

# WESTERN ILLINOIS UNIVERSITY BOARD OF TRUSTEES October 16, 2009

## Academic Year 2008-2009 Strategic Plan Update Dr. Joseph Rives

Academic year 2008-2009 was the first year of implementation for *Higher Values in Higher Education 2008-2018*. The plan contains six goals, 14 actions, and 131 priorities that were endorsed by all campus governance groups on both campuses and approved for implementation by the Western Illinois University Board of Trustees in June 2008.

Academic Year 2008-2009 was very successful with regard to implementation of the University's Strategic Plan. A total of 118 priorities (90.1 percent) had achievements and 119 priorities (90.8 percent) have implementation plans for academic year 2009-2010.

<u>Goal/Action</u>	<u>Number of Priorities</u>	<u>Priorities with Achievements</u>	<u>Priorities with Plans</u>
<b>Focused Recruitment and Retention</b>	<b><u>21</u></b>	<b><u>18</u></b>	<b><u>17</u></b>
Achieve enrollment goals	9	9	8
Resources to recruit and retain excellent faculty and staff	12	9	9
<b>Enrich Academic Excellence</b>	<b><u>23</u></b>	<b><u>22</u></b>	<b><u>19</u></b>
Strong commitments to teaching and instruction	8	8	8
Strong commitments to scholarship, creative activities, and public service	7	7	5
Deliver a user-centered information technology infrastructure	8	7	6
<b>Provide Educational Opportunities</b>	<b><u>28</u></b>	<b><u>26</u></b>	<b><u>25</u></b>
Support responsiveness to student needs and timely degree completion	13	12	11
Support learning inside and outside the classroom	11	11	11
Provide statewide and national leadership in affordability	4	3	3
<b>Support Personal Growth</b>	<b><u>19</u></b>	<b><u>16</u></b>	<b><u>14</u></b>
Support learning inside and outside the classroom	11	10	7
Provide opportunities for lifelong learning	8	6	7
<b>Promote Social Responsibilities</b>	<b><u>28</u></b>	<b><u>26</u></b>	<b><u>26</u></b>
Encourage diversity, personal development, and leadership	6	5	5
Use partnerships to advance the University's priorities and goals	6	6	6
Provide safe, accessible, and responsive campus environments	16	15	15
<b>Demonstrate Accountability</b>	<b><u>12</u></b>	<b><u>10</u></b>	<b><u>18</u></b>
Use planning, budgeting and reporting to advance goals and priorities	12	10	11
	<b><u>131</u></b>	<b><u>118</u></b>	<b><u>119</u></b>

In the pages that follow, University accomplishments are noted in past tense and University plans are noted by either verbs in the future tense and/or counting ongoing processes. The source of data for these reports is the annual planning and accomplishment materials prepared by the vice presidents and areas that report to the president. The December Board of Trustees meeting materials will contain a summary of how the successful implementation of the Strategic Plan is advancing Board-approved performance indicators.

## **Goal 1: Focused Recruitment and Retention**

Action 1. Achieve optimum controlled enrollment growth goals of 12,500 on the Macomb campus and 3,000 on the Quad Cities campus, both with high-achieving, motivated and diverse learners.

a) Allocating new and reallocated resources to support:

(1) Academic programs and support services that attract students from the state, region, nation, and around the world to Western Illinois University

- Interest in Western Illinois University remains strong. For the third consecutive year, over 12,000 applications were received from new freshman, transfer, and graduate student applicants.
- The Western Illinois University Board of Trustees approved in-state tuition for all Iowa and Wisconsin residents.
- Western Illinois University established new community college agreements with Black Hawk College, Carl Sandburg College, John Wood College, and Spoon River College. These agreements allow freshmen and sophomores to take courses at the local community college and Western at the same time and save up to 25 percent of their college costs.
- Academic Affairs increased resources for new faculty positions by \$3.6 million, graduate assistantships by over \$100,000, and secured funding to support new programs in Liberal Arts and Sciences, Nursing, and Museum Studies.
- Quad Cities is facilitating discussions with the College of Arts and Sciences and the College of Business and Technology to explore articulation agreements and integrated degrees with The University of Iowa.
- Quad Cities has explored and secured space for academic programs including Engineering and Nursing.
- Arts and Sciences continued outreach and recruitment activities, including college-wide, on-campus programs for area high school students and new college recruitment grants to facilitate departmental recruiting efforts.
- Broadcasting conducted five recruiting programs involving Western Illinois University faculty and staff visiting high schools, and area high school students visiting the department and participating in production activities.
- Graduate Studies extended recruiting efforts to Missouri, including Culver Stockton College and Truman State University, and developed web-based information pages for each graduate program.
- Student Services changed the format of receptions for admitted freshman and transfer students to reduce costs and highlight Western's competitive advantage of personalized attention.

- The Admissions Office will work with an enrollment consultant to review and enhance admissions practices and meet enrollment goals.
  - Quad Cities will support diversity and internationalization in recruitment, retention, the curriculum and programming through implementation of recommendations from a Campus Diversity Audit conducted by The University of Iowa.
  - Academic Affairs will implement newly approved programs in Anthropology (B.A., Macomb), Engineering (B.S., Quad Cities), English (Post-baccalaureate Certificate, Macomb and Quad Cities), Nursing Basic Licensure (B.S.N., Macomb), R.N. to B.S.N. completion (Quad Cities) and the Integrated Baccalaureate to Master's Degrees in Chemistry/Forensic Chemistry, and Economics (Macomb).
- (2) Attention to the individual learner by maintaining student-to-faculty ratios at or below 17:1 and average class sizes of less than 25.
- Student-to-Faculty Ratios are 16:1 on the Macomb Campus and 12:1 on the Quad Cities Campus. The average undergraduate class size is 23 in Macomb and there are no classes larger than 50 in the Quad Cities. These ratios will be maintained during Fiscal Year 2010.
- (3) Opportunities and resources, as documented in annual *Underrepresented Groups Reports*, for the enhanced participation and achievement of students from traditionally underrepresented groups in higher education and in academic disciplines
- Student Services worked to increase minority student recruitment efforts. There was a 14-percent increase in African American student applications and a 21-percent increase in Hispanic student applications between Fiscal Years 2008 and 2009.
  - Minority student enrollment, as a percent of total student enrollment continues to increase, from 10.1 percent of the total in fall 2002 to 14.1 percent of the total in fall 2008.
  - On the Quad Cities Campus, the Office of Academic and Student Services implemented a minority student recruitment grant with Black Hawk College, the Association of Latin American Students sponsored monthly “dinner and movie nights,” and the campus community participated in a diversity audit conducted by doctoral students from the University of Iowa.
  - The Office of Equal Opportunity and Access will continue to document Western Illinois University’s plans and outcomes to increase the participation of minorities, females, and individuals with disabilities.
- (4) Appropriate funding for broad-based programs (e.g., academics, student organizations, and intercollegiate athletics) at levels that allow students to be successful.

- The Division of Student Services continues to implement recommendations from the Athletics Funding Task Force that studied the funding structure for intercollegiate athletics. This work will continue during Fiscal Year 2010.
- (5) Promoting the University's statewide, regional, and national leadership in affordability and cost predictability for undergraduate and graduate education.
- University Relations, Marketing, and the Quad Cities collaborated to enhance WIU's recognition as an accessible, affordable institution through promotion of Western's national rankings, Gilbert Cost Guarantee, and participation in national media networks such as Newswise and Profnet.
  - The Center for the Application of Information Technology developed high-profile, multimedia presentations for use by the Admissions Office and Alumni Programs in recruitment, alumni, and community events.
- b) Allocating additional resources to support new and enhanced student recruitment efforts.
- The College of Education and Human Services developed articulation agreements with Black Hawk College in the areas of Early Childhood Education and Special Education, and it partnered with the Admissions Office and Black Alumni Association to host an information sharing event with school counselors from Chicago and the surrounding suburbs.
  - Health Sciences established a relationship with the Health Information Management program at Spoon River College and the Board of Trustees/Bachelors of Arts program to provide time- and place-bound students with options to progress toward a degree.
  - Administrative Information Management Systems will continue to collect data to develop an automated enrollment monitoring system by academic year 2010-2011.
- c) Enhancing the integrated marketing campaign to increase external awareness of Western Illinois University; the achievements of students, faculty, staff, and alumni; and program-specific marketing
- University Relations, Marketing and Western Illinois University-Quad Cities continue implementation of integrated marketing that emphasizes awareness and visibility for both campuses through print and outdoor advertisement, bus wraps, radio, and television media. Meltwater News service indicates that between 30 and 60 WIU-related stories appear each week in newspapers throughout the United States.
  - University Relations, Alumni Association, and Quad Cities established new media initiatives for marketing, recruiting, and promotion of WIU through Web 2.0 resources such as Facebook, MySpace, Twitter, Flickr, and YouTube. Western's Facebook account has a total of 3,323 fans.

