

UNIVERSITY STRATEGIC PLAN UPDATE:
PUBLIC ACCOUNTABILITY REPORTING
KATHY CAVINS/JOE RIVES

WESTERN ILLINOIS UNIVERSITY
BOARD OF TRUSTEES MEETING
JUNE 3, 2005

University Strategic Plan Update:
Public Accountability Reporting
June 3, 2005
Western Illinois University

Western Illinois University commits to public accountability reporting on the status of goals and actions from the University's strategic plan, *Higher Values in Higher Education*. The following tables exemplify reporting that will be presented to the Board of Trustees and all other campus governance groups at both campuses (Macomb and Quad Cities) biannually. This reporting will be augmented by a new strategic planning Web site, currently under development.

Table 1 displays the number of Fiscal Year 2005 accomplishments and Fiscal Year 2006 plans related to *Higher Values in Higher Education*. The President and Vice Presidents shared this information with the campus community during the third annual public budget presentations held on the Macomb campus April 19-20, 2005. Summaries were also presented to the Board of Trustees June 3, 2005.

Table 2 specifically identifies which of the University's strategic plan actions have Fiscal Year 2005 accomplishments and/or Fiscal Year 2006 plans.

Table 3 contains performance indicators from *Higher Values in Higher Education* that will be reported to the Illinois Board of Higher Education (IBHE) in the University's *Fiscal Year 2006 Performance Report*. This IBHE mandated report annually summarizes institutional progress on full implementation of the six goals identified in the statewide strategic plan for higher education, *The Illinois Commitment: Partnerships, Opportunities, and Excellence*.

Reporting of university performance indicators was set in consultation with all campus governance groups at both campuses. Next steps in public accountability reporting for the University's strategic plan include: developing a new *Higher Values in Higher Education* Web site emphasizing institutional accomplishments and plans (summer 2005), sharing the *Fiscal Year 2006 Performance Report* with the Board of Trustees and all other campus governance groups at both campuses (fall 2005), completing the fourth annual public budget presentations, and providing strategic planning updates to the Board of Trustees and all other campus governance groups at both campuses (spring 2006).

Table 1
 Number and Percent of Fiscal Year 2005 Accomplishments and Fiscal Year 2006
 Plans Related to *Higher Values in Higher Education Goals*

		Number of Actions	Fiscal Year 2005 Accomplishments		Fiscal Year 2006 Plans	
			Number	Percent	Number	Percent
<u>Strategic Plan Goal</u>		<u>146</u>	<u>74</u>	<u>50.7%</u>	<u>41</u>	<u>28.1%</u>
I A.	Achieve optimum enrollment	5	3	60.0%	2	40.0%
I B.	Create a student body of high achieving and diverse students	10	4	40.0%	2	20.0%
I C.	Provide support services to encourage student success and increase retention and graduation rates	10	7	70.0%	0	0.0%
I D.	Expand student learning and growth through opportunities that blend classroom learning and campus life	5	2	40.0%	1	20.0%
I E.	Create a campus environment that supports a wide range of student interests and provides opportunities for leadership development and personal growth	10	10	100.0%	4	40.0%
I F.	Achieve excellence in undergraduate education	16	4	25.0%	2	12.5%
I G.	Achieve excellence in graduate education	14	2	14.3%	2	14.3%
I H.	Respond to student concerns with a culture of responsiveness at all service points	8	6	75.0%	3	37.5%
II A.	Attract, recruit, retain and develop an excellent faculty representative of the diverse and global society	5	3	60.0%	3	60.0%
II B.	Develop and foster a superior staff and administration that is responsive, effective, and efficient in supporting the institution's mission, values, and objectives	7	4	57.1%	3	42.9%
III.	Assist the faculty in making a career-long commitment to high quality teaching	6	1	16.7%	2	33.3%
IV.	Encourage and support research and scholarly/creative activities	6	1	16.7%	3	50.0%
V.	Reach out to the region, the state of Illinois and beyond by serving as a vital economic, educational, cultural and social resource	5	2	40.0%	1	20.0%
VI A.	Acquire, process, make accessible, and interpret information resources	3	3	100.0%	1	33.3%
VI B.	Develop and implement a strategic plan that coordinates the efficient acquisition, utilization and application of technology	4	1	25.0%	0	0.0%
VII A.	Expand and improve facilities to meet the needs of university constituencies and reflect the core values of the University	8	5	62.5%	3	37.5%
VII B.	Improve the University's commitment to environmental sustainability	7	5	71.4%	3	42.9%
VIII A.	Identify additional ways to maintain alumni involvement and increase their commitment to and partnership with the university community	5	5	100.0%	4	80.0%
VIII B.	Assist the university in the implementation of the strategic plan	4	1	25.0%	0	0.0%

