2) CITR provided 178 programs in Macomb and 30 in the Quad Cities.
- 3) One hundred and seven employees completed courses in Human Resources Professional Supervisor Certificate Program. To date, 108 employees have completed this program.
- 4) HR will implement a new Administrative Professional Certificate Program and a new Supervisor Orientation Program during academic year 2015-2016.
- 5) Facilities Management provided occupational safety and health administration recommended trainings in aerial lift/fall protection, asbestos awareness, automated external defibrillator usage, blood borne pathogens and personal protective equipment, and fire extinguisher operation.

*4d: Address the regional mission of the University by continuing to provide professional development opportunities in academic disciplines to members of our host and external communities.*

- 1) Accomplishments are reported in Goal 2, Actions 4c-4e.

*4e: Enhance opportunities for lifelong learning of senior citizens.*

- 1) The LIFE (Learning is Forever) provided 69 courses to 1,615 participants in academic year 2014-2015. LIFE is a member-directed, self-sustaining local adult education organization that provides a wide selection of special-interest non-credit courses, with administrative support provided by Study Abroad and Outreach.
- 2) Programming for Quad Cities LIFE was established. Four courses (Photography, Surviving Financial Retirement, Birding 101, and Genealogy) were available in Spring 2015.
- 3) During academic year 2015-2016 members of the Retired Senior Volunteer Program of Eastern Iowa and Western Illinois volunteers will assist the School of Engineering and the Quad Cities Campus with tutoring, class presentations, event management, and other responsibilities that match volunteer interests with institutional needs.

## **Goal 5: Promote Social Responsibility**

### Action 1: Promote civic engagement and service learning in order for students to enhance local, national and global perspectives.

*1a: Support service learning, internships, student teaching, simulations, and other forms of experiential learning that promote civic engagement.*

- 1) All departments and schools support these activities, examples from the Provost's *Consolidated Annual Report* include:
  - b) Students in English 100 completed a service-learning project pairing Western students with Macomb High School juniors and seniors, with an emphasis on college preparation.
  - c) Students enrolled in Service Marketing (Marketing 337) completed eight service-learning projects in fall 2014.
  - d) Degree requirements in Social Work include successful completion of 100 hours of human service experience, 25 hours of volunteerism, 30 hours of community service, and 450 service hours during practicum field placement.
  - e) ROTC Cadets average over 100 hours of Community Service each month.
  - f) Art, Broadcasting, Museum Studies, Music, Theatre and Dance students serve the local and regional communities through their art work/gallery exhibits, broadcast programming, concerts, workshops, master classes, and productions.
  - g) University Libraries provides student interns with job experiences in planning, development, and evaluation processes.
  - h) Thirty students majoring in General Studies and Interdisciplinary Studies completed internships during academic year 2014-2015.
- 2) Academic department and school continue to expand:
  - h) Experiential opportunities for students. The Interdisciplinary Studies program now requires an academic internship for each concentration. The Fire Science program added an Honors' Internship. Political Science developed a new university wide program to place interns in Congressional offices in Washington, D.C., and Computer Sciences completed the first year of its graduate level internship course.
  - i) Experiential placement sites for students. Examples of new internship sites for students in the College of Business and Technology include MB Financial in Chicago, Deloitte LLP in Davenport, HON Industries in Muscatine Iowa, ECS Financial Services in Chicago, and Northwestern Mutual.

*1b: Engage in activities associated with the American Democracy Project.*

- 1) Dr. Jana Dietz, Political Science, hosted the "Ready to Run Conference," at Western Illinois University-Quad Cities in June 2015. Presenters included State Representative Noreen Hammond and U.S. representative Cheri Bustos. This Conference offered in cooperation with the national Ready to Run program provided campaign training for women.
- 2) Centennial Honors College:

- a) Sponsored three one-hour Honors Colloquia with travel.
  - 1) Dr. Jeannie Woods, Theatre and Dance, and Ms. Stacey Macchi, Communication, took their class to the Lincoln Museum in Springfield.
  - 2) Dr. Keith Boeckelman, chair of the Political Science, and former State Senator Kirk Dillard, a distinguished WIU alumnus, taught Inside State Government. The course included an overnight trip to the state capitol. Students learned about legal and public policy-making processes from leaders on both sides of the aisle.
  - 3) Dr. Fetene Gebrewold, Health Sciences and Social Work, taught Public Health. Students visited the 911 Memorial and Museum, Ellis Island, United Nations, and the World Health Organization in New York City.
- b) Hosted the 14th Annual Pre-Law Symposium in February 2015.
  - 1) The Keynote Speaker was Ms. Heather Wier Vaught, a Law Enforcement and Justice Administration and Sociology alum who currently serves as Counsel to the Illinois Speaker of the House.
  - 2) There was a panel featuring Western Illinois University alumni attending or graduating from the Maurer School of Law, John Marshall School of Law, University of Missouri-Columbia, and the University of Illinois.
  - 3) Eleven law schools (DePaul University, Drake University, Indiana Tech, Indiana University, University of Iowa, University of Wisconsin-Madison, Valparaiso University, Southern Illinois University, Northern Illinois University, Marquette University, and John Marshall School of Law) sent deans and/or admissions officers to this year's event.
- c) Serves as the primary facilitator of the university-wide academic year 2015-2016 Mock Presidential Election—The Road to the White House Starts at Western Illinois University—the nation's largest and most elaborate student-run simulation in the nation.
  - 3) Thirteen Political Science students participated in Model Illinois Government simulations, and 12 students participated in Model United Nations simulations.
  - 4) The University's new Mock Trial Team competed at Central College's invitational, and at a regional competition hosted by Notre Dame University.
  - 5) The Political Science Student Organization promotes civic engagement through various activities including a voter registration drive, and two educational programs on the Illinois gubernatorial election, one focusing on the primary and the other focusing on the general election.

*1c: Actively participate in the annual Federal Constitution Day on both campuses.*

- 1) Centennial Honors College organizes federally mandated U.S. Constitution Day observances (O).
  - a) The theme for the September 2014 event was *Understanding the Fifth Amendment*. Provost Hawkinson offered opening remarks, followed by a panel discussion and 70 students displaying research posters in the Garden Lounge of Malpass Library.
  - b) Plans for the 2015 event and introducing a similar event at Western Illinois University-Quad Cities are being developed at the time of writing this *Report*.