- Western Illinois University alumni were invited to participate in a summer golf outing, summer Quad Cities River Bandits baseball game, and a spring baseball game against the University of Iowa at Modern Woodman Park. Many alumni were also present when the campus participated in East Moline's Amvets parade, and the Marching Leathernecks performed in Rock Island's Labor Day parade.
  - Advancement and Public Services will enhance Western's reputation and promote its recognition as a top comprehensive University through use of institutional promotional materials, participation in national initiatives, news media, social networking and other venues.
- d) Increasing partnerships (e.g., alumni, Macomb and Quad Cities community members, high school and community college counselors, and with historically Black colleges and universities and Hispanic-serving institutions) to assist in student recruitment.
- The College of Business and Technology appointed a diversity officer; visited the University of Arkansas at Pine Bluff, a historically Black College and University and attended the African American Student Leadership Conference at the University of Kansas to recruit Masters of Business Administration students.
  - Human Resources will work with the Gwendolyn Brooks Cultural Center, Casa Latina, community colleges, local churches, and the Macomb chapter of the National Association for the Advancement of Colored People to facilitate recruitment partnerships.
  - To increase community presence and recruitment partnerships, members of the Quad Cities Administrative Team serve on the Association of Quad Cities Presidents and Chancellors, Quad-Cities Graduate Study Center, WQPT Public Television Boards, in addition to participating in Renew Moline, the Illinois Quad Cities Chamber of Commerce, Quad Cities Sports Authority, Big Brothers/Big Sisters, The Women's Connection, Quad Cities Professional Development Network, and the Moline and Rock Island Rotaries.
  - Academic Affairs will continue to create and support recruitment partnerships with University departments, institutions of higher education, and our host communities.
- e) Enhancing community college partnerships (e.g., increased interactions with admissions counselors, implementation of the Course Articulation System, faculty participation on all Illinois Articulation Initiative panels) to support Western's "transfer friendliness" and increased transfer student enrollment.
- The University's new dual enrollment program with community colleges (see action 1) is designed to increase student recruitment, retention, and achievement.
  - Academic affairs signed partnerships with 34 Illinois and two Iowa community colleges to allow maximum course transferability into the Board of Trustees/Bachelors of Arts degree program.

- Student Services improved Community College Articulation Day programs.
- The University will finalize dual articulation agreements currently in negotiation with Black Hawk College, Eastern Iowa Community College District, and the University of Iowa.

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

a) Provide faculty and staff salaries that meet and exceed the mean of peer institutions. Successful strategies include:

(1) Completing and supporting faculty equity reviews.

- Through contractual agreements with the University Professionals of Illinois, the University has minima salaries and a process for conducting salary equity reviews. The University also continues to use central funding to support faculty promotion and Professional Achievement Awards.
- Human Resources developed a compensation strategy for salary structure, base pay, and starting pay, and the department conducted 58 internal employee position audits, resulting in 54 reclassified or reallocated positions.

(2) Examining and implementing, if approved, Pay for Exceptional Performance for non-negotiated staff.

- Human Resources finalized the Pay for Exceptional Performance structure and provided 16 training sessions for over 500 employees on this new program that was implemented July 1, 2009.

(3) Allocating resources to support Market Equity Reviews for non-negotiated staff.

- Human Resources reviews salary equity based on classification structures and peer data.

(4) Negotiating contracts that support salary increases and market equity for negotiated staff.

- This is an ongoing priority of the University.

(5) Provide institutional resources to support *Higher Values in Higher Education 2008-2018* and the academic mission and service operations of Western Illinois University.

- University Relations supported the Strategic Plan through design and promotion of the new *Higher Values in Higher Education 2008-2018* brochure.

- Academic Affairs created and filled the new position of Assistant Vice President for Academic Affairs to oversee diversity in Academic Affairs.
- (6) Through the Comprehensive Campaign, obtain funds to augment faculty support through endowed professorships and chairs.
- The University raised \$9.3 million for the comprehensive campaign in Fiscal Year 2009, and will continue its comprehensive fundraising campaign during Fiscal Year 2010 with an \$8.5 million fundraising goal.
- (7) Conduct needs analyses to inform professional development opportunities and programming for faculty and staff.
- Human Resources, the Center for Innovation in Teaching and Research, and Quad Cities faculty coordinated the University's charter membership on the Quad Cities Professional Development Network, a consortium of five colleges and universities that meets monthly and provides programming opportunities for professional development.
  - Human Resources distributed a needs assessment in January 2009 to all campus faculty and staff to identify training needs and expectations of the campus community. Results from 500 employees were gathered and identified the need for computer, stress reduction, and leadership training as the highest priorities.
  - Business Services will develop on-demand computer courses and Web-based training for employees including modules in University policy and procedure, including "Identity Theft Red Flag Rules," "Timely Depositing Cash/Checks," and "Grant and Contract Training for Fiscal Agents."
- (8) Provide opportunities, as demonstrated in annual *Underrepresented Groups Reports*, to increase the participation and achievement of faculty and staff from traditionally underrepresented groups in higher education and in academic disciplines.
- Human Resources continues to administer the Trainee and Learner diversity initiatives for Civil Service employment.
  - The University continues to sponsor the dual career recruitment program and Affirmative Action Internship program.
  - The Office of Equal Opportunity and Access and Provost's Office formed the University Diversity Council.
  - The Office of Equal Opportunity and Access will continue to publish annual Affirmative Action Plans and Underrepresented Groups Reports to document how Western Illinois University is increasing the participation and achievement of minorities, females and individuals with disabilities.

- b) 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.
  - Human Resources assists University employees with domestic partner benefit administration, benefits workshops, 403(b) compliance, and the University's long-term disability policy.
  - The University provides lactation stations for nursing mothers.
- b) Consistent with a family-friendly environment:
  - (1) Conduct a needs and feasibility analysis for establishing permanent, academically-based summer infant and childcare on the Macomb campus to complement services provided to the Western Illinois University community in the spring and fall semesters.
    - Academic Affairs provides academically based childcare in fall, spring, and summer semesters. The provision of childcare will continue.
  - (2) Conduct a needs and feasibility analysis for establishing permanent, academically based summer, fall, and spring infant and childcare on the Quad Cities campus.
  - (3) 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. Support strong commitments to teaching and instruction.

- a) Using the academic program review process to ensure the provision of high-quality, viable academic programs and services.
  - Academic Affairs strengthened the program review process by adding an external review component. The program review process will continue.
- b) Developing and offering new and expanded academic programs in areas of demand and need that are consistent with the academic mission of the University.
  - Academic Affairs identified signature academic programs unique to the region and to the nation. These include baccalaureate degrees in Broadcasting, Construction Management, Emergency Management, Forensic Chemistry, Law Enforcement and Justice Administration, Meteorology, Musical Theatre, and Supply Chain Management.
  - New programs implemented in Fiscal Year 2009 include Liberal Arts and Sciences (B.A. and M.A., Macomb and Quad Cities), Museum Studies (M.A., Quad Cities), Nursing (R.N. to B.S.N. completion, Macomb),

Religious Studies (B.A., Macomb), Integrated Baccalaureate/Master's Degrees in Accountancy, Computer Science, and Physics.

- New programs to be implemented in Fiscal Year 2010 include Anthropology (B.A., Macomb), Engineering (B.S., Quad Cities), English (Post-B.A. Certificate, Macomb and Quad Cities), Nursing Basic Licensure (B.S.N., Macomb), R.N. to B.S.N. completion (Quad Cities), and Integrated Baccalaureate/Master's Degrees in Chemistry/Forensic Chemistry and Economics.
- New programs currently under development include Criminal Justice (Ph.D., Macomb), Environmental Science (Ph.D., Macomb and Quad Cities), Museum Studies (Post Baccalaureate Certificate, Quad Cities), and International Studies (Bachelor's).

c) Supporting interdisciplinary course, program, institute, and center development.

- Western Illinois University supports 18 interdisciplinary centers and institutes that advance the academic mission and service operations of the University. These include the Center for the Application of Information Technologies, Center for Best Practices in Early Childhood Education, Center for Innovation in Teaching and Research, Center for International Studies, Center for the Preparation of Education Professionals, Central Illinois Adult Education Service Center, Children's Literature Examination Center, Institute for Environmental Studies, Maurice G. Kellogg Science Education Center, Office for Partnerships, Professional Development and Technology, Reading Center, Small Business Development Center, University Advising and Academic Support Center, Western Illinois Entrepreneurial Center, Western Survey Research Center, Illinois Institute for Rural Affairs, Infant and Preschool Center, Institute for Applied Criminal Justice Studies, and the Western Illinois University-Quad Cities Executive Studies Center.
- Interdisciplinary studies are a central component of Western Illinois University's curriculum. Programs of study that extend across departments, such as Museum Studies, Liberal Arts and Sciences, and the newly developing International Studies illustrate the interdisciplinary nature of a Western Illinois University education.
- University Libraries identified four Signature Collections within its holdings that are highly used and represent depth, breadth and uniqueness in the state of Illinois. These interdisciplinary collections are the Children's Literature Examination Center, Governmental Documents and Legal Reference, Leibovitz Collection, and the Peterson Ornithological Collection.

d) Following the University's *Assessment Plan* to use assessment of student learning in general education, the undergraduate major, and in graduate programs to inform curricular revision and development.