Table 1
 Number and Percent of Fiscal Year 2005 Accomplishments and Fiscal Year 2006
 Plans Related to *Higher Values in Higher Education Goals*

		Number of Actions	Fiscal Year 2005 Accomplishments		Fiscal Year 2006 Plans	
			Number	Percent	Number	Percent
			VIII C.	Further cultivate positive relationships between our campuses and host communities	3	1
VIII D.	Assist the university in addressing its strategic initiatives	2	1	50.0%	1	50.0%
VIII E.	Further develop consistent and integrated university marketing initiatives	3	3	100.0%	1	33.3%

Table 2
Fiscal Year 2005 Accomplishments and Fiscal Year 2006
Plans Related to *Higher Values in Higher Education Goals*

Strategic Plan Goals	Accomplishments	Plans
I A. Achieve optimum enrollment	<u>3</u>	<u>2</u>
1: Develop a university wide plan for recruitment that attracts a well-qualified student body	X	X
2: Assess the model used in recruiting students to campus. Look for additional ways to bring students through the process of application and admission	X	
3: Target 12,500 students at WIU-Macomb and increase enrollment at WIU-Quad Cities to 3,000 by 2008 while retaining our historically low student/teacher ratio	X	X
4: Ascertain the appropriate mix of graduate and undergraduate students at both campuses		
5: Increase the number of transfer students who have associate degrees		
I B. Create a student body of high achieving and diverse students	<u>4</u>	<u>2</u>
1: Revise the process of admission so that requirements reflect the characteristics of successful Western Illinois University students	X	
2: Review core specific requirements for admission, in light of our goal to create a student body of high achieving students		
3: Review the application evaluation process for students who do not meet the established admissions qualifications	X	
4: Integrate general admission and Office of Academic Services processes to define and implement a continuum of service that responds to student needs		
5: Increase the proportion of incoming freshmen who graduate from the upper 25 percent of their high school graduating class by 10 percent		
6: Increase by 10 percent the number of students who have ACT scores above 23		
7: Increase by 10 percent the proportion of incoming freshmen with grade point averages of 3.0 or better in college preparation courses		
8: Continue to increase the proportional diversity of incoming students		X
9: Increase the size of the Illinois Centennial Honors College by focusing on promotion, retention, and the development of pre-professional programs	X	
10: Target fundraising efforts for scholarships and first-year students	X	X
I C. Provide support services to encourage student success and increase retention and graduation rates	<u>7</u>	<u>0</u>
1: Implement a comprehensive academic student support services system that strengthens the skills most needed for academic success	X	
2: Create, through a collaboration of Academic and Student Support Services, a mandatory orientation program for all incoming freshmen and transfer students that addresses academic and social skills	X	
3: Review procedures and resources of Disability Support Services to better meet the needs of students	X	
4: Create an articulated set of first year experiences that assists students throughout their entire academic career, and improves student retention	X	
5: Continually increase the graduation rate with a target for improvement of at least 5 percentage points		