*1d: Support student, faculty, and staff actions that are consistent with the University's Carnegie Foundation Community Engagement Classification.*

- 1) Western Illinois University maintains Carnegie Foundation Community Engagement Classification. Western is one of only three Illinois public universities and one of only 310 institutions nationally to receive this distinction.
- 2) Western's community engagement initiatives include College of Fine Arts and Communication concerts and performances, Geographic Information Systems Center, Go West public transit system, Illinois Institute for Rural Affairs' economic and community development services, Peace Corps Fellows Program, Quad Cities AmeriCorps Program, Tri States Public Radio, University Television, Western's All Volunteer Effort, and WQPT-Quad Cities Public Television.

Action 2: Support national and international contexts in advancing equity, social justice, and diversity.

*2a: Continue Western Illinois University's participation in the Illinois Association for Cultural Diversity (IACD) with other Illinois colleges and universities to further awareness and understanding of the cultural diversity within and outside the United States.*

- 1) The IACD partnership between Eastern Illinois University, Elmhurst College, Illinois State University, McHenry College, and Western Illinois University supports classroom diversity from preschool through postsecondary education. Educational resources and publications are available from the IACD's website, [www.wiu.edu/iacd](http://www.wiu.edu/iacd).
- 2) The Center for Innovation in Teaching and Research helped redesign the IACD website by updating resources, and providing tools that will help make the site more viable in the future.
- 3) IACD sponsored its annual Institute. The theme was *Speak Out, Step Up, and Stand Together*. Through interactive programs, films, paper presentations, and panels, participants explored issues of diversity and social justice.

*2b: Support actions associated with the institutional commitment to internationalization of the curriculum.*

- 1) The College of Business and Technology earned reaffirmation of international accreditation for its Business and Accounting programs from the Association to Advance Collegiate Schools of Business.
- 2) The University supports Fulbright scholarships, visiting scholars, Global studies in General Education and degree requirements, international articulation agreements, study abroad participation, and provides travel funds for faculty and staff to present research and creative activities internationally.

Action 3: Use partnerships to advance the University's vision, mission, values, goals, and actions.

*3a: Develop a plan for the Alumni Association that links the goals and actions of this strategic plan to the work of the Association.*

- 1) The Alumni Liaison Program links members of the Alumni Council with representatives of academic departments and administrative units. Standing agenda items at Alumni Council meetings are Liaison reports and recommendations for the continued advancement of University goals and priorities.

*3b: Support the comprehensive campaign for scholarships, faculty support, capital improvement, and information technologies on the Macomb and Quad Cities campuses.*

- 1) The University's current comprehensive campaign ended in December 2013, surpassing its goal by raising \$62.1 million, increasing the University's endowment from \$16 million to \$40 million, and expanding the total asset base to \$55 million.
- 2) Advancement and Public Services continues to work with colleges and administrative units to achieve post-campaign goals.

*3c: Achieve the comprehensive campaign goal of increasing the percent of alumni giving to the University.*

- 1) Supporting future growth, Alumni Giving:
  - a) Targeted direct mail and Phonathon outreach to high propensity friends and alumni.
  - b) Advised the WIU Philanthropy Club – to assist in creating a culture of giving among current students.
  - c) Initiated use of Quad Cities students in annual Phonathons.
  - d) Established Mobile Giving Initiative (text “GIVEPURPLE” to “41444”)
  - e) Implemented variable-text printing in Direct Mail outreach.
- 3) Results from these initiatives were successful. Annual Giving:
  - a) Engaged 638 first-time donors in the WIU Phonathon, a 15% increase from Fiscal Year 2014.
  - b) Increased Phonathon pledge totals in 60% of current department initiatives.
  - c) Raised the average direct mail gift by 11%.

*3d: Continue cultivation of donors to support the Target Western Forward athletics facilities plan and the construction of new and renovation of existing facilities.*

- 1) While the Target Western Forward is completed, the cultivation of donors continues.
  - a) The current number of Leatherneck Club members (650) is the most since 2003.
  - b) Athletics established four new endowed scholarships.
- 2) Athletic facilities enhancements also continue and include:
  - a) Replacing the wooden court in Western Hall.
  - b) Installing new permanent Daktronics scoreboard at Hanson Field, new touchscreen Hall of Fame display at Western Hall, Neoti portable video board(s) at Hanson Field and Western Hall; and a Polar Pool ColdTub in the football locker room.
  - c) Resurfacing tennis courts (purple/gray), with assistance from Kinesiology, Campus Recreation, and donors.

*3e: Consult 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 this strategic plan.*

- 1) The President, Alumni Association, Foundation, Western Illinois University-Quad Cities, all colleges, numerous departments, and University Libraries all utilize the expertise of external boards.

Action 4: Provide safe, accessible, responsive campus environments that meet the needs of University constituencies and reflect the core values of the University.

*4a: Support educational programs, services, and partnerships committed to the prevention of crime; protection of life and property; preservation of peace, order, and safety; and enforcement of laws and University policies.*

- 1) The Office of Public Safety promotes and enforces safety and security by responding to inquiries, conducting patrols, assisting motorists, staffing campus events, offering various safety classes, and answering medical calls for assistance through Western's Emergency Medical Service.
- 2) The number of educational and safety programs provided by Office of Public Safety officers doubled, from 32 in 2014 to 75 in 2015.
- 3) University Relations provides timely warning messages and updates to the campus and external communities.
- 4) University Relations and the Office of the Vice President for Administrative Services provide announcements on Western's Emergency Alert System.
- 5) Western Illinois University-Quad Cities has stationed security for all hours of campus operation.

*4b: Implement accessibility standards in new construction and campus renovation projects.*

- 1) Both campuses continue to work closely with the ADA Advisory Committee to evaluate and develop strategies for addressing physical and program barriers for individuals with disabilities.

*4c: Complete a five-year review/update of the Macomb Campus Master Plan.*

- 1) The review/update of the *Macomb Campus Master Plan* was completed in 2012.

*4d: Engage in programming studies to give precision in cost estimates before requesting inclusion in the University's capital requests to the state.*

- 1) Facilities Management and the Provost's Office led a Macomb Campus Space Study to determine needs and efficiencies in construction and renovation.
- 2) Facilities Management and the Provost's Office led an update to the Currens Hall/Science Complex Study.
- 3) The Assistant Vice President for Quad Cities and Assistant Director of Physical Plant led a programming study for Phase III of the Western Illinois University-Quad Cities Riverfront Campus.