- Academic Affairs created class-embedded assessment techniques to measure student learning in the six goals of general education. The indicators of student performance were collected in fall 2008 and evaluated

by departments. The Council on General Education evaluated the summary data collected from departments. This assessment process will result in annual reports on evaluations of student performance.

- e) Achieving and maintaining discipline-based accreditation and/or certification, where appropriate, to demonstrate commitment to high quality and the academic and service mission of Western Illinois University.
  - Programs in Counseling, Music, and Social Work received reaccreditation during academic year 2008-2009.
  - Academic Affairs will prepare for current academic program accreditation or certification status with 13 discipline-specific agencies including programmatic work in Communication Sciences and Disorders, Kinesiology, Business and Accounting.
  - Administrative Information Management Systems created a new database and online application to collect field experience valuation scores and sub scores for student teachers as part of the National Council for Accreditation of Teacher Education process. Academic Affairs will also prepare for upcoming reviews in Teacher Education, and seek initial accreditation in Art, Forensic Chemistry, and Nursing.
  
- f) Clarifying the goals and priorities of distance learning through a strategic planning process that includes an identification of stable resources, an assessment plan for student learning outcomes, and the adoption of national best practices for the provision of distance learning at Western Illinois University.
  - Academic Affairs implemented new guidelines for compensation of faculty teaching BOT/BA courses and identified dedicated funding to support increased online course offerings.
  - The University is developing a plan for distance learning as part of its re-accreditation self-study from the Higher Learning Commission-North Central Association of Colleges and Schools.
  
- g) Providing increased structured educational opportunities and resources to increase student-faculty interactions and active and collaborative learning through international studies, internships, service learning, and undergraduate and graduate student research.
  - Arts and Sciences funded four undergraduate research activities through the Western Summer Creative and Research Activity Institute, and allocated \$25,000 for two rounds of internal grant programs supporting undergraduate research projects.
  - Education and Human Services sponsored TechFest and evening graduate research symposia in Macomb and the Quad Cities.
  - Graduate Studies established the ProQuest site for electronic submission of theses and dissertations, and increased the Graduate Student Research award fund from \$10,000 to \$12,000 annually.

- The Illinois Institute for Rural Affairs worked with Arts and Sciences, Business and Technology, and the National Corn to Ethanol Research Center to create an 11-month internship where interns will experience all aspects of corn ethanol plant operations.

h) Expanding academic and co-curricular opportunities for Honors Students.

- The Centennial Honors College held its seventh annual Undergraduate Research Day on April 29, 2009. Over 150 students mentored by 70 faculty from 25 disciplines made poster and podium presentations.
- Alumni Relations will create increased opportunities for Graduate Assistants to learn more about Alumni programming and develop an event-planning internship program.

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

a) Promoting entrepreneurial approaches to research and scholarly/creative activities that are consistent with departmental, college, and University priorities.

- Faculty were actively engaged in scholarly and professional activities, including 32 book publications, 446 Chapter/monograph/referred article publications, 851 creative activities, 954 conference presentations, and 92 research awards that totaled more than \$6.8 million.
- African American Studies held the 34<sup>th</sup> Annual Conference of the African Literature Association, and participated in the Building the Black Community Project in Macomb.
- Counselor Education received a \$375,000 AT&T grant for its PACERS program, an intensive mentoring, academic, and volunteer-based program that serves at-risk students from Rock Island High School.
- The Western Survey Research Center initiated new survey projects for Illinois libraries, McDonough District Hospital, and Pike County.

b) Maintaining the ability to respond to emerging needs in the state and region, including the Governor's initiatives, "P-20" (preschool through graduate school) initiatives, and area economic development plans.

- Economics and Business and Technology sponsored the second annual Quad Cities Economic Forecast Breakfast in conjunction with the Illinois Quad Cities Chamber of Commerce and Quad Cities Chamber Federation. The first-annual Macomb Area Economic Outlook was hosted in conjunction with Macomb Area Chamber of Commerce and Downtown Development.
- Education and Human Services continued to provide regional public service activities through the Regional Science Olympiad completion, PreK-8 Science Update Conference, School Law Conference, Summer Experience, Center for Best Practices in Early Childhood Education,

Applied Criminal Justice Studies, and the Central Illinois Adult Education Service Center.

- Environmental Studies developed an agreement with the U.S. Fish and Wildlife Services' Rock Island Ecological Services Station to develop an agreement similar to the WIU-Army Corps of Engineers Memorandum of Agreement signed in 2007.
  - Geographic Information Systems conducted 911 mapping for McDonough and Warren Counties, GPS data acquisition for the U.S. Army Corps of Engineers, maintenance and facilities mapping for the Physical Plant, mapping related to the economic impact of the Mississippi River floods, and land use mapping for McDonough County and the City of Macomb.
  - The Illinois Institute for Rural Affairs continued to partner with the University, the community, businesses, and government agencies to provide leadership in the areas of renewable energy, entrepreneurship, community development, housing, and transportation.
  - The University is chronicling all of its public service activities as part of the re-accreditation self-study from the Higher Learning Commission-North Central Association of Colleges and Schools.
- c) Expanding the summer stipend, University Research Council programs, and establishing additional means to support research and scholarly/creative activities.
- The University Research Council continues to support the Foundation Summer Stipend Program by contributing \$21,000 of Sponsored Projects' funds to the Summer Stipend Program. This allows the foundation to award five additional stipends for faculty scholarly pursuits during the summer.
- d) Augmenting institutional resources to encourage and promote research, creative, and scholarly activities with special emphasis on new and junior faculty members.
- The Center for Innovation in Teaching and Learning hosted the 3<sup>rd</sup> Annual Faculty Research Symposium and the 3<sup>rd</sup> Annual Innovations in teaching Forum.
- e) Enhancing visiting scholars and artists in residence programs.
- The College of Arts and Sciences expanded its support of visiting scholars and lectures through a 4.2 percent allocation of WIU Foundation Funds from July 1, 2008 through February 15, 2009.
  - Academic Affairs seeks to hire a qualified Minority Visiting Professor and a Minority Post-Doctoral Fellow during Fiscal Year 2010.
- f) Completing a review of professional development support (e.g., travel support) across Academic Affairs, recommending levels of support for faculty research, service, and professional development.

- The Provost's Office created Provost's Faculty Travel Awards to support and encourage faculty to present their scholarship, research, and activities at conferences and symposia. The University initially provided \$100,000 of enhanced funding to support travel awards. The Provost's Office increased faculty national and international award values in Fiscal Year 2010 to further promote scholarly activity and professional development.
- g) Creating opportunities for increasing public involvement in cultural, intellectual, and educational activities.
- Alumni Relations initiated an Alumni Mentoring program.

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

- a) Continuing implementation of the multiyear faculty and staff computer upgrade program that will ultimately establish and maintain a four-year computer rotation program of new computers for instructional units within Academic Affairs.
- Fiscal Year 2009 was the third year of a multiyear commitment to develop and maintain faculty computers on a four-year rotation cycle. When this program was established there was a 26-year range between the oldest (1981) and newest (2007) operable faculty computers. Moreover, 382 faculty computers were purchased prior to 2000.
  - Data for Fiscal Year 2009 shows that there is now a 14-year range between the oldest (1995) and newest (2009) faculty computers. Moreover, with the continuation of the program and the purchase of just 20 computers, all Western Illinois University faculty computers will be nine years old or less, and approximately one-half of the computers are in a four-year rotation cycle.
  - University Technology will continue the electronic classroom and computer replacement program during Fiscal Year 2010.
- b) Maintaining the multiyear electronic classroom upgrade program for general instructional and two-way audio-video classrooms on both campuses.
- Through combined efforts of staff from Physical Plant, University Technology, Quad Cities Technology, and in collaboration with end-users on both campuses, 23 of the University's 127 general instructional electronic classrooms (18.1 percent) have been upgraded and another 17 (13.4 percent) are either in process or planned to be completed by the end of calendar year 2009.
  - Physical Plant completed electronic classroom upgrades to Waggoner 171, Stipes 121, and Brophy 227 as part of Western's Classroom Upgrade Permanent Improvement (PI) projects.
- c) Developing and articulating support agreements and responsibilities between University Technology and college/departmental technology staff to enhance responsiveness and end-user support.