6:In light of changes in the strategic plan, realign University procedures regarding grade appeals, graduation requirements, and academic standards		
7:Develop a plan for enhancing the recruitment and integration into the campus community of international students and students from underrepresented groups	X	
8:Continue to develop and promote Gradtrac for eligible majors		
9:Continue to promote the Cost Guarantee Program as the first of its kind and the most comprehensive of any state university in Illinois	X	
10:Increase the use of internal grants versus loans to assist students in need	X	
1 D. Expand student learning and growth through opportunities that blend classroom learning and campus life	<u>2</u>	<u>1</u>
1>Create opportunities for students, faculty, and staff to have purposeful conversations about diversity and equality issues	X	
2:Formalize a committee to establish a University wide theme one year in advance		X
3:Integrate the University theme into the First Year Experience program and curricula	X	
4:Find new ways to utilize alumni and practicing professionals to enhance students' experiences		
5:Establish a scholar/expert-in-residence program of interdisciplinary interest and structure his/her work for meaningful involvement with departments/colleges/campus addresses		
1 E. Create a campus environment that supports a wide range of student interests and provides opportunities for leadership development and personal growth	<u>10</u>	<u>4</u>
1:Increase student participation in and appreciation of cultural, aesthetic, and intellectual events on campus	X	
2:Support an NCAA Division I varsity intercollegiate athletics program that is committed to broad-based participation opportunities, promotes academic achievement, maintains financial stability, and demonstrates strict adherence to the NCAA operating principles related to governance and rules compliance, academic integrity, equity, and student athlete welfare	X	X
3:Engage students in the life of the University and community by encouraging greater participation in structured out-of-class activities	X	
4:Develop educational opportunities designed to raise awareness of environmental issues	X	
5:Develop strategies to encourage and support a service ethic in students	X	
6:Develop an expectation of civic engagement for all students	X	X
7:Develop strategies to increase student participation in student governance	X	
8:Engage students in programs that foster and reinforce wellness	X	
9:Explore ways to encourage and strengthen shared governance and student participation in University decision making	X	X
10:Aggressively support activities that increase interaction among students of all levels and diverse backgrounds	X	X
1 F. Achieve excellence in undergraduate education	<u>4</u>	<u>2</u>

1	Review the process by which new undergraduate degree programs are proposed		
2	Review the potential for expanded degree programs	X	X
3	Explore new offerings for undergraduate programs in the Quad Cities	X	X
4	Develop a plan for assessment that incorporates accreditation and influences curriculum revision		
5	Review student-advisor ratios in light of national norms to ensure that students are receiving the appropriate levels of attention		
6	Seek appropriate ways for graduate programs to contribute to undergraduate education, i.e., shared research		
7	Beginning with the students' first year, find additional ways of mentoring students and advising them of graduate and career opportunities in their field of study		
8	Explore the consequences posed by Internet classes to the residential campus experience		
9	Develop Internet classes to the educational needs of site-bound students		
10	Evaluate the use of service learning pedagogy in the undergraduate program and establish a structure for service learning if appropriate		
11	Define goals for summer school and fund them appropriately		
12	Identify ways to enhance pre-professional programs through recruitment and promotion, timely program review, alumni advisory boards, internships, scholarships, and dual-degree arrangements with select universities		
13	Focus multidisciplinary approaches to learning by developing curriculum and programs within Centers and Institutes		
14	Ensure that computer literacy is an integral part of the undergraduate experience and that our graduates have mastered the use of information technologies		
15	Create an Institute for Environmental Studies	X	
16	Develop a Survey Research Center through partnerships between the Departments of Political Science, Sociology/Anthropology, Psychology, and the Illinois Institute for Rural Affairs	X	
I G. Achieve excellence in graduate education		2	2
1	Revisit goals for graduate programs to include reviewing criteria and process for admission to the graduate school		
2	Develop a plan for assessment that incorporates accreditation and influences curriculum revision		
3	Expand resources for graduate assistantships as means of attracting a diverse and high quality pool of graduate students		
4	Compare graduate assistant resources with comparable programs		
5	Explore potential new graduate offerings at WIU-Quad Cities		X
6	Explore the possibility of expanding graduate programs that can be completed during summer sessions and are offered using a weekend cohort structure; and		
7	Examine the special nature of the graduate faculty		
8	Review the process by which new graduate degree programs are proposed		
9	Review the potential for expanded degree programs	X	X