*4e: Aggressively pursue state funding for the highest facility priorities identified on the Campus Master Plans, which include new facilities and funds to support deferred maintenance.*

- 1) Received funding for the Center for Performing Arts, and completed infrastructure preparatory work, including electrical switchyard upgrades, entry columns at Adams Street and Western Avenue, and replacement parking.

- 2) The University's highest state-funded capital priorities will be presented at today's Western Illinois University Board of Trustees meeting. See *Western Illinois University Board of Trustees Resolution No. 15.10/4* for additional details.

*4f: Document annual master plan accomplishments and the application of institutional resources to address permanent improvements (deferred maintenance) and capital renewal.*

- 1) Master Plan Updates for the Macomb and Quad Cities Campuses are provided to the Western Illinois University Board of Trustees and campus community annually in December.
- 2) The December 2015 Report to the Western Illinois University Board of Trustees will include accomplishments related to athletic facilities enhancements, capital funding, Alumni house patio and stairway, electronic classroom updates, Sherman Hall cupola repair, and sustainability enhancements.
- 3) Facilities Management:
  - a) Painted 15 classrooms.
  - b) Replaced 16 handrails, 71 windows, and 3,500 square feet of floor tile in Tillman and Horrabin Halls, and the agronomy facility.
  - c) Received \$202,000 in Department of Commerce and Economic Opportunity grants for lighting in Garwood, Sherman, and Thompson Halls, the Art Gallery, and Horrabin Hall Gymnasium; pipe insulation and steam trap replacements; and electrical energy saving projects.
- 4) Western Illinois University-Quad Cities:
  - a) Closed the 60th Street Campus and relocated to the Riverfront Campus.
  - b) Worked with Facilities Management, the Office of the Vice President for Administrative Services, and the Provost's Office to complete property transfer from Moline to Macomb.
  - c) Partnered with the Budget Office, Office of the Vice President for Administrative Services, and Purchasing to complete a state-mandated selection process for choosing a commercial realtor for the 60<sup>th</sup> Street property. The property was placed on the market in July 2015.

Action 5: Reinforce institutional commitments to environmental sustainability.

*5a: Strive to achieve Leadership in Energy and Environmental Design (LEED) certification in new construction and major renovations.*

- 1) The Center for Performing Arts is designed as a LEED Silver certified facility.
- 2) Western Illinois University-Quad Cities is pursuing LEED Gold certification for Riverfront Campus Phases II and III.

*5b: Support educational opportunities designed to raise awareness of social, environmental and sustainability issues.*

- 1) The Sustainability Committee:
  - a) Works closely with Facilities Management and the campus community to develop goals and initiatives to meet institutional sustainability commitments stated in the *Strategic Plan, Talloires Declaration*, and *Illinois Campus Sustainability Compact*.



- b) Provides awards of up to \$500 to support student research, campus projects, and professional presentations in the area of sustainability.
  - c) Hosted the fall 2014 Prairie Lands Environmental Summit to showcase rural community development practices, continuing education credits to teachers.
- 2) Facilities Management:
- a) Completed recycling training for campus building representatives, Building Service Workers, and Landscape Maintenance employees.
  - b) Received approval to implement a Sustainability Learning Living Community.
- 3) The Illinois Institute for Rural Affairs:
- a) Provides lunchtime presentations in the Malpass Library focused on sustainability issues.
  - b) Partners with Illinois State University on the Illinois Wind for Schools project. Staff and students work with three to five middle and/or high schools per year, and offer a summer workshop for other schools who wish to incorporate wind energy into their curriculum.
  - a) Represents Western Illinois University in the Illinois Renewable Energy Alliance and the Illinois Ethanol Research Advisory Board.
  - b) Leads the Illinois Biomass Working Group, the primary statewide public-private partnership for advancing biomass energy development.
  - c) Received state and federal grants to fund three surveys of local food production, research and publication of a technical report on rural grocery stores, and research on biofuel production and marketing in the United States.

*5c: Achieve statewide, regional, and national leadership in environmental sustainability within all aspects of University operations.*

- 1) With regard to university operations, Facilities Management:
- a) Purchased more green cleaning products/equipment, and an electric vehicle charging station.
  - b) Doubled the Rocky Bikes Bike Share membership, with 200 members and 300 reservations in 2014. The program also expanded its fleet with three additional bikes, two of which were donated by the Office of Public Safety.
  - c) Installed:
    - 1) New brick paver bicycle parking areas with bike loops at Morgan and Grote Halls.
    - 2) Chemical dilution systems to prevent excess use in Physical Plant, Morgan, Stipes, and Western Hall, Beu Health Center, and the University Union.
    - 3) Nine water bottle filling stations. Over 250,000 plastic disposable water bottles have been diverted from the landfill.
  - d) Diverted over 10 tons of food scrap waste from landfill to the Earth Tub composters that create compost for campus gardens.
  - e) Introduced battery recycle bins. Batteries cannot be placed in the University's standard blue recycling bins with paper, plastic, and aluminum.
  - f) University Housing and Dining Services recycled 350 mattresses, diverting 22,010 pounds from the landfill.

- 2) Examples of regional and national distinction in sustainability:
  - a) Facilities Management received recognition from the Smart Energy Design Assistance Center for the Campus Recreation Center commissioning project that created a more efficient building, with estimated savings of \$50,000 annually
  - b) Western Illinois University:
    - 1) Achieved an average diversion rate of 15% during Recyclemania.
    - 2) Sustained Tree Campus USA status from the Arbor Day Foundation.
- 3) During Fiscal Year 2016:
  - a) Western Illinois University will continue active participation in national initiatives and organizations committed to advancing sustainability, including APPA (Leadership in Higher Education Facilities), Association for the Advancement of Sustainability in Higher Education, Society for College and University Planning, and the United States Green Building Council (U.S. Green Building Council).
  - b) Facilities Management will:
    - 1) Install jumbo roll toilet paper and Lite and Foamy soap dispensers in academic buildings. These products carry Green Seal certification.
    - 2) Reduce recycling costs by purchasing a bailer for cardboard and plastic.
    - 3) Purchase one fully electric vehicle, and explore grant possibilities for alternative fuel vehicles.
    - 4) Engage in landscape renovations on the south side of Lincoln and Washington Halls at Adams Street.
    - 5) Choose one high-profile sustainability project to fund in conjunction with the Sustainability Committee.
    - 6) Add new water bottle fill stations.
    - 7) Identify energy savings projects that qualify for Illinois Department of Commerce and Economic Opportunity funding.
    - 8) Install energy meters in a minimum of three buildings.