- University Technology has created and will maintain college support agreements with the deans to clearly define “who does what,” in the area of technology support.
- d) Implementing all other academic and administrative goals and priorities from the *Institutional Strategic Plan for Technology at Western Illinois University*.
- During Fiscal Year 2009, the University benefited from enhancements to Zimbra, the mainframe, telecommunications, and the University network. WIU now has bandwidth that meets or exceeds peer institutions and a second point of internet egress, which promotes increased speed, efficiency, redundancy, and disaster recovery.
  - Electronic Student Services worked to migrate the department to Active Directory, utilized virtual servers, created a student ID upload application and updated the Division’s technology plan to assist with funding decisions.
  - University Technology will review the allocation of staff time and resources to the highest priorities identified in *Higher Values in Higher Education 2008-2018* and the *Institutional Strategic Plan for Technology*.
  - Academic Affairs will acquire and maintain mobile computer labs for the College of Business and Technology, provide infrastructure for delivery of instruction in electronic classrooms, convert Brown 205 to a smart classroom, and encourage central development of wireless network access for all University spaces. Academic Affairs will also wire every College of Arts and Sciences classroom for network connectivity and provide gigabit Ethernet access.
- e) Enhancing the colleges’ and libraries’ outreach and communication through the use of interactive and collaborative technologies in support of our Macomb and Quad Cities campuses, distance education, and the University’s emerging nursing program.
- University Libraries created “Game Nights” to encourage community development and integration of gaming into student learning. University Libraries also hosted a four-part Libraries, Archives, Museums, and Sexuality lecture series focused on gender and sexuality in addition to film, book talk, displays and lecture on contemporary Shawnee culture to highlight Native American culture.
- f) Increasing the virtual and physical information experience, including anytime, anyplace delivery of information to the University and surrounding community.
- University Technology staff continue to plan and maintain the University’s fiber network that supports the University’s phone and annunciation systems, fire alarms, security cameras, cable TV, the Office of Public Safety, Illinois Century Network, McDonough Telephone Cooperative, and Macomb Schools.

- In collaboration with biological sciences faculty, University Technology collaborated on a \$450,000 grant designed to link biological sciences programming in Macomb, the Quad Cities, and Chicago through two-way, audio-video systems.
- g) Augmenting user-centered library services and resources to lead the development of information literacy at Western Illinois University, gauge and improve student learning, enhance scholarly productivity, and meet institutional transformation demands.
- University Libraries developed a new Internet research tool for conveniently accessing Library collections and Digital Studio to assist students in creating multimedia products.
- h) Delivering additional community outreach initiatives through the Western Illinois University digital library, historical archive projects, and the promotion of rural librarianship.

### **Goal 3: Provide Educational Opportunities**

- Action 1. Further augment flexibility and responsiveness to student needs and timely degree completion in academic programs.
- a) Supporting and promoting Western Illinois University's granting of academic credit for students successfully completing external examinations through the College Level Examination Program, College Entrance Examination Board, Proficiency Examination Program, and the Defense Activity for Nontraditional Education Support.
- Through the leadership of the Director of Academic and Student Services, the University and the Rock Island Arsenal signed an agreement that allowed Western to establish a college testing (CLEP) center on-base. One staff member was reallocated to the base and is charged with student recruitment, advisement, and testing center administration.
- b) Exploring the awarding of credit for prior learning and life experiences where appropriate to the discipline.
- The Board of Trustees/Bachelors of Arts Degree program will continue to offer an evaluation of prior learning through portfolio or proficiency exams for students seeking credit for prior learning and life experiences where appropriate to the discipline.
- c) Participating in all facets of the Illinois Articulation Initiative (IAI) to promote successful student transfer.
- Western Illinois University continues active participation in the IAI.

- d) Developing new and expanded academic programs that allow students to earn multiple degrees from Western Illinois University and be prepared for multiple career opportunities.
- e) Creating five-year integrated baccalaureate/master's degree programs, where appropriate to the discipline.
  - Integrated Baccalaureate to Master's degree programs were initiated including Accountancy, Computer Science and Physics. Other programs approved in 2009 are Chemistry/Forensic Chemistry and Economics.
- f) Studying 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.
  - The Director of Administrative and Instructional Services continues working with academic departments on the development of alternatives to the 16-week semester, where appropriate to the discipline. One program currently under study is an accelerated baccalaureate degree in Recreation, Park and Tourism Administration.
- g) Following credit hour requirements defined by the Council on Curricular Programs and Instruction (CCPI) in new program development.
  - The Federal Compliance section of the University's self study for re-accreditation from the Higher Learning Commission-North Central Association of Colleges and Schools will demonstrate if the University is following credit hour requirements defined by CCPI.
- h) Maintaining course-offering goals in the Quad Cities, including the continued ability for all degree programs to be fully completed on-site or through distance modalities with an annual review of these commitments at the Provost's annual Summer Retreat.
  - Quad Cities worked with Academic Affairs to increase the percent of fully completable undergraduate and graduate degrees on the Quad Cities Campus. Approximately 44 percent of total programs (11 of 25) were fully completable for students entering the Quad Cities Campus in fall 2005 compared to all but one in fall 2009. In addition, new scheduling procedures give the Quad Cities Campus more flexibility in course scheduling times.
- i) Expanding weekend and summer school offerings in order to meet the needs of non-traditional student populations on both the Macomb and Quad Cities campuses.
  - The Provost and Academic Vice President formed a Summer School Task Force to develop recommendations for increasing summer school enrollments on both campuses.
  - The President formed a Summer School Task Force to suggest financing recommendations for summer school on both campuses.

- j) Expanding articulation agreements and the Dual Admissions Transfer Program to promote seamless transfer to Western Illinois University and advisement that keeps students focused on degree requirements and timely degree completion.
  - The College of Arts and Sciences finalized a dual enrollment agreement in Liberal Arts and Sciences and Nursing R.N. to B.S.N. degree completion with Black Hawk and Carl Sandberg College.
  - The College of Business and Technology, in partnership with Quad Cities and Academic affairs, finalized a 2+2 agreement in Engineering with Black Hawk College.
- k) Exploring the awarding of credit for prior learning and life experiences where appropriate to the discipline.
- l) Establishing academic programs that allow a student to start a degree program on the Macomb campus and complete the degree on either the Macomb or the Quad Cities campus.
  - The new Engineering Program will allow students to complete the first two years in Macomb and the second two years in the Quad Cities.
- m) Completing curricular efficiency studies that examine students' time-to-degree and help to inform future academic planning. Results will be shared with the Provost, Deans, and Quad Cities Scheduling Committee.
  - The Federal Compliance section in the institutional re-accreditation self-study from the Higher Learning Commission-North Central Association of Colleges and Schools will examine the average number of hours students are graduating with and time to degree.

Action 2. Support learning inside and outside the classroom and initiatives designed to increase student success.

Current Priorities

- a) Developing strategies to successfully respond to National Survey of Student Engagement results of new college students, second semester freshmen, and second semester seniors as a means to increase student involvement, retention and graduation rates.
  - The Assistant to the Executive Director of University Technology prepares annual summaries of NSSE results for academic departments, Deans, and the President's Cabinet. These data are used to inform program reviews and enhancements to service delivery.
  - The Registrar completed Phase I implementation of the plus-minus grade reporting project, and implemented early warning grade reporting. Registrar also initiates e-mail reports to advisors including an enforced prerequisite warning report, a FYE early withdrawal report, and a FYE failure report.

- b) Providing opportunities for student development and learning outside the classroom through involvement, leadership, and co-curricular experiences in environments that are supportive, challenging, and inclusive.
- The faculty and staff of the Quad Cities Campus promote learning both inside and outside the classroom. Learning spaces such as Room B10 were repurposed to accommodate testing services, a University Technology store, and the sale of WIU apparel.
  - Community involvement in volunteer opportunities such as Habitat for Humanity, WQPT fundraising, and Red Cross' Airport Disaster Simulation are examples of in- and out-of-class learning experiences that integrated involvement of staff, faculty, and students. Quad Cities also increased on-campus employment opportunities for students eligible for work-study.
  - Eight Western students and one advisor were among 2000+ attendees of the U.S. Hispanic Leadership Conference.
  - The Office of Student Activities held the first Leadership Workshop Series. Five workshops were held in fall 2008, and nine were held in spring 2009.
  - Student Services will continue to enhance the Veteran's Assistance Program and determine appropriate use of the Cinema theater building.
- c) Completing the integration of Office of Academic and Student Services on the Quad Cities campus and develop a "one-stop shop" for services provided to students on that campus.
- Quad Cities Academic and Student Services is now an integrated unit of admissions, financial aid, and academic advising committed to helping students navigate from application to graduation.
  - During Fiscal Year 2010, the Director will work with faculty and staff to increase programming, in addition to the services provided to students.
- d) Designing and implementing Western Illinois University's adaptation to the five-year Summit League Plan to increase student-athlete academic achievement.
- Student Services will continue to support and advance intercollegiate athletics department to a level of competitive success within the University's conferences while enhancing the overall student-athlete experience.
- e) Continuing implementation of the *Strategic Plan for the First Year Experience (FYE)* that includes assessing student learning outcomes, evaluating the effectiveness of the FYE, and making programmatic changes where appropriate.
- Academic Affairs clarified goals for student learning the FYE program including a) becoming actively engaged with the campus community, b) develop relationships with peers, faculty, and staff members, c) demonstrate high levels of academic performance, and d) develop appropriate study and time-management skills.

