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EMPLOYMENT

VICE PRESIDENT FOR QUAD CITIES, PLANNING, AND TECHNOLOGY, WESTERN ILLINOIS UNIVERSITY (JANUARY 2008-CURRENT). This position serves as the Chief Operating Officer for the Western Illinois University Quad Cities Campus, as well as the Chief Planning and Technology Officer for the two campuses of Western Illinois University (Macomb and Quad Cities). The position is a member of the President's Cabinet, supervises 200 full time employees, and oversees the Western Illinois University Quad Cities operating and capital budgets, and the technology enterprise of the University. The position:

- Serves as chief advisor to and representative for the President regarding Western Illinois University-Quad Cities, Planning, and Technology.
- Provides administrative leadership and coordination for Western Illinois University-Quad Cities, Planning and Technology.
- Represents Western Illinois University in host community economic development initiatives and in state, regional, and national planning, technology, and university accountability initiatives and organizations.
- Assumes responsibilities for the long-term planning and all aspects of daily operations at Western Illinois University-Quad Cities, Planning, and Technology.
- Maintains fiscal responsibilities and programmatic analyses for Western Illinois University-Quad Cities, Planning, and Technology.
- Establishes and maintains necessary control mechanisms for effective management of Western Illinois University-Quad Cities, Planning, and Technology.
- Administers studies, analyzes, and plans for Western Illinois University-Quad Cities, Planning, and Technology.
- Engages in policy development and implementation related to Western Illinois University-Quad Cities, Planning, and Technology.
- Prepares monthly *Strategic Plan Updates* to the Western Illinois University Board of Trustees and the campus community. Also provides annual reports to the Western Illinois University Board of Trustees on areas of administrative responsibility and university accountability.

The Vice President position is very collaborative, and involves working with multiple internal and external stakeholders to achieve the goals and priorities of Western Illinois University and its host communities. The position requires both a rural perspective (Western Illinois University-Macomb enrolls 11,224 students in a town of 20,000) and an urban perspective (Western Illinois University-Quad Cities enrolls 1,361 students in a metropolitan area of 400,000). Accomplishments in this position include:

- Working with multiple constituencies, including regional legislators, the Illinois Board of Higher Education, Quad Cities Chamber of Commerce, City of Moline, its economic development partner Renew Moline, the Western Illinois University Board of Trustees, President, Cabinet, students, faculty, staff, alumni, and friends of the University to receive \$57.8 million in state capital funding to construct the new Western Illinois University-Quad Cities Riverfront Campus. This new facility will support growing enrollment from current levels to 3,000 students while maintaining historically low student-to-faculty ratios at 16:1.
- Authoring and supporting institutional strategic plans that reinforce strong commitments to instruction, research, and service. Participated in institutional planning and decision making to raise average faculty salaries to levels that are more competitive with peer institutions, established new and expanded programs (described below), supported multidisciplinary center development, conducted a

review that led to increased travel support for faculty, as well as supporting a new Quad Cities faculty research mentorship program and institutional membership in the Quad Cities Professional Development Network—a consortium of eight local higher educational institutions who share professional development opportunities between colleges and universities.

- Partnering with program faculty, staff, and academic leadership to achieve necessary Illinois Board of Higher Education, State of Iowa, and Higher Learning Commission-North Central Association of Colleges and Schools curricular and/or site approvals for the Quad Cities Campus to offer undergraduate and graduate programs of study in engineering, liberal arts and sciences, early childhood education, museum studies, and on-line RN-BSN completion.
- Overseeing the creation of University Technology, a new unit of 100 FTE from various technology, telecommunications, and mainframe professionals who have successfully implemented new four-year faculty computer and electronic classroom upgrade programs; processes for institutional Web re-design (new look and added functionalities debuted in 2010); campus portal currently in development; unified e-mail, calendar, and collaboration software; knowledge-based help desk system; content management system; faculty support for on-line course development; a classroom support unit; educationally discounted software purchase programs for students, faculty, staff and alumni; integrated voice, video, and data networks, in addition to a 44% increase in bandwidth to the student residential network.
- Working with both Western Illinois University campus communities and governance processes to update the University's *Strategic Plan*, complete the *2010 Institutional Self-Study for Re-Accreditation from the Higher Learning Commission-North Central Association of Colleges and Schools*, and to create the *Institutional Strategic Plan for Technology* and separate *Campus Master Plans* for facilities and infrastructure on the Macomb and Quad Cities Campuses. Also supported creation of a Quad Cities Civil Service Employees Council to complement campus shared governance processes that include a Faculty Council and Student Government Association. A proposal for a Quad Cities Council of Administrative Personnel is in development.
- Providing the Western Illinois University Board of Trustees and campus communities with monthly progress reports on the status of strategic planning implementation, as well as annual reports related to institutional planning, resource allocation, and accountability reporting. In these reports, University performance is compared to stated objectives (whether actions are completed/maintained, in progress, or not yet started), the intended effect (performance indicators are moving in the desired direction, remaining unchanged, or progressing in the opposite direction) and institutional performance compared to benchmark institutions to inform future planning.
- Overseeing the budgets of Western Illinois University-Quad Cities, Planning, and University Technology, including a 3.5% institutional budget reduction in Fiscal Year 2011 with no layoffs or furloughs; as well as efforts described below that include cultivating new resources and financial strategies to advance institutional leadership in issues of affordability.
- Obtaining the largest cash gift ever, \$1.0 million, to Western Illinois University-Quad Cities. This gift was from the John Deere Foundation and the Moline Foundation to establish the School of Engineering. Through internal reallocations and external gifts, the program started with no new appropriated resources.