## **Goal 6: Demonstrate Accountability**

Action 1: Establish and articulate enrollment, retention and graduation rate goals by campus.

- 1) Actions are reported in Goal 1, Action 1.

Action 2: Develop a summary page on the institutional dashboard of university performance indicators (available from the University Planning Website) that tracks university enrollment, retention, and graduation rates on both campuses.

- 1) The University's Performance Indicator Dashboard is available from the University Planning website, [www.wiu.edu/university\\_planning](http://www.wiu.edu/university_planning).

Action 3: Document goal achievement and support of our values by continuing to provide:

*3a: Monthly strategic planning updates that summarize current strategic plan actions in progress and accomplishments.*

- 1) The Vice President for Quad Cities and Planning provides monthly Strategic Plan Updates to the Western Illinois University Board of Trustees and campus community. Copies are available at [www.wiu.edu/university\\_planning](http://www.wiu.edu/university_planning).

*3b: Annual strategic planning updates that summarize the status of strategic plan actions and the results from implementation.*

- 1) The Vice President for Quad Cities and Planning provides an annual Strategic Plan Update at the fall Western Illinois University Board of Trustees meeting. Copies of these Updates are available at [www.wiu.edu/university\\_planning](http://www.wiu.edu/university_planning).

*3c: Base the annual strategic planning updates on data provided in annual consolidated reports and annual planning and accomplishments presentations.*

- 1) Source data for annual Strategic Plan Updates are information from Consolidated Annual Reports produced by all academic departments and administrative units and annual planning and accomplishment presentations made by the vice presidents and areas that report to the president .

*3d: Annual performance reports to document institutional performance on Strategic Plan indicators compared to peer institutions.*

- 1) The Vice President for Quad Cities and Planning provides an annual Performance Report at the December Western Illinois University Board of Trustees meeting. Copies of past Reports are available at [www.wiu.edu/university\\_planning](http://www.wiu.edu/university_planning).

**Part II**  
**Cumulative Strategic Plan Accomplishments**  
**June 2012-October 2015**

The following summarizes new initiatives and cumulative accomplishments resulting from successful implementation of goals and priorities from *Higher Values in Higher Education 2012-2022* adopted by the Western Illinois University Board of Trustees in June 2012. This reporting supplements annual reporting provided in Part I of this *Report*. It serves as the historic record, and will be used when updating future strategic and long-term plans and preparing for reaffirmation of accreditation from the Higher Learning Commission-North Central Association of Colleges and Schools.

**Goal 1: University Growth and Recruitment**

New initiatives and cumulative accomplishments for student recruitment and retention are priorities one-nine and focus on building fall enrollment; raising admissions standards, implementing departmental recruitment plans, expanding Linkages opportunities and enrollments, increasing honors, international, and distance education enrollments; implementing new marketing and admissions initiatives; and providing new academic programs in high demand areas. New initiatives and cumulative accomplishments for faculty and staff recruitment and retention are priorities one-nine and focus on supporting and rewarding excellence.

- 1) Building Fall Enrollment targets high-achieving students through establishment of: Western Commitment Scholarships for first-time freshmen, Quad Cities freshmen honors cohorts, Western Commitment Transfer Scholarships, Western Commitment Scholarships for High School Students, and Western Commitment Scholarships for International Students. Enrollment for each of these programs is documented below, starting with cohorts first eligible for the new programs.
  - a. Western Commitment Scholarship Enrollment.
    - i. Fall 2012: 439; 24.7% of first-time freshmen.
    - ii. Fall 2013: 469; 27.7% of first-time freshmen.
    - iii. Fall 2014: 441; 28.8% of first time freshmen.
    - iv. Note: The University revised Western Commitment Scholarships to add a need component to these merit awards (effective for fall 2015 freshmen).
  - b. Quad Cities Freshmen Honors Cohort Enrollment
    - i. Fall 2012: 7
    - ii. Fall 2013: 21
    - iii. Fall 2014: 26
  - c. Western Commitment Transfer Enrollment.
    - i. Fall 2013: 345; 32.7% of all new transfers.
    - ii. Fall 2014: 369; 35.3% of all new transfers.
  - d. Western Commitment High School Enrollment
    - i. Fall 2014: 4 (pilot year, no scholarships given)
- 2) Raising undergraduate admissions standards (effective for fall 2014 freshmen).
- 3) Developing an Academic Affairs Recruitment and Retention Plan for all departments and schools (academic year 2013-2014), and beginning annual evaluation processes for college and departmental plans (academic year 2014-2015).
- 4) Expanding Linkages opportunities (agreements) and enrollments.

- a. New Institutional Partners
    - i. Academic Year 2012-2013: Sauk Valley College
    - ii. Academic Year 2013-2014: Highland Community College
    - iii. Academic Year 2014-2015: Kirkwood Community College
    - iv. Academic Year 2015-2016: Moberly Area Community College
  - b. Linkages Enrollment
    - i. Fall 2012: 104
    - ii. Fall 2013: 137
    - iii. Fall 2014: 121
- 5) Increasing Honors Student and International Student Enrollment
- a. New Honors Agreements with Community Colleges
    - i. Academic Year 2013-2014: Highland Community College.
    - ii. Academic Year 2014-2015: Carl Sandburg College.
  - b. Honors Student Enrollment
    - i. Fall 2012: 594
    - ii. Fall 2013: 667
    - iii. Fall 2014: 697
  - c. International Student Enrollment
    - i. Fall 2012: 343
    - ii. Fall 2013: 371
    - iii. Fall 2014: 511
  - d. Western's English as a Second Language Institute Enrollment.
    - i. Fiscal Year 2013: 212
    - ii. Fiscal Year 2014: 283
    - iii. Fiscal Year 2015: 231
  - e. Study Abroad Enrollment.
    - i. Academic Year 2012-2013: 158
    - ii. Academic Year 2013-2014: 120
    - iii. Academic Year 2014-2015: 133
- 6) Increasing Distance Education Enrollment
- a. Course Enrollments:
    - i. Fiscal Year 2013: 10,011
    - ii. Fiscal Year 2014: 11,746
    - iii. Fiscal Year 2015: 12,387
  - b. Credit Hours
    - i. Fiscal Year 2013: 29,570
    - ii. Fiscal Year 2014: 34,132
    - iii. Fiscal Year 2015: 35,976
- 7) Implementing New Admissions and Marketing Initiatives by:
- a. Initiating digital marketing (Fiscal Year 2014)
  - b. Creating base marketing budgets for the Macomb and Quad Cities campuses (effective for Fiscal Year 2015).
  - c. Opening the Saint Louis Recruitment Center (Fall 2014)