- The Associate Provost will continue to facilitate assessment of student learning in FYE courses and the evaluation of the effectiveness of the FYE.
- f) Re-establishing contact with students who have had to “stop out” or temporarily leave the University for one or more semesters.
- Beginning with fall 2009 recruitment, the Office of Academic and Student Services on the Quad Cities Campus now contacts students who were academically dismissed and are eligible for re-admission to the University.
- g) Developing a comprehensive substance abuse educational program. Initial components of this program related to current University initiatives include:
- (1) Late night and alternative programming.
    - Student Services implemented Late Night Programming including WestFest, Cardinals Game, Six Flags Trip, cinema events, Speed Dating, Dream Analyst, Greg Hoeflicker, Eve 6 concert, Frank Deville, Magician, and a Movie Festival.
    - The 3<sup>rd</sup> Annual First Night Fun is a collaborative program offered during opening weekend by University Housing and Dining Services, Campus Recreation, Student Government Association and others across campus. Over 2,000 students attend the event featuring carnival, live music, and fun giveaways.
    - Student Services will continue to provide late night and alternative programming.
  - (2) Implementation of a comprehensive alcohol risk-reduction plan.
    - Student Services instituted mandatory alcohol pre-matriculation education in fall 2009. *AlcoholWise* shows an overall 50-percent increase in knowledge from pre- to post-test.
    - Student Services established the Alcohol Risk-Reduction Steering Committee comprised of faculty, staff, and students to explore intervention strategies and research resources available for evaluation and compliance of the *Drug Free Schools and Communities Act*.
    - Student Services will continue assessment and planning efforts toward a comprehensive alcohol education program.
  - (3) Future University-theme programming in the areas of health and wellness.
    - The academic year 2009-2010 theme was focused on the area of health and wellness.
- h) Offering comprehensive academic, career, personal, health and wellness counseling, services and programs.
- Human Resources collaborated on University-wide health and wellness initiatives, including Health and Wellness Committee, Western Well, Western Walks, and Minority Health Month.

- The University Counseling Center continues to offer psycho-educational programs focusing on the holistic wellbeing (i.e. Mind, Body, and Spirit) of students and contributed to their personal growth and development. Overall, 4,894 students participated in educational programs during the fall 2008 semester. Some examples of these programs include: Suicide Prevention, Study Skills, Motivation, Sexual Assault, Adjusting to College Life, Eating Disorders, Relaxation, Wellness, Depression, Health Relationships, and Weight Loss.
- i) Encouraging and strengthening shared governance and student participation in University decision-making.
- Student Organization Center formed a student advisory board that helped plan and provide programming for student organizations, and allows members to provide helpful feedback to administration about areas that can be improved.
  - All 10 teams for re-accreditation from the Higher Learning Commission-North Central Association of Colleges and Schools include student representation. The teams will continue their work in Fiscal Year 2010.

Action 3. Provide statewide and national leadership in reducing levels of student indebtedness and increasing cost predictability and affordability.

Current Priorities

- a) Achieving scholarship (and other) goals for the Macomb and Quad Cities campuses as part of the newly developing comprehensive campaign for Western Illinois University.
- Advancement and Public Services Scholarship office received \$273,625 to increase the number of scholarships offered to diverse transfer and freshman students, currently enrolled high achieving students, and current students with financial difficulty.
  - The Honors College Foundation accounts support 76 honors scholarships with 55 awarded to new freshman and transfer students, and 21 awarded to sophomore, junior, and senior honors students. The Foundation accounts also support undergraduate research, travel abroad, student travel to professional meetings, two annual writing prizes, and special honors events.
  - Non-Traditional Programs issued three Alumni Scholarships to BOT/BA students in the amount of \$1,000 each, and a special \$1,000 School of Extended Studies Alumni Scholarship was made possible through a generous donation from a single BOT/BA alumnus. In the University Advising Center and Academic Support Center, the Elkin-Larkin Scholarship was awarded to an outstanding General Orientation student.
  - The Scholarship Office will continue to request more internal unrestricted dollars for scholarship funding, assist with targeted fundraising efforts for scholarships, and publicize scholarship opportunities through the Scholarships 101 newsletter and communication with Financial Aid.

- b) Identifying new sources of financial aid for students enrolled at the University.
- Advancement and Public Services Scholarship office received \$138,125 in new scholarship funding during Fiscal Year 2009.
  - In Fiscal Year 2009, students gained access to \$141,971 in short-term loans and \$72,789 in special financial assistance.
  - Western Illinois University, in cooperation with the Illinois Student Assistance Commission, implemented new dual enrollment partnerships that allow students to take courses at the community college and the University each semester during the freshman and sophomore years. This is a unique partnership in the state of Illinois and is the first time that the Quad Cities Campus will enroll freshmen and sophomores.
  - The Student Assistance and Parent Service Center assisted 175 students and their parents with federal financial aid applications.
- c) Developing, implementing, and supporting new and enhanced strategies for reducing the amount of student indebtedness upon graduation.
- Advancement and Public Services increased parent and student access to scholarship information through the scholarship website, information sharing with advisors, and off-campus scholarship information opportunities.
  - The Bursar worked with Administrative Information Management Systems to increase student bill encumbrance limit from \$50 to \$500, easing the financial burden on students and encouraging them to register for courses. This same partnership resulted in conversion of Perkins accounting to a web-based system.
  - The Office of Financial Aid continues to package aid and provide early notification to students. Western is the earliest Illinois public institution to send award notifications to new students.
  - The Scholarship office will complete a scholarship area website audit and explore ways to be more effective and efficient in the scholarship area's use of technology.
- d) Forming a Presidential Task Force charged with increasing the University's communication about its commitments to reducing levels of student indebtedness and leadership in the areas of cost predictability and affordability.

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

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

- a) Allocating resources to support plans designed to increase student participation in and appreciation of cultural, aesthetic, intellectual, and leadership events on and off campus.

- Gwendolyn Brooks Cultural Center hosted Martin Luther King Jr. Day of Service Project, and Juneteenth Celebration that attracted over 1,200 people.
  - Directors of Casa Latina, Gwendolyn Brooks Cultural Center, and the Women's Center were actively involved in the planning of the new Multicultural Center.
  - Student Services will open and integrate the Women's Center, Casa Latina, and Brooks Cultural Center into the daily functions of the new Multicultural Center. A grand opening is scheduled for homecoming weekend.
- b) Developing educational opportunities designed to raise awareness of environmental issues.
- The Campus Sustainability Committee contributed to University sustainability plans and accomplishments, including design of new silver-certified Leadership in Energy and Environmental Design facilities on both campuses, identification of sustainability courses in the curriculum, evaluation of wind power, adoption of *Green Purchasing Guidelines*, and support of environmental summits.
  - University Relations collaborated to enhance WIU's commitment to sustainability by promoting events such as the Upper Mississippi River Conference, Recycle Mania, and the Environmental Summit.
  - Environmental Studies provided a research prospectus to Renew Moline outlining environmental initiatives required to begin development of the Moline Riverfront (RiverTech), and also created a formal agreement with the Nahant Marsh Advisory Board to develop ways to integrate national resources at the Ira & Reatha T. Post Wildlife Sanctuary (Vishnu Springs) into University coursework and research.
  - The Illinois Institute for Rural Affairs partnered with the University, community, businesses, and government agencies to provide leadership in renewable energy, entrepreneurship, community development, housing and transportation.
- c) Sponsoring University-theme programming and events, and programming in the First Year Experience that is integrated with the University theme.
- The University's Theme for academic year 2008-2009 was Health and Wellness: Challenges and Responsibilities. It was supported by an impressive array of events and presentations, including reading of *Fast Food Nation* and discussion in First Year Experience classes, as well as presentations by Dr. Drew Pinsky, Minority Health Month speaker Dr. Jocelyn Elders, a group fitness class led by Zen Grey, and several activities sponsored by student groups and academic departments.
  - The University Theme for academic year 2009-2010 is Dollars and Sense: Personal Finance to World Poverty. The summer reading was *Nickel and Dimed*, and the University Theme Speakers Series includes Barbara

- The Associate Provost for Undergraduate and Graduate Studies will continue to work with the University Theme Committee on ways to include the Theme in the First Year Experience, and the University Theme Committee will continue to support and expand its programming.
- d) Hosting high-profile University speakers on both the Macomb and Quad Cities campuses.
- In addition to the actions described above, TEAMLEAD, a student-led leadership programming board hosted their annual Fall Leadership Conference featuring keynote speaker Kevin Snyder, who spoke about “Passion, Persistence, and Payoff.”
- e) Enabling students to attend and participate in academic, athletic, co-curricular, performing arts and creative activities/events on both Western Illinois University campuses.
- Physical Plant continues design development for the Performing Arts Center. Construction document preparation is 40-percent complete.
  - The new Multicultural Center was opened at the start of academic year 2009-2010 and will be formally dedicated at homecoming.
- f) Supporting a broad-based National Collegiate Athletic Association (NCAA) Division I varsity intercollegiate athletics program. This includes funding commitments to support our athletic program at a level that allows student-athletes to be successful and competitive within our respective conferences.
- Student Services supported and advanced intercollegiate athletics to a level of competitive success within our respective conference, while enhancing the overall student-athlete experience.
- g) Using the NCAA Certification and other annual reporting processes to demonstrate strict adherence to NCAA operating principles related to governance and rules compliance, academic integrity, equity, and student-athlete welfare.
- Administrative Information Management Systems created an automated NCAA Eligibility Evaluation system.
- h) Providing opportunities for students to learn about financial responsibility and become more proactive in solving financial problems.
- Advancement and Public Services continues to discuss creation of a Financial Advising program for students who receive financial aid.
  - The Bursar and Financial Aid office co-presented the program “Paying for College” as part of new student orientation.