10: Complete a benchmarking exercise process of every graduate program by 2005		
11: Assess programmatic quality of graduate courses delivered non-traditionally in light of best practices		
12: Improve opportunities to train teaching assistants about teaching strategies		
13: Define goals for summer school and fund appropriately		
14: Review the potential for offering a cost guarantee for graduate school	X	
I H. Respond to student concerns with a culture of responsiveness at all service points	<u>6</u>	<u>3</u>
1: Review, and where needed, clarify and enhance resources and procedures to address student concerns. Build better structures for better collaboration between the Student Assistance Center and advising resources	X	
2: Develop procedures similar to program review for the University community to assess the various administrative units, services, and programs	X	X
3: Conduct a comprehensive survey of student needs, behavior, and attitudes using the National Survey of Student Engagement (NSSE). Develop a strategy to respond to NSSE outcomes		
4: Develop a strategy to raise student awareness about financial aid and scholarship offerings	X	X
5: Identify funding or seek new funds for students in need of short-term assistance	X	X
6: Find ways to support the educational goals of nontraditional students while maintaining consistent standards for participation and involvement in the educational process		
7: Provide educational opportunities for students to learn about financial responsibility and become more proactive in solving financial problems	X	
8: Develop strategies for reducing the amount of student indebtedness upon graduation	X	
II A. Attract, recruit, retain and develop an excellent faculty representative of the diverse and global society	<u>3</u>	<u>3</u>
1: Develop strategies to increase the recruitment and retention of faculty from targeted underrepresented groups		
2: As the institution's top budget priority, continue to identify faculty salaries at peer institutions and meet or exceed the mean of those salaries within the next five years	X	X
3: In light of the strategic goals of the University, University Professionals of Illinois and WIU administrators will work in partnership to develop contract language that will promote the recruitment, development, and maintenance of high quality faculty and encourage high quality teaching, research, and creative and scholarly activities		
4: Redesign faculty development to respond to the needs of faculty. Conduct regular needs analyses, establish priorities, and determine appropriate structure and funding	X	X
5: Explore ways to encourage and strengthen shared governance and faculty participation in University decision making	X	X
II B. Develop and foster a superior staff and administration that is responsive, effective and efficient in supporting the institution's mission, values, and objectives	<u>4</u>	<u>3</u>

1	Develop strategies to increase the recruitment and retention of staff and administration from targeted underrepresented groups		
2	As the institution's top budget priority, continue to identify administrative and staff salaries at peer institutions and meet or exceed the mean of those salaries within the next five years	X	X
3	Develop a process of the regular evaluation of administrators that includes input from a variety of constituent groups, including supervisors	X	
4	Further develop and support clearly structured training and development opportunities for staff and administration	X	X
5	Explore the pros and cons of a system of performance-based salary increases for noncollective bargaining employees		
6	Explore ways to encourage and strengthen shared governance and staff participation in University decision making	X	X
7	Encourage qualified members of the staff to contribute where appropriate in academic areas, research, and scholarly activities		
III. Assist the faculty in making a career-long commitment to high quality teaching		<u>1</u>	<u>2</u>
1	Integrate global and cross cultural education throughout the curriculum, and expand opportunities for travel, study abroad, and other international experiences	X	
2	Integrate multicultural perspectives and pedagogy more fully into course curriculum		X
3	Increase opportunities for faculty/student research and creative activities		X
4	Increase opportunities for students to participate in undergraduate research		
5	Develop and implement strategies to infuse liberal arts into the entire undergraduate experience		
6	Develop clearer technology support in order to enhance instructional needs		
IV. Encourage and support research and scholarly/creative activities		<u>1</u>	<u>3</u>
1	Expand the summer stipend and University Research Council programs and the University Research Council programs and establish additional means by which to support research and scholarly/creative activities. Enhance the assessment of projects to ensure that they contribute to the scholarly activities of the University		
2	Expand institutional resources that encourage and promote research, creative, and scholarly activities with special emphasis on new and junior faculty members		X
3	Promote entrepreneurial approaches to support research and scholarly activities that tie into the priorities of the department, college, and University	X	X
4	Expand the visiting scholars/artists program		
5	Establish the scholar-, expert-, or artists-in-residence program.		X
6	Develop a unified plan for publicizing and disseminating information about research and scholarly/creative activities		
V. Reach out to the region, the state of Illinois and beyond by serving as a vital economic, educational, cultural and social resource		<u>2</u>	<u>1</u>