8) Providing New Academic Programs in High Demand Areas

- a. New Minors in Macomb:
  - i. Academic Year 2012-2013: Communication Sciences and Disorders, Criminalistics, and Network Technologies.
  - ii. Academic Year 2013-2014: Computer-Mediated Communication, Contemporary United States Studies, Information Technology, Fisheries, and Teaching English to Speakers of Other Languages.
  - iii. Academic Year 2014-2015: Event Planning and Management, Psychology of Substance Abuse, Criminalistics, and Queer Studies.
- b. New minors in the Quad Cities:
  - i. Academic Year 2013-2014: Spanish.
  - ii. Academic Year 2014-2015: Event Planning and Management, and Criminalistics
- c. New undergraduate certificates in Macomb:
  - i. Academic Year 2013-2014: Marketing Technologies and Integrated Marketing Communication.
- d. New major in Macomb:
  - i. Academic Year 2012-2013: Fire Protection Services.
- e. New major in the Quad Cities:
  - i. Academic Year 2013-2014: Bilingual/Bicultural Education.
- f. New post-baccalaureate certificates for Macomb:
  - i. Academic Year 2012-2013: Business Administration and Supply Chain Management.
  - ii. Academic Year 2013-2014: Business Analytics.
  - iii. Academic Year 2014-2015: Music Performance and Events Planning and Management
- g. New post-baccalaureate certificates in the Quad Cities:
  - i. Academic Year 2012-2013: Business Administration and Supply Chain Management.
  - ii. Academic Year 2014-2015: Events Planning and Management.
- h. New integrated baccalaureate/master's programs in Macomb:
  - i. Academic Year 2012-2013: Broadcasting and Sports Management, and Instructional Design and Technology.
  - ii. Academic Year 2013-2014: Mathematics, Sociology, Law Enforcement and Justice Administration.
  - iii. Academic Year 2014-2015: African American Studies, Foreign Languages and Cultures, Geography, Geology, Meteorology, Philosophy, Political Science, Religious Studies, Women's Studies with Liberal Arts and Sciences; and Art and Anthropology with Museum Studies
- i. New integrated baccalaureate/master's programs in the Quad Cities:

- i. Academic Year 2012-2013: Recreation, Park and Tourism Administration and Museum Studies.
      - ii. Academic Year 2013-2014: Law Enforcement and Justice Administration.
      - iii. Art and Anthropology with Museum Studies.
    - j. New hybrid courses offered in the Quad Cities
      - i. Academic Year 2015-2016: Master's in Business Administration and Master's in College Student Personnel.
      - ii. Academic Year 2016-2017: Master's in Community and Economic Development.
    - k. New doctoral program in the Quad Cities:
      - i. Academic Year 2013-2014: Environmental science.
- 9) Recruiting and Retaining High Achieving and Diverse Faculty and Staff
- a. Faculty and staff salary increases.
    - i. Fiscal Year 2014: 3.5% (funded by \$4.4 million in internal reallocations).
    - ii. Fiscal Year 2015: 2.0% (funded by \$2.6 million in internal reallocations).
  - b. Salary minima per contractual agreements with the University Professionals of Illinois.
    - i. Fiscal Year 2014: \$558,411 (funded by internal reallocations).
    - ii. Fiscal Year 2015: \$634,394 (funded by internal reallocations).
  - c. Professional Achievement Awards (PAAs).
    - i. Fiscal Year 2014: \$312,662 to support 217 PAAs (funded by internal reallocations).
    - ii. Fiscal Year 2015: \$319,271 to support 221 PAAs (funded by internal reallocations).
- 10) Awarding:
- a. Tenure.
    - i. June 2013: 22 faculty members.
    - ii. June 2014: 32 faculty members.
    - iii. June 2015: 26 faculty members.
  - b. Promotions.
    - i. Fall 2013: 27 faculty members.
    - ii. Fall 2014: 58 faculty members.
    - iii. Fall 2015: 42 faculty members.
  - c. Civil Service reclassifications.
    - i. Fiscal Year 2013: 64 staff members.
    - ii. Fiscal Year 2014: 47 staff members.
    - iii. Fiscal Year 2015: 37 staff members.

## **Goal 2: Enrich Academic Excellence**

The University demonstrates its commitment to academic excellence by:

- Maintaining the largest expenditures for instruction and instructional support.

- Fiscal Year 2012: \$150.1 million, or 65.6% of all expenditures.
  - Fiscal Year 2013: \$145.4 million, or 63.8% of all expenditures.
  - Fiscal Year 2014: \$151.7 million, or 65.4% of all expenditures.
- Completing Program Reviews in academic departments, schools and centers:
    - Academic Year 2012-2013 Reviews: Curriculum and Instruction, Health Sciences, Instructional Design and Technology, Kinesiology, Law Enforcement and Justice Administration, and the Post-Baccalaureate Certificate in Teaching English to Speakers of Other Languages.
    - Academic Year 2013-2014 Reviews: Family and Consumer Sciences, Sociology, and the Illinois Institute for Rural Affairs, in addition to an initial three-year review of the post baccalaureate certificate in Teaching English to Speakers of Other Languages.
    - Academic Year 2014-2015 Reviews: Best Practices in Early Childhood Education, College Student Personnel, Community Development, Geography, Instructional Design and Technology, Law Enforcement and Justice Administration, Meteorology, Political Science, School Psychology, and the Study of Masculinities and Men's Development, in addition to an initial three-year progress report on the new B.S. in Information Systems.
    - Academic Year 2015-2016: Broadcasting; Communication; Communication Sciences and Disorders; Counseling; Journalism; Music; Psychology; and Recreation, Park and Tourism Administration.
- Maintaining ongoing relationships with discipline-specific agencies that accredit the University's academic programs, where appropriate to the discipline<sup>4</sup>:
    - Academic Year 2013-2014: 16 agencies accredit programs at the University.
    - Academic Year 2013-2014: 16 agencies accredit programs at the University.
    - Academic Year 2014-2015: 17 agencies accredit programs at the University.
- Maintaining an on-gong relationship with Higher Learning Commission-North Central Association of Colleges and Schools.
    - Academic Year 2012-2013 actions:
      - Applying to the Persistence and Completion Academy.
      - Applying for Commission approval to establish the Ph.D. in Environmental Science.
      - Remaining current on new accreditation criteria and processes.
    - Academic Year 2013-2014 actions:
      - Receiving distance education approvals with no prior Commission approvals required.
      - Receiving approval to establish the Ph.D. in Environmental Science.
      - Receiving State of Iowa approval to continue hosting Museum Studies and offering distance education in Iowa through November 2015.
      - Initiating processes for closing 60th Street as a branch campus and opening Riverfront as a branch campus.
      - Preparing to host an onsite campus evaluation visit for Western Illinois University-Quad Cities.