- Western Illinois University-Quad Cities received \$5,000 to provide a series of workshops and events for students on financial literacy. Programming will begin in fall 2009.
- i) Forming a student-led task force to look at strategies for increasing school spirit
    - The University continues student-led traditions of wearing purple and gold on Fridays, the student section of Rocky's Renegades at home athletic events, and homecoming week activities which are also led by students.
  - j) Involving members of the Alumni Association to serve as role models and mentors in internships, career days, guest presentations, speaker series, introductions to the Alumni Association before students leave campus, etc.
    - Alumni Association increased alumni connections, including involvement of high-profile alumni such as Mike Scifres, San Diego Chargers punter, at Ultimate Alumni Day in Arizona; and John Mahoney, from the sitcom *Frasier*, at an alumni event at Steppenwolf Theatre in Chicago and Los Angeles.
  - k) Developing a plan to prepare students to be lifelong, contributing members of the Western Illinois University community.
    - The Alumni Association completed and will be implementing a Strategic Plan for the Association that includes plans to prepare students to be lifelong, contributing members of the Western Illinois University community.
    - The Alumni Association increased Young Alumni participation and that of the Student Alumni Association.
- Action 2. Provide lifelong learning opportunities for faculty, staff, and community members.
- a) Supporting the use of release time, tuition waivers, and other University benefits for faculty and staff to advance their educational pursuits
    - The University continues to support the use of release time, tuition waivers, educational leaves, and sabbaticals for faculty and staff to advance their educational pursuits.
  - b) Continuing to enhance non-credit programs and services.
  - c) Sustaining the University's Affirmative Action Internship Program.
    - The University continues to support its Affirmative Action Internship Program.
  - d) Providing the campus and surrounding communities with a diverse season of quality cultural entertainment and educational opportunities to help foster a lifelong appreciation for the performing arts.

- The Bureau of Cultural Affairs is a student-run organization that presented its first season in 1973. Since then our group has been committed to offering the best in arts and entertainment at the most affordable prices. Likewise, The Performing Arts Society (PAS) includes community and University volunteers who are both patrons of the arts and who are dedicated to advancing arts programming at Western Illinois University.
  - PAS raises funds to support arts programming to include the Youth Performing Arts Series, WIU Summer Music Camp Scholarships, Arts Programming Grants to WIU, faculty and staff, the Bureau of Cultural Affairs, and other arts-centered programming at the University. PAS raises funds through memberships and social fundraising functions.
  - University Television broadcasts instruction, staff development, special interest training, and educational programming to the nation via satellite. University Television also provides a full range of video-imaging services to the campus, community, and region.
  - Tri-State Public Radio serves all or parts of 20 counties in western Illinois, southeast Iowa and northeast Missouri, as an outreach service of the College of Fine Arts and Communication at Western Illinois University. The station provides information and entertainment of the highest possible caliber to enrich and engage the public, enhance quality of life, and meet the diverse needs of people in our region and beyond.
  - In addition to these activities, Western Illinois University-Quad Cities continues to investigate closer working partnerships with the Figge Art Museum, the Campbell Center in Mount Carroll, the Moline-based WQPT public television station and Niabi Zoo, as additional opportunities to provide the campus and surrounding communities with a diverse season of quality cultural entertainment and educational opportunities.
- e) Coordinating the educational opportunities at Western Illinois University.
- Education and Human Services continued to provide regional public service activities through the Regional Science Olympiad completion, PreK-8 Science Update Conference, School Law Conference, Summer Experience, Center for Best Practices in Early Childhood Education, Applied Criminal Justice Studies, and the Central Illinois and Adult Education Service Center.
- f) Assisting teacher education and graduate education programs that link field and clinical experiences; serve the needs of students, graduates, and the professional community; and make curricular adjustments where appropriate.
- The University will help ensure that it is delivering on these objectives (stated above) by securing National Council for the Accreditation of

Teacher Education (NCATE) re-accreditation and National Association of School Psychologists (NASP) Accreditation for School Psychology.

- g) Developing new and enhanced programs and services specifically designed for the specific professional development needs of faculty and staff.
- The Center for Innovation in Teaching and Research hired two new Faculty Associates to address the areas of pedagogy and research. CITR also created monthly “Teaching with Technology Podcasts” to provide faculty with opportunities and resources for professional and personal enrichment. CITR also created a mobile CITR website, C.H.A.T. (Coffee House About Teaching), and Faculty Electronic Resources page to allow faculty convenient, one-place access to course rosters and other Western Online functions.
  - Arts and Sciences continued to aid faculty in seeking and obtaining external funding through the Faculty Mentoring Program, sponsored by Office of Sponsored Projects.
  - Arts and Sciences supported institutional membership in the Central State Universities, Incorporated that supports research through connections with Argonne National Labs.
  - Education and Human Services initiated the Lifespan Institute to bring together faculty of diverse disciplines such as kinesiology, health sciences, recreation studies, social work, dietetics, corrections, counseling and education to study human development.
  - Sponsored Projects implemented a mandatory online training for human subjects and created a responsible conduct in research training module for advanced research.
  - Sponsored Projects cooperated with Arts and Sciences and Education and Human Services to send several faculty members to the Grants Resource Center conferences.
  - Human Resources, in collaboration with the Center for Innovation in Teaching and Research, provided specialized training opportunities at the request of departments and units, including University Libraries, Admissions, and Quad Cities Instructional and Administrative Services
- h) Enhancing health and wellness activities targeted at the specific needs of faculty and staff.
- Human Resources and the University Wellness Committee worked together on programming through GO WESTERN! An Employee Development Advisory Group was established to include a representative view of training and development needs and solutions.

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

- Action 1. Encourage diversity of perspectives and engage in activities that support social responsibility, personal development and leadership.
- a) Providing students with practical and theoretical educational experiences that complement the traditional classroom education.
    - Black Student Association (BSA) hosted their annual Thanksgiving Project. Over 200 volunteers raised 15,176 pounds of food and distributed 118 food baskets throughout McDonough County.
    - Learning to Lead completed the affiliation process with Washington Center, leading to increased accessibility to the program for students across a variety of majors.
    - WIU student-athletes raised \$7,867 for local and regional charities and contributed 2,128 volunteer hours to local agencies.
  - b) Continuing to support expansion of international student recruitment; opportunities for study abroad; and student, faculty and staff exchange programs with colleges and universities internationally.
    - Academic Affairs established an international travel fund to assist faculty who present their scholarly and professional activities at international forums outside North America.
    - The Provost and Director for International studies participated in an invited roundtable for senior campus administrators during the International Student Exchange Program (ISEP) Biennial Conference in Washington D.C. An ISEP program was implemented where Western students pay Western room and board to attend one of several hundred institutions abroad at no additional cost. In addition, new study abroad materials were developed that promote student options for study abroad by academic major.
    - To promote international student enrollment, Academic Affairs attended recruiting fairs in Kazakhstan, Korea, Mexico, Singapore, China, Taiwan, and several Middle-Eastern Countries. Efforts for international recruitment also include \$9,000 in awarded international scholarships, continued activities of Western's English as a Second Language institute, Conversation Mentors, International Neighbors, Weekend Home Stay, and the International Bazaar.
    - Academic Affairs will obtain approval for and implement the International Studies major, augment the number of Study Abroad participants, and increase international student enrollment.
  - c) Supporting service learning, internships, student teaching, and other forms of experiential learning.
    - In February 2009, Western was recently named as one of 83 institutions nationally to the President's Higher Education Community Service Honor Roll for its exemplary service efforts. The Corporation for National and Community Service (CNCS) recognized Western on February 9 at the American Council on Education conference in Washington, D.C.

According to the CNCS, the Community Service Honor Roll, which was established in 2006, is the highest federal recognition a school can achieve for its commitment to service-learning and civic engagement. Honorees for the award were chosen based on a series of selection factors including scope and innovation of service projects, percentage of student participation in service activities, incentives for service and the extent to which the school offers academic service-learning courses.

- In 2008, Western's Volunteer Services sponsored numerous activities including flood relief assistance in Cedar Rapids, IA; participation in the Illinois Campus Compact "Rally for Tomorrow" in Chicago; hosting Make A Difference Day activities; playing Big Pink Volleyball, a breast cancer research fundraiser; and hosting the annual Angel Tree program. Among many activities, Quad Cities students participated in Habitat for Humanity, public television fund-raising drives, a Red Cross airport disaster simulation, and a local Coats for Kids program.
  - In addition to support and opportunities provided by academic departments and schools, Career Services provides experiential education listings on a Web site with over 200 links to match students' and employers' internship and cooperative education needs. Likewise, the Center for the Preparation of Education Professionals is the office for students to contact regarding advising in undergraduate teacher education programs, field and clinical (student teaching) experiences, and certification. Staff work with prospective students, current students, graduates, and those seeking initial or subsequent certification or who have questions about certification; endorsements; or other teacher, school service personnel, or administrative matters.
- d) Engaging in activities associated with the American Democracy Project.
- Events associated with the American Democracy Project included the Hallwas Lecture, Election Day Celebration, Constitution Day Celebration, and Election Day Exit Polls involving several political science students.
- e) Continuing 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 through:
- 1) Networking and professional development opportunities, research and scholarship in cultural diversity, curriculum and instructional development, and leadership in cultural diversity.
  - 2) Assisting students, educators, and community members to acquire the competencies they need to communicate and interact effectively within a culturally diverse world.
- f) Keeping Websites current on culturally diverse programs, services, events, and available for the campus and external communities.