1	Inventory and categorize WIU's current public service and outreach activities		
2	Clarify WIU's public service mission to determine that current and future activities are linked to the mission and core values of the University		
3	Develop the agility to respond to the emerging needs of the State of Illinois, including Governor's initiatives, P-16 initiatives, and area economic development plans	X	
4	Continue to seek national and international opportunities for faculty, staff, and students to become involved in addressing training and professional development needs		
5	Create opportunities for increasing public involvement in cultural, intellectual, and educational activities	X	X
VI A. Acquire, process, make accessible, and interpret information resources		<u>3</u>	<u>1</u>
1	Evaluate and enhance the University Libraries' electronic and print resources in light of the curricular needs of the University and statewide statistical collection norms	X	
2	Improve the University's appropriate and innovative use of information resources	X	X
3	Continue to explore and participate in external and internal cooperative arrangements that support the University's mission, expand the libraries' resources, and encourage intellectual and cultural development	X	
VI B. Develop and implement a strategic plan that coordinates the efficient acquisition, utilization and application of technology		<u>1</u>	<u>0</u>
1	Explore ways to be more effective and efficient with University technology resources, including the acquisition of hardware and software and the coordination of training to improve teaching and learning	X	
2	Establish baseline expectations for technology, technology training, and support by discipline, area, and function for students, faculty, and staff, and address identified deficiencies		
3	Regularly assess user needs to guide short and long term technology planning		
4	Encourage the integration of technology where appropriate to support the University's mission		
VII A. Expand and improve facilities to meet the needs of university constituencies and reflect the core values of the University		<u>5</u>	<u>3</u>
1	Secure funding for the planning and construction of a Performing Arts Center for WIU-Macomb		
2	Secure funding for the expansion of WIU-Quad Cities	X	
3	Secure funding for the construction of the Gwendolyn Brooks Cultural Center		
4	Continue to identify private sources of funding for the facilities projects identified by the Department of Athletics in its Target Western Forward campaign.		X
5	Conduct an audit of all University facilities and infrastructure to determine life-cycle and replacement needs of equipment and ancillary structures	X	
6	Create a master for campus facilities that reflects the institution's core values	X	X
7	Continue to work in partnership with the city of Macomb and other governmental agencies to improve the access and entranceways to campus	X	X

8:Continue to work with the city of Macomb to improve the housing quality in areas near campus through regulation and cooperation	X	
VII B. Improve the university's commitment to environmental sustainability	<u>5</u>	<u>3</u>
1 Incorporate a purchasing preference for recycled and environmentally-friendly products	X	
2 Decrease solid waste production, and improve the campus recycling program	X	X
3 Conduct an energy audit and seek ways to improve energy efficiency and water conservation	X	
4 Continue to enhance the University's landscapes with sensitivity to issues of maintenance and water conservation and preference for species native to Illinois	X	
5 Review transportation systems in light of health, safety, and environmental issues with particular attention to the use of all vehicles and vehicular traffic		X
6 Evaluate sources of pollution, consider prevention and reduction, and pursue mitigation	X	X
7 Develop and begin to implement a plan to address identified deficiencies		
VIII A. Identify additional ways to maintain alumni involvement and increase their commitment to and partnership with the university community	<u>5</u>	<u>4</u>
1 Enhance communication between the University and its alumni	X	X
2 Develop programs that encourage its alumni to share their experiences and expertise with students, on and off campus	X	
3 Explore ways to involve alumni in improving educational programs and furthering the University's planning goals	X	X
4 Provide programs and services that link alumni to each other, the Alumni Association and the University	X	X
5 Develop a coordinated plan to link international alumni to campus	X	X
VIII B. Assist the university in implementation of the strategic plan	<u>1</u>	<u>0</u>
1 The Board of Trustees will review all University requests in light of the strategic plan		
2 The Board of Trustees will assist with University efforts to achieve governmental and external funding for the plan	X	
3 The Board of Trustees will assist University with local, regional, and statewide constituencies to achieve support for the plan		
4 The Board of Trustees will develop new avenues for campus interaction with Board of Trustees members		
VIII C. Further cultivate positive relationships between our campuses and host	<u>1</u>	<u>0</u>
1 Explore opportunities to develop additional partnerships with area leaders, that benefit the University and the community, particularly in the areas of economic and cultural development	X	
2 Expand collaborative efforts to address issues that affect campuses and communities		
3 Where appropriate, involve community members to help transition newcomers to the University		
VIII D. Assist the university in addressing its strategic initiatives	<u>1</u>	<u>1</u>