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<sup>4</sup> Additionally, the International Association of Counseling Services accredits the University Counseling Center, and the Accreditation Association for Ambulatory Health Care accredits Beu Health Center.



- Preparing to host off-campus location reviews at Central Intermediate School in Washington, Illinois, and Peoria Manual High School in September 2014.
    - Adopting a *Formal Definition of a Credit Hour Policy*.
    - Completing year one participation in the Persistence and Completion Academy.
    - Preparing a long-term accreditation planning calendar for the University.
  - Academic Year 2014-2015 actions:
    - Acquiring approval for closing 60th Street, and opening Riverfront as Western Illinois University's branch campus in the Quad Cities.
    - Receiving reaffirmation of accreditation for off-campus program currently offered at 13 additional locations.
    - Completing year two (of four) participation in the Persistence and Completion Academy.
    - Initiating preparations to achieve State of Iowa re-certification that is required every two years for the University to continue hosting Museum Studies at the Figge Art Museum in Davenport and offering distance education in Iowa.
  - Academic Year 2015-2016:
    - Receiving State of Iowa recertification to house the Museum Studies program at the Figge Art Museum in Davenport.
    - Receiving Illinois Board of Higher Education and National Council approval for institutional participation in the State Authorization Reciprocity Act.
- Implementing changes to the First Year Experience
  - Academic Year 2013-2014 actions:
    - Clarifying program goals.
    - Requiring a university transition course (University 100) and small section of a general education or pre-professional course.
    - Providing residents assistants with additional resource and referral training.
    - Branding the FYE.
    - Enhancing educational components to FYE web and social media sites.
  - Academic Year 2014-2015 actions:
    - Raised the minimum GPA eligibility requirement for Peer Mentors from 2.0 to 2.5.
    - Revised the University 100 syllabus to add the *Student Bill of Rights*.
    - Created and implemented rubrics for the Goals final assignment, Written assignment draft, and Written assignment final.
    - Established a donation fund for University 100 student textbooks.
    - Created a four-week check in for peer mentors and instructors in University 100.
- Supporting scholarly activity.
  - Academic Year 2012-2013: Faculty and staff published 29 books, 337 chapter/monograph/refereed articles, presented at 937 conferences, and generated 1,260 creative activities.

- Academic Year 2013-2014: Faculty and staff published 19 books, 372 book chapters and refereed articles, presented at 1,026 conferences, and generated 1,115 creative activities.
- Academic Year 2014-2015: Faculty and staff published 18 books, 313 chapter/monograph/refereed articles, presented at 964 conferences, and generated 819 creative activities.
- Securing external awards for faculty and staff research.
  - Fiscal Year 2013: \$9.7 million.
  - Fiscal Year 2014: \$9.9 million.
  - Fiscal Year 2015: \$11.1 million.
- Providing faculty sabbaticals.
  - Academic Year 2013-2014: 26 sabbaticals.
  - Academic Year 2014-2015: 25 sabbaticals.
  - Academic Year 2015-2016: 28 sabbaticals.
- Investing in faculty and staff travel.
  - Fiscal Year 2012: \$1.6 million.
  - Fiscal Year 2013: \$1.6 million.
  - Fiscal Year 2014: \$1.3 million.
  -
- Supporting the annual Undergraduate Research Day.
  - Spring 2013: 197 student participants.
  - Spring 2014: 214 student participants.
  - Spring 2015: 265 student participants.
- Establishing:
  - The Graduate Research Conference (Academic Year 2013-2014)
    - Spring 2014: 65 student participants.
    - Spring 2015: 69 student participants.
  - Quad Cities Student Research Conference (Academic Year 2014-2015)
    - Spring 2015: 46 student participants
- Continuing to host Executives in Residence in the College of Business and Technology.
  - Academic Year 2012-2013: Kim Ekena, Vice President of Marketing, American River Transportation Company.
  - Academic Year 2013-2014: Nancy Cardea, Senior Vice President and Compliance Officer, Leo Burnett advertising agency.
  - Academic Year 2014-2015: Kirk Hanlin, Assistant Chief of the Natural Resources Conservation Service.
- Opening the Western Illinois University-Quad Cities Riverfront Campus, as part of the City of Moline's economic re-development plans to develop a \$100 million taxable base and attract 2,000 new and existing jobs.
  - Phase I opened January 2012.
  - Phase II opened August 2014.

- Receiving \$60 million in state capital funding to construct the Center for Performing Arts on the Macomb Campus (April 2014).
- Purchasing new faculty and staff computers:
  - Fiscal Year 2013: 864, valued at \$830,561
  - Fiscal Year 2014: 925, valued at \$920,591
  - Fiscal Year 2015: 451, valued at \$536,908
- Reallocating resources to maintain four-year technology rotations at Western Illinois University-Quad Cities.
  - Fiscal Year 2013: 77 new computers, valued at \$77,875
  - Fiscal Year 2014: 294 new computers for labs and staff, valued at \$353,580
  - Fiscal Year 2015: 20 new computers, valued at \$18,733
  - :
- Upgrading electronic classrooms and laboratories on the Macomb Campus:
  - Academic Year 2013-2014: 27
  - Academic Year 2014-2015: 24
- Computing Resources for Electronic Classrooms and Laboratories in Macomb
  - Fiscal Year 2013:
    - 148 computers for Instructional laboratories and electronic classrooms valued at \$115,566.
    - 95 computers for University Technology Computer Labs annual valued at \$79,372.
    - 128 iPads for classroom instruction valued at \$74,438.
  - Fiscal Year 2014:
    - 81 computers for Instructional laboratories and electronic classrooms valued at \$47,834.
    - 133 computers for University Technology Computer Labs annual valued at \$142,073.
    - 50 iPads for classroom instruction valued at \$21,350.
  - Fiscal Year 2015:
    - 111 computers for Instructional laboratories and electronic classrooms valued \$140,271.
    - 169 computers for University Technology Computer Labs annual valued at \$132,954
- Launching the 2013-2018 Information Technology Strategic Plan (October 2013) and resulting in:
  - Establishing IT Governance, enabling wireless access in all residence hall rooms, centralizing technology staffing, launching the new university website with responsive design, updating the University's mobile application, and virtualizing Zimbra servers (Academic Year 2013-2014).
  - Enhancing wireless connectivity, bandwidth, electronic classrooms, and video conference units; improving technology security; and updating the Macomb core infrastructure (Academic Year 2014-2015).
- Signing an agreement with Moline Public that allows reciprocal use of library resources for Western students and Moline residents (August 2014).