Other fundraising accomplishments include establishing annual Quad Cities faculty, staff, and alumni annual appeals; creating a Quad Cities Leadership (fundraising) Team that has collected over \$3.2 million in gifts and in-kind donations to Western Illinois University-Quad Cities in two years of operation; and leading the license and \$1.9 million asset transfer of WQPT-Quad Cities Public Television from the Greater Quad Cities Telecommunications Corporation to Western Illinois University-Quad Cities. Established a monthly local public affairs program, a new series highlighting the fine and performing arts at Western Illinois University, and the re-broadcast of Leatherneck sports since license acquisition.

- Collaborating with the Illinois Student Assistance Commission and local community colleges to design and implement new dual enrollment agreements that allow students, beginning in the freshman year, to

- simultaneously take courses at the community college and Western each semester for the first two years of study and saving the student up to 25 percent on their college costs. The program also creates financial aid eligibility for students who would not otherwise qualify at the community college.
- Initiating a new *Transfer Cost Guarantee* that reduces student tuition and fees by up to 10 percent for students who earn an Associates degree and immediately transfer to Western Illinois University. Currently working with Black Hawk College and Eastern Iowa Community College District to implement transfer agreements for students in 80-hour applied degree programs to transfer into Western's predominately on-line Bachelors of General Studies degree program.
 - Enriching educational opportunities inside and outside of the classroom by partnering with the Macomb Campus to expand academic programs, provide high-profile speakers and events on both campuses, establish a Quad Cities Honors Convocation prior to commencement, identify new internship sites, and use local venues to host select Leatherneck sporting events.
 - Enhancing campus diversity from 10.7% of total enrollment in fall 2007 to 11.5% of total enrollment in fall 2010 by reallocating resources to hire of a new multicultural recruitment specialist; supporting local activities in the minority community (e.g., outreach at the Martin Luther King Center and Viva Quad Cities), receiving new scholarships specifically designed for minority students; diversifying in open positions; conducting analyses to inform policy decisions to increase the recruitment base by offering Illinois in-state tuition to residents of Indiana, Iowa, Missouri, and Wisconsin; supporting new GLBT initiatives and 19 professional and registered student organizations to provide an inclusive and welcoming campus environment.
 - Attending quarterly meetings of the Alumni Council and regularly scheduled campus governance groups (Macomb and Quad Cities) to gain campus advice, feedback, and direction on matters related to Quad Cities, planning, and technology; and participating in 69 media interviews regarding the Quad Cities Campus during academic year 2009-2010.
 - Engaging in partnership activities for Western Illinois University-Quad Cities that have included the following developments in areas proximal to the Riverfront Campus: a \$71 million restaurant and retail development known as Bass Street Landing; a \$45 million Transit Oriented Development/Amtrak Station that will include an intermodal pedestrian transport center, a new high rise office structure, retail, and food court; a \$5 million new facility for research and development by the public and private sectors; and a \$12 million, 90-unit work-live lofts, with retail and businesses located on the lower levels.
 - Representing Western Illinois University for the Higher Learning Commission-North Central Association of Colleges and Schools by serving as the University's Self-Study Coordinator and Accreditation Liaison Officer, continuing with annual site visitations as a member of consultant-evaluator core, participating on the National Pathways Task Force for the revision of accreditation criteria and processes, and being recently named to a four-year term on the Accreditation Review Panel to set and evaluate accreditation policies, procedures, and recommendations.
 - Serving in officer positions for the Illinois Association of Institutional Research (past president), Association of Institutional Research (trainer in university planning and budgeting), in addition to maintaining active membership in statewide task forces (e.g., information reporting for the Illinois Board of Higher Education), and professional organizations, including the National Association of Branch Campus Administrators, Society of College and University Planning, and Educause.

In this position, as Executive Assistant to the President for Quad Cities, Planning and Technology (December 2008-August 2008 that was re-titled to Vice President to reflect the growth and expansion of the Quad Cities Campus) and as Assistant to the President for Planning and Budget (see below), I maintained tenure and served as an Assistant Professor in the department of Educational Leadership.