1	Design a new capital campaign focused on priorities identified in the University strategic plan		
2	Further the interface/integration of college/unit and central development office fundraising efforts	X	X
VIII E. Further develop consistent and integrated university marketing initiatives		<u>3</u>	<u>1</u>
1	Focus the marketing position of the University on the strategic planning document, vision, mission, and goals	X	X
2	Continue to implement strategies outlined in the University's integrated marketing plan	X	
3	Develop ways to tie University history and culture into campus programming	X	

Table 3
Western Illinois University's Fiscal Year 2006 Performance Report

Illinois Commitment Goals

- | | |
|---|--|
| <ol style="list-style-type: none"> 1. Economic Development 2. P-20 Partnerships 3. Affordability 4. Access and Diversity 5. High Quality 6. Accountability and Productivity | <ol style="list-style-type: none"> 3. Fiscal Year 2006 Challenges 4. Common Institutional Indicators <ol style="list-style-type: none"> a. Institutional Goal(s) b. Institutional Performance and Related Implications 5. Mission-Specific Indicators <ol style="list-style-type: none"> a. Institutional Goal b. Data for the Three Most Recent Years c. Institutional Performance and Related Implications |
|---|--|

Performance Report Reporting Requirements

1. Fiscal Year 2005 Accomplishments
2. Fiscal Year 2006 Plans

COMMON AND MISSION-SPECIFIC PERFORMANCE INDICATOR REPORTING

Goal 1: Economic Development

1. Alumni employed or enrolled in further education one year after graduation*
2. WIU – Macomb total enrollment
3. WIU – Quad Cities total enrollment
4. Student-to-faculty ratio
5. Alumni giving
6. Annual value of revenue generated from sponsored research, instruction, creative works, and service awards
7. Performing Arts Center funding
8. WIU – Riverfront funding

Goal 2: P-20 Partnerships

9. Students completing requirements for initial teacher certification by certificate area*
10. Diversity of undergraduate teacher education as a percent of total undergraduate teacher education graduates

Goal 3: Affordability

11. Net price of attendance*
12. Number of students enrolled in Gradtrac
13. Percent of students completing cost guarantee program “on time”
14. Percent of students with loans
15. Average student debt loads
16. Annual endowment values raised and restricted to student financial assistance

Goal 4: Access and Diversity

17. Degree completions by race and gender*
18. ACT scores of new WIU freshmen (minority and non-minority).
19. Freshmen retention rates
20. Minority freshmen retention rates
21. Minority undergraduate enrollment as a percent of total undergraduate enrollment

Goal 5: High Quality

22. Alumni satisfaction with the educational experience and satisfaction with occupational preparation*
23. Pass rates on professional/occupational licensure examinations relative to national averages*
24. The percent of new WIU freshmen who graduate from the top 25% of their high school
25. Mean ACT scores of WIU freshmen compared to state of Illinois and national college bound freshmen
26. ACT Interquartile range at WIU
27. The percent of WIU students who have ACT scores above 23
28. The percent of new WIU freshmen with grade point averages if 3.0 or better in college preparation courses
29. The percent of WIU transfer students who have associates degrees
30. National Survey of Student Engagement results
31. Undergraduate class size distributions

Goal 6: Accountability and Productivity

32. Cost of instruction per credit hour*
33. Six year graduation rates*
34. Administrative and support costs per credit hour
35. Average instructor salary compared to UPI peer group
36. Average assistant professor salary compared to UPI peer group
37. Average associate professor salary compared to UPI peer group
38. Average professor salary compared to UPI peer group
39. Average civil service salary compared to statewide average
40. Average administrative and professional salary compared to peer group
41. Annual cost savings and avoidance activities
42. Annual internal reallocations
43. Annual capital renewal (maintenance) expenditures