### **Goal 3: Provide Educational Opportunity**

The University extended educational opportunity by:

- Establishing:
  - 12 new minors, two undergraduate certificates, one major, five post-baccalaureate certificates, and 10 integrated degree programs for the Macomb Campus (Academic Years 2012-2013 through 2014-2015).
  - Three new minors, one major, three post-baccalaureate certificates, four integrated degree programs, and one doctoral program for the Quad Cities Campus (Academic Years 2012-2013 through 2014-2015).
- Offering Weekend and irregularly scheduled courses (those less than the regular semester length)
  - Fall 2014: 112, or 3.5% of all scheduled classes.
  - Fall 2015: 82, 2.7% of all scheduled classes.
- Introducing Hybrid courses for the MBA and College Student Personnel (effective fall 2015).
  - Course Enrollments
    - Preliminary Fall 2015
      - MBA: Five hybrid course sections, current enrollments of 74 out of a maximum of 85, for a preliminary fill rate of 87.1%.
      - CSP: Two hybrid course sections, current enrollments of 48 out of a maximum of 52, for a preliminary fill rate of 92.3%.
      - Combined, there are seven, hybrid course sections offered with current enrollments of 126 out of a maximum of 137, for a preliminary fill rate of 92.0%.
- Signing:
  - Dual Enrollment Agreements with Moline High School and Rivermont Collegiate Academy (academic year 2013-2014).
  - Linkages and Honors agreements (see Goal 1)
  - Accelerated Degree Agreements:
    - Bachelors in General Studies/Doctorate in Chiropractic with Palmer College of Chiropractic (spring 2014).
    - Three-year accelerated baccalaureate degree in Recreation, Park and Tourism Administration (spring 2015).
- Serving students with disabilities on the Macomb Campus.
  - Fiscal Year 2013: 533 students.
  - Fiscal Year 2014: 608 students.
  - Fiscal Year 2015: 603 students.
- Serving students with disabilities on the Quad Cities Campus.
  - Fiscal Year 2013: 15 students.
  - Fiscal Year 2014: 29 students.
  - Fiscal Year 2015: 39 students.

## Goal 4: Support Personal Growth

The University Supported Personal Growth by:

- Becoming a smoke-free University (July 2015).
- Providing:
  - Student health services at Beu Health Center.
    - Academic Year 2013-2014: 13,106 patient visits, 3,659 immunizations, 7,688 laboratory tests, and filled 7,738 prescriptions.
    - Academic Year 2014-2015: 13,106 patient visits, 3,659 immunizations, 7,688 laboratory tests, and filled 7,738 prescriptions.
  - In demand Campus Recreation services, measure by card swipes at the entrance of the Spencer Student Recreation Center.
    - Academic Year 2013-2014: 273,520
    - Academic Year 2014-2015: 259,775
  - Sport Clubs.
    - 29 in academic year 2012-2013.
    - 38 in academic year 2013-2014.
    - 35 in academic year 2014-2015.
- Supporting University Theme Years with Key Note Speakers.
  - Academic Year Theme 2012-2013: War and Peace: From Personal Conflict to Global Resolution, featuring:
    - Haider Hamza, Iraqi journalist, scholar and activist. He lived through the 2003 US-led invasion of his country with his family near Babylon, South of Baghdad.
    - Arun Gandhi, “Lessons Learned from My Grandfather: Non-Violence in a Violent World.”
    - Peter Bergen, “MANHUNT: The Ten-Year Search for Bin Laden - from 9/11 to Abbottabad.”
    - Joseph Sebarenzi, Former Head of the Rwanda Parliament and Genocide Survivor. “A message of Peace & Reconciliation.”
  - Academic Year 2013-2014 Theme: Food and Drink: Mind, Body and Soul, featuring Chef Jeff Henderson, Food Network personality and author of *Cooking: My Journey from the Streets to the Stove*.
  - Academic Year 2014-2015 Theme: Ethics: A Foundation for Personal Growth and Social Responsibility during academic year 2014-2015, featuring:
    - Debbie Bates, MMT, MT-BC, senior music therapist at the Cleveland Clinic (Ohio), exploring ethical issues that may be encountered in healthcare settings.
    - Dr. Claire F. Fox, Professor of English, Spanish, and Portuguese and co-director of the Latina/o Studies minor at the University of Iowa, discussing Ethics and Practices of place-making in the Latina/o Midwest.
    - Sam Killermann sharing stories from his life to illustrate gender identity and the cycle of oppression.
    - Stephen Asma, a philosopher from Columbia College-Chicago, addressing issues of fairness, equality, and favoritism.