- Western Illinois University-Quad Cities previously launched a redesigned Website and the Macomb Campus is currently redesigning its Website with a targeted launch of early 2010.
- Academic Affairs created a diversity Website to provide information relative to diversity initiatives in Academic Affairs, located at [www.wiu.edu/provost/diversity](http://www.wiu.edu/provost/diversity).

Action 2. Use partnerships to advance the University's vision, mission, values, goals, and actions.

a) Developing a plan for the Alumni Association that links the goals and actions of *Higher Values in Higher Education 2008-2018* to the work of the Association.

- The Alumni Association finalized the *Alumni Association Strategic Plan*.

b) Supporting the comprehensive campaign for scholarships, faculty support, capital improvement, and information and technologies on the Macomb and Quad Cities campuses.

- Advancement and Public Service secured \$9.3 million for the comprehensive campaign in Fiscal Year 2009. This included planned giving, corporate and foundation proposals, and annual funding. Major gifts were also received through the Quad Cities from the Moline Foundation and the John Deere Foundation.
- Quad Cities comprehensive fundraising efforts have generated over \$1.2 million for Fiscal Year 2009. This is up from a value of \$156,650 in Fiscal Year 2008. The campus also continued its annual faculty and staff appeal generating \$4,530, which is up from \$420 generated in Fiscal Year 2006; and in spring 2009, the campus initiated its first annual alumni appeal.
- The University will continue with comprehensive fundraising in Fiscal Year 2010.
- Advancement and Public Services will complete an audit of the scholarship Website, to ensure accuracy and consistency of information and to eliminate unnecessary or outdated information.
- Foundation and Development will raise \$500,000 in Phonathon pledges, and \$2 million in overall Annual Fund pledges and receipts. In addition, Annual Fund fulfillment rate will increase to 85% for Fiscal Year 2010.

c) Increasing the percent of alumni giving to the University.

- Student Services attended annual conferences, such as the American College Personnel Association, where they hosted socials for Western alumni and friends to continue involvement and connections with the University.
- Student Services created the Larry Miltenberger and Nell Gynn Koester Awards to acknowledge outstanding alumni and former staff for accomplishments in residence life and student services.

- The Quad Cities Campus initiated its first annual alumni appeal.
- d) Consulting with external advisory boards to help advance the academic mission and service operations of Western Illinois University, in addition to the goals and actions of Higher Values in Higher Education 2008-2018.
- The President’s National Advisory Board, Quad Cities Leadership Team, and Advisory Boards for each of the Colleges and University Library continue to help advance the academic mission and service operations of the University.
  - Student Services created the Enrollment Management Advisory Committee for input on student enrollment issues and cross-campus collaboration.
- e) Delivering high-quality, value-adding management and professional development programs to businesses and industries in the western Illinois region.
- The Center for the Application of Information Technologies, Small Business Development Center, Western Illinois Entrepreneurship Center, Western Survey Research Center, Illinois Institute for Rural Affairs, and Quad Cities Executive Studies Center all provide high-quality, value-added management and professional development programs to businesses and industries in the western Illinois region.
- f) Supporting economic and cultural development of our host communities and regions.
- Members of both the Macomb and Quad Cities campuses serve on city planning committees, Chambers of Commerce, Rotaries, and other task forces supporting economic and cultural development of our host communities and regions.
  - The Illinois Institute of Rural Affairs received a \$657,000 grant to assist in the coordination of state construction projects as part of the over \$30 billion Illinois Jobs Now state capital bill.
  - Members of the Quad Cities Community attended high-profile University events that include the *State of The University Address*, presentations of University Theme and Environmental Summit speakers, and campus announcements regarding Illinois Board of Higher Education approval of engineering and nursing, the John Deere and Moline Foundation gifts, and the University’s dual enrollment signing ceremony with Black Hawk College.
- Action 3. Provide safe, accessible, responsive campus environments that meet the needs of University constituencies and reflect the core values of the University.
- a) Maintaining safe campus environments with educational programs, services, and University partnerships committed to the prevention of crime; protection of life and property; preservation of peace, order, and safety; and enforcement of laws and University policies.

- The Office of Public Safety partners with all members of the Western Illinois University community to provide a safe environment. Through training, education, and environmental management, OPS provides a campus that is pleasant, safe and secure. OPS safety programs and strategies include an escort system, an Emergency Alert System, Blue Light Call Boxes, a dedicated group of Team Police stationed in the residence halls, crime Victim Assistance and Advocacy, student patrols, and prevention programs.
  - University Technology responded to a malware attack against Western Illinois University and two occurrences of exposure to sensitive University data. By working collaboratively with shared governance groups, the Technology Security Committee and the President's Cabinet, security efforts have addressed audit findings, password policies, appropriate Data Center access, access to University records, and inappropriate storage of sensitive data.
  - The Illinois Law Enforcement Training and Standards Board Executive Institute co-sponsored "Advanced Law Enforcement Rapid Response Training," a weeklong rapid-response, train-the-trainer program at Western during spring break. Twenty-five police officers from University, local, county, and state law enforcement agencies participated in this course for responders who arrive first during an active shooter incident.
  - Physical Plant coordinated with Housing and Dining Services to install power monitoring devices in Thompson Hall. Physical Plant also invested \$23,000 to replace bad lamps in exterior fixtures using mixed Public Safety, Bond, and Physical Plant operation funds.
  - Student Services participated with Wolpert Inc. on a facilities condition assessment and a forensic analysis of water filtration in the residence halls.
  - Campus engagement in technology security issues is needed to promote socially responsible computing and the allocation of staff time to preventative measures rather than reactive situations.
- b) Codifying emergency operations planning and physical disaster recovery for Western Illinois University.
- Risk Management and Emergency Preparedness (RMEP) developed and distributed copies of the Emergency Reference Guide to every department chair/head on campus. This quick reference of resources is available through Document and Publication Services' Office Supply website.
  - RMEP continued to test and improve the functionality of the Western Emergency Alert System, and facilitated National Incident Management System training and refreshers with the President's Cabinet and other University personnel.
  - RMEP reviewed and implemented new protocols to comply with the *Campus Security Enhancement Act of 2008* by implementing emergency preparedness and mitigation plans, establishing a *Threat Assessment Plan*, creating a Violence Prevention Program, and facilitating training activities.

- The Quad Cities Campus is working with an administrative intern to update campus security and emergency preparedness.
  - The Office of Public Safety will certify all officers in rapid response, and explore the feasibility of interoperable communications among first responders.
- c) Codifying technology disaster recovery for Western Illinois University.
- University Technology completed documentation of all University network wiring, and the Geographic Information Systems automated this information critical to the University's operability, security, disaster recovery, and future technology planning.
  - Telecommunications, University Technology, and Administrative Information Management Systems all engaged in technology disaster recovery scenarios in conjunction with codified policies and procedures.
- d) Reviewing and implementing accessibility standards in new construction and campus renovation projects.
- Physical Plant continues to work with the Americans with Disabilities Advisory Committee to evaluate and develop strategies for addressing physical and program barriers for students and employees with disabilities.
- e) Working collaboratively to develop and implement plans to ensure University compliance with Illinois Board of Higher Education and legislative mandates for Web accessibility for individuals with disabilities.
- University Technology's Web Accessibility Committee continued to coordinate institutional compliance with Web accessibility standards in collaboration with faculty, and presented a workshop for the campus community and the Midwestern Educause conference in Chicago.
- f) Continuing implementation of the Western Illinois University *Campus Master Plans* and the *Target Western Forward* athletics facilities plan. Both *Plans* include construction of new and renovation of existing facilities.
- Governor Quinn's July 13, 2009, signing of the state's new state capital construction plan includes over \$820 million in capital construction and renewal for the 12 Illinois public universities. Of this total, the two campuses of Western Illinois University will receive \$129.3 million. Western's value is second highest in the state, with the University of Illinois-Urbana/Champaign receiving \$201.3 million.
  - With the Governor's signing of the state capital construction bills, the next steps are for the state to obtain bonds and release funds to the Illinois Capital Development Board for the administration of design planning and construction activities. Once funds are released to the University, groundbreaking ceremonies will be scheduled for the Western Illinois University-Macomb Performing Arts Center and the Western Illinois University-Quad Cities Riverfront Campus.