ASSISTANT TO THE PRESIDENT FOR PLANNING AND BUDGET, WESTERN ILLINOIS UNIVERSITY (APRIL 2005-AUGUST 2008). This position reports directly to the President, serves on the University Cabinet, and leads the integration of strategic planning, resource allocation, and accountability

reporting. Included in this role is the oversight and development of annual all-funds institutional budgets (in excess of \$190 million), annual departmental budget allocations, and external and internal reports and responses to the Illinois General Assembly, Illinois Office of Management and Budget, Illinois Board of Higher Education and Western Illinois University's Board of Trustees.

This position also chairs University Strategic Planning Committees, Master Planning Committees, University Fiscal Committees, Technology Committees, and President's Recruitment and Retention Task Forces at both Western Illinois University campuses (Macomb and Moline). The position spends significant time interacting with all campus governance groups on both campuses and monitors/reports progress on the University's strategic plan to campus and external communities.

The position supervises an office staff of 10 full time employees. Direct reports include the Director of University Budget Office, Director of Institutional Research and Planning, and the University Assessment Coordinator.

DIRECTOR, UNIVERSITY PLANNING AND INSTITUTIONAL RESEARCH, ILLINOIS STATE UNIVERSITY (JULY 2000-MARCH 2005). This position reports directly to the Vice President Finance and Planning, meets bi-weekly with the Vice President and Provost and is charged by the President and Vice Presidents to create and successfully implement a nationally recognized strategic planning model that links academic, facilities, and fiscal planning with daily operations. This has been successfully achieved by:

Creating Educating Illinois: An Action Plan for Distinctiveness and Excellence at Illinois State University. This plan, which was based on input of a 30 member writing team and over 100 campus focus groups and presentations, was unanimously endorsed by all governance groups (the Academic Senate, Administrative/Professional and Civil Service Councils, and Student Government Association) and unanimously approved by the Illinois State University Board of Trustees (BOT). In leading the efforts of over 400 students, faculty, staff, and community members, *Educating Illinois* accomplishments include:

- Advancing to Tier III in *US. News and World Report's* rankings of National Doctoral Universities and placing in *Kiplinger's Personal Finance Top 100 Colleges and Universities* for academic quality and value.
- Increasing the dollar value for external grants and contracts received at Illinois State University by 68 percent in three years.
- Achieving mean ACT scores (23.9), freshmen retention rates (84 percent), and University graduation rates (62 percent) at historic peaks.
- Engaging in cost savings and avoidance activities and internal reallocations totaling \$32.4 million over three years to improve institutional productivity, cost effectiveness, and accountability.

Co-Chairing Illinois State University's 2002-2004 Self Study for Accreditation under the new criterion from the Higher Learning Commission of the North Central Association of Colleges and Schools. This includes:

- Leading the efforts of over 200 members of the campus community in developing, codifying, and assessing planning and budgeting structures, processes, and systems at the school/departmental, college, vice presidential, and university level.
- Leading the reporting of Annual Institutional Indicators, Federal Compliance Reporting, Criterion I: Mission and Integrity, Criterion 2: Planning for the Future, and the University Special Emphasis on Planning and Budgeting.

Creating The Master Plan: Achieving Distinctiveness and Excellence in Form, Function, and Design at Illinois State University. This plan, which was based on input from a 30-member writing

team and 76 campus presentations and focus groups, was unanimously endorsed by the Academic Senate and unanimously approved by BOT. Planning accomplishments include:

- Receiving over 90 percent of the State's capital funding in Fiscal Year 2004 to support remodeling of one-half of Illinois State University's primary instructional buildings.
- Opening the new Center for Performing Arts, College of Business Building, In Exchange pedestrian plaza; and relocating the University Farm.
- Completing a Facilities Condition Assessment to objectively quantify utility infrastructure and deferred maintenance needs, implementing the *Energy Management and Utility Infrastructure Plan, Long Range Plan for University Housing and Campus Dining Services*, and establishing a campus transit system after finishing a long-term parking analysis.

Engaging in financial activities to support university planning. This includes:

- Serving on the Illinois State University Foundation Board of Directors that successfully raised over \$96 million during the University's first comprehensive fundraising campaign, including \$5 million from the University community and a \$9 million gift from State Farm Insurance Companies to support construction of the new College of Business Building.
- Linking the University's requests for state resources (operating and capital) to the statewide strategic plan for higher education, *The Illinois Commitment*, and *Higher Education's Statewide Capital Policies and Priorities*.
- Establishing salary benchmarks for Administrative/Professional and Civil Service employees to enhance personnel, retirement, and salary planning.

Linking daily operations with University's strategic plans, by:

- Revising the academic program review process, in consultation with the Academic Planning Committee and the Academic Senate, to include performance indicators from *Educating Illinois* and *The Master Plan* in the self study process.
- Redesigning academic budget-planning processes to include programmatic justification for new