- Promoting a comprehensive Division I athletic program with students successful in the classroom and in competition.
  - Academic Year 2012-2013 highlights:
    - The cumulative grade point average of student athletes was 3.03.
    - Sixty-four student athletes earned Academic All-Conference Honors (Summit League and Missouri Valley Football Conference).
    - Twenty-three student-athletes earned All-Conference honors.
    - Men's Basketball won its first conference championship in 30 years, set a record for most wins in its Division I history (22-8), and advanced to the College Basketball Insider Tournament for the second consecutive year.
  - Academic Year 2013-2014 highlights:
    - The University awarded \$3.6 million in athletics scholarships, with 93 student-athletes receiving full grant-in-aid.
    - The department's cumulative grade point average was 3.07, and five percent of student athletes have a 4.0 GPA.
    - Fifty-six student-athletes earned Academic All-Conference Honors in the Summit League and/or Missouri Valley Football Conference.
    - Men's Soccer advanced to the Summit League Tournament championship game for the third consecutive year.
    - Volleyball qualified for the Summit League postseason tournament for the first time since 2007.
    - Student-athletes performed 1,143 hours of community service, and collected \$6,639 for local and regional charities.
  - Academic Year 2014-2015 highlights:
    - The University awarded \$3.8 million in athletics scholarships (A).
    - Western's 415 student-athletes participated in 20 sport programs, and demonstrated success in the classroom, competition, and the community.
    - Western's student athletes achieved an average semester grade point average of 3.0, performed 2007 hours of community service, and raised over \$10,000 for local and regional charities.
    - Seven percent of the University's student athletes have a 4.0 GPA (A).
    - Forty-eight student-athletes earned Academic All-Conference Honors in the Summit League and/or Missouri Valley Football Conference (A).
    - The men's soccer team shared the Summit League regular season championship.
- Continuing placements in the University's Affirmative Action Internship Program.
  - Academic Year 2013-2014: Centennial Honors College; Facilities Management; Government Relations; President's Office; Provost's Office; and the School of Distance Learning, International Studies, and Outreach.
  - Academic Year 2014-2015: College of Education and Human Services Advising Office
  - Academic Year 2015-2016: Office of Student Judicial Programs and Facilities Management Administration.

- Offering on-campus professional development opportunities.
  - Academic Year 2014-2015 highlights:
    - The Center for Innovation in Teaching and Research provided 186 programs in Macomb and 25 in the Quad Cities.
    - Ninety-eight employees completed Human Resources' Professional Supervisor Certificate Program, and 122 employees have taken sessions toward certificate completion.
    - The LIFE (Learning is Forever) program had 685 enrollments in special-interest, non-credit courses.
  - Academic Year 2014-2015 highlights:
    - The Center for Innovation in Teaching and Research provided 178 programs in Macomb and 30 in the Quad Cities.
    - One hundred and seven employees completed Human Resources' Professional Supervisor Certificate Program.
    - The LIFE (Learning is Forever) program in Macomb had 1,615 enrollments in special-interest, non-credit courses.
    - The LIFE program was established in the Quad Cities, and offered four courses.

### **Goal 5: Promote Social Responsibility**

The University supported social responsibility by:

- Receiving grants to support experiential learning
  - Fiscal Year 2014: \$338,553
  - Fiscal Year 2015: \$423,704
- Hosting federally mandated U.S. Constitution Day observances on the Macomb Campus (fall 2012-fall 2015).
- Maintaining Carnegie Foundation Community Engagement Classification achieved in academic year 2010-2011 (academic year 2011-2012 to current).
- Supporting Illinois Association for Cultural Diversity (IACD) theme year research and programming.
  - The summer 2014 conference focused on using drama in the classroom to explore social justice.
  - The summer 2015 conference focused on diversity and social justice awareness and planning,
- Completing the comprehensive campaign, surpassing the University's \$60 million goal by \$2.1 million, increasing the endowment from \$16 million to \$40 million, and expanding the total asset base to \$55 million (December 2013).
- Building a culture of alumni giving, measured by annual alumni giving rates.
  - Fiscal Year 2013: 5.1%.
  - Fiscal Year 2014: 4.8%.

- Completing programming studies.
  - Macomb Campus Space Study, Currens Hall/Science Complex Study, Western Illinois University-Quad Cities Riverfront Campus Phase III (academic year 2013-2014).
- Updating the *Macomb Campus Master Plan*.
  - Completed (academic year 2012-2013).
- Achieving Master Plan goals and priorities. Completed projects by calendar year:
  - 2012
    - Alumni House Phase I (sign wall installed)
    - Corbin Hall and Olson Hall renovation
    - Lincoln Hall and Washington Hall renovation
    - Properties at 300 W. University Drive decommissioned
    - Three Dimensional Art Center opened in the Heating Plant Annex
    - Wetzel Hall decommissioned and Wetzel Park established
  - 2013
    - University Grand Entry
    - 22 classroom and five electronic classroom upgrades
    - Hanson Field video board
    - Steam line upgrades
    - Thompson Hall renovations
  - 2014
    - Memorial Hall replacement parking lot
    - Agriculture Greenhouse
    - New Residence at Horn Field Campus
    - 15 classroom and 17 electronic classroom updates
    - University Union renovation
    - Thompson Hall Lobby
- Demonstrating sustainability:
  - Receiving Silver Leadership in Energy and Environmental Design certification for Phase I of the Riverfront Campus (January 2013).
  - Achieving Tree Campus USA by the Arbor Day Foundation (academic years 2013-2014, 2014-2015).

### **Goal 6: Demonstrate Accountability**

Western Illinois University continues to demonstrate strategic planning transparency and accountability by:

- 1) Maintaining the University's Performance Indicator Dashboard.
- 2) Providing monthly Strategic Plan Updates, and annual Strategic Plan Updates and Performance Reports.
- 3) Hosting annual planning and accomplishment presentations. The vice presidents and areas that report to the president make these presentations to members of the campus community each spring.



Appendix A  
Institutional Partnerships Created and Renewed by Study Abroad  
Academic Year 2014-2015

Country/Institution/Action

- Australia:
  - Charles Sturt University – Renewed student exchange partnership
- Brazil:
  - Faculdade de Zootecnia E Engenharia de Alimentos Universidade de OSA Paulo– Memorandum of Understanding
- China:
  - Beijing Institute of Technology – MOU
  - Beijing Wuzi – Implementing Agreement
  - Harbin University of Commerce – Merit Scholarship agreement
  - Heilongjiang Institute of Technology – MOU (in progress)
  - Hunan Software Vocational Institute – MOU
  - Huzhou University – MOU
  - Jiangiu University of Finance & Economics – MOU
  - Liaoning Association of International Understanding – Implementing Agreement
  - Liaoning Medical University – MOU
- Japan:
  - Nagasaki University – Implementing Agreement
- Russia:
  - Moscow State Ivan Fyedorov University of Printing Arts – MOU
  - Russian Presidential Academy – MOU
  - Federal State Budget Establishment of Higher Education – MOU
  - Russian Academy of Justice, North-West Branch
- Spain:
  - Universitat Jaume I – renewed Implementing Agreement
- Thailand:
  - Mahidol University International College - Implementing Agreement
- Also Collaborating with the International Language and Business Center in Myanmar and the Jillian Normal University in China to provide training for administrators and teachers.