- In addition to groundbreaking, Pelli Clarke Pelli's final design work on the Performing Arts Center and construction will begin as soon as state funds are released. Additionally, Administrative Services is preparing for the \$3.5 million in Macomb Campus permanent (maintenance) improvements once state funds are released.
  - Using grant funding, the University is currently surfacing a drainage culvert that will allow construction trucks and materials to gain immediate access to Building One on the Quad Cities Riverfront Campus, expediting the construction schedule. Planning and design work for the new all-weather access road is also in progress.
  - In conjunction with the *Campus Master Plan*, Memorial Hall renovation is progressing; construction for the Multicultural Center, expansion of the Donald S. Spencer Student Recreation Center, dredging of Lake Ruth, a facilities condition assessment audit on both campuses, and development of a long-term plan for University Housing and Dining Services are complete. Additionally, there are new courts in Western Hall and Brophy Hall.
- g) Developing a long-term bonding plan for facilities, infrastructure, telecommunications, and technology needs that is consistent with *Campus Master Plans* on the two campuses of Western Illinois University.
- Physical Plant applied for a grant through the Illinois Clean Energy Community Foundation (ICECF) for facility lighting upgrades, and will continue to work with ICECF to determine other grand funding opportunities for the University.
  - Physical Plant will continue applying for grants with the Department of Commerce and Economic Opportunity, Ameren, Illinois Clean Energy Community Foundation, the Lt. Governor's Sustainable Initiatives, and federal programs that may materialize from economic stimulus funds.
  - Directors from Administrative Information Management Systems, Electronic Student Services, and University Technology are beginning feasibility and needs studies for ultimate replacement of the University's mainframe system.
  - The Vice President for Quad Cities, Planning, and Technology and directors from University Technology are beginning feasibility and needs studies for ultimate replacement of the University's telecommunications system.
- h) Pursuing, aggressively, state funding for the highest facility priorities identified on the *Campus Master Plans*, which include new facilities and funds to support deferred maintenance.
- The University received state capital funding to support construction of the Performing Arts Center and the first two buildings on the newly developing Western Illinois University-Quad Cities Riverfront Campus. As these three facilities are opened, they will be the first new state supported facilities constructed at Western since Malpass Library in 1976.

- Western Illinois University will continue to pursue aggressively state funding for the highest facility priorities identified in *Campus Master Plans* and annual *Capital Recommendations* to the Illinois Board of Higher Education. The latter are approved by the Western Illinois University Board of Trustees each October.
- i) Engaging in programming studies to give precision in cost estimates before requesting inclusion in the University's capital requests to the state.
- Western Illinois University-Quad Cities will engage in a programming study for Building Two on the Riverfront Campus before engaging in architectural and engineering design planning.
- j) Completing a facilities condition assessment (FCA) of major building systems to help prioritize permanent improvements on both campuses.
- The FCA was completed in Fiscal Year 2009, will be presented to the Western Illinois University Board of Trustees, and provides empirical data to help prioritize permanent (maintenance) improvements on both campuses.
- k) Creating component plans to show intentional linkages to *Campus Master Plans* and *Higher Values in Higher Education 2008-2018*. This will be accomplished by creating plans for:
- 1) Housing and Dining Master Plan
    - Student Services completed and presented the Housing and Dining Master Plan to the Western Illinois University Board of Trustees. The plan will continue to guide the allocation of resources for housing and dining facilities.
  - 2) Utilities and Infrastructure Master Plan.
    - Physical Plant initiated and will complete and present the University Utility Infrastructure Master Plan to the Western Illinois University Board of Trustees. The plan will include cost estimates and life cycle cost analyses for central and satellite chilled water plants, and Heating Plant priorities.
  - 3) Campus Parking, Transportation, and Circulation.
    - Physical Plant will initiate a campus parking, transportation, and circulation planning process during Fiscal Year 2010.
    - Physical Plant will collaborate with the City of Macomb on the University Drive realignment plan, newly developing TIF district, and the Adams Street overlay project.
    - Western Illinois University-Quad Cities will continue coordination with the City of Moline on the River Drive and 34th Street

Enhancement Projects, in addition to the construction of All-Weather Road that is immediately south of Riverfront Campus.

- 4) Long-term use for Dr. C.T. Vivian Way.
  - While a study was completed, the Macomb City Council voted to re-open Dr. C.T. Vivian Way to vehicular traffic. The road was opened in August 2009.
- l) Advancing statewide, regional, and national leadership in environmental sustainability within all aspects of University operations (e.g., the curriculum, community and co-curricular events, new construction, and administrative operations).
  - Physical Plant ordered 66 new exterior recycling containers, added new and enhanced interior receptacles, and worked with Dining Services to enhance sustainable operations.
  - Physical Plant will allocate between 15 and 25 percent of Permanent Improvement funds to sustainable initiatives, support University Prius vehicles, and conduct a pilot study to integrate waste food from University dining facilities into its Earth Tub composting operation.
  - Physical Plant will continue to aid in the design, construction, and certification of new and existing facilities to meet silver Leadership in Energy and Environmental Design standards.
- m) Coordinating sustainability reporting for the campus community and external requests.
  - The Director of the Physical Plant currently coordinates sustainability reporting for the campus community and external requests.

## **Goal 6: Demonstrate Accountability**

- Action 1. Use planning, budgeting, and reporting structures to advance University goals and accountability.
- a) Using annual planning and accomplishment presentations as a means to document how areas that report to the president and vice presidents are advancing divisional and University goals and priorities.
    - [www.wiu.edu/UniversityPlanning/strategic-plan.html](http://www.wiu.edu/UniversityPlanning/strategic-plan.html) contains links to the spring 2005 through 2009 planning and accomplishment presentations made by the vice presidents and areas that report to the president.
    - The next annual planning and accomplishment presentations are scheduled for April 2010.
  - b) Continuing to link resource requests and allocations to the advancement of the goals and actions in *Higher Values in Higher Education 2008-2018*.

- Such actions are required in the annual planning and accomplishment presentations made by the vice presidents and areas that report to the president and in the Western Illinois University Board of Trustees annual operating and capital budget recommendations to the Illinois Board of Higher Education.
- c) Providing monthly, quarterly, and annual strategic planning updates to the Western Illinois University Board of Trustees, campus and external communities.
- Monthly and annual *Strategic Plan Updates* are prepared by the Vice President of Quad Cities, Planning and Technology and are available at [www.wiu.edu/UniversityPlanning/strategic-plan.html](http://www.wiu.edu/UniversityPlanning/strategic-plan.html).
- d) Developing and publishing a Website of “dashboard” indicators or Strategic Plan measures for monitoring institutional progression on the goals and actions of *Higher Values in Higher Education 2008-2018*.
- The Western Illinois University Board of Trustees approved the use of 34 quantitative dashboard indicators for measuring institutional progression on the goals and actions of *Higher Values in Higher Education 2008-2018* in June 2008. Data for the first year of implementation have been collected, and the Vice President for Quad Cities, Planning and Technology will work with University Technology to publish a new Website displaying these dashboard indicators.
- e) Using annual performance reports to document advancement of *Higher Values in Higher Education 2008-2018*, statewide priorities, and institutional performance on Strategic Plan indicators compared to peer institutions.
- The Vice President for Quad Cities, Planning and Technology will continue to prepare annual *Performance Reports* for the Western Illinois University Board of Trustees, campus and external communities.
- f) Incorporating college and departmental benchmarking information into academic master planning and use.
- All colleges and University Libraries continue to use benchmark information in academic program reviews, and the Provost’s Office requires benchmarking information for all new funding requests.
- g) Maintaining Website information on annual divisional priorities and accomplishments.
- This information is available from the University’s Strategic Plan Website, [www.wiu.edu/UniversityPlanning/strategic-plan.html](http://www.wiu.edu/UniversityPlanning/strategic-plan.html).
- h) Achieving external validation that the University is following its institutional strategic planning processes and advancing its academic mission, service operations, and highest priorities and goals by achieving re-accreditation or re-certifications from the:

- (1) National Colleges of Teacher Education (NCATE) re-accreditation for University-wide teacher education.
  - The next NCATE re-accreditation visit will occur in academic year 2011-2012. The self-study for this visit is currently in process.
- (2) National Collegiate Athletic Association (NCAA) Division I recertification.
  - The next NCAA certification visit will occur in academic year 2014-2015.
- (3) Higher Learning Association-North Central Association of Colleges and Schools re-accreditation.
  - Over 100 members of both the Macomb and Quad Cities Campuses are participating in the University's self-study for re-accreditation from the Higher Learning Commission-North Central Association of Colleges and Schools. Fiscal Year 2009 was a year of initial report drafting.
  - Following precedent established with our University plans, Fiscal Year 2010 will be a year of iterative drafting for the University's accreditation self-study report. The goal is to have a completed draft endorsed by governance groups on both campuses before presenting to the Western Illinois University Board of Trustees for approval and submission to the Higher Learning Commission-North Central Association of Colleges and Schools.
- (4) All discipline-based accreditations and certifications, where appropriate to the discipline. (See materials presented in Goal 2, Action 1-e.)
  - i) Completing the next review/update for *Higher Values in Higher Education* in academic year 2013-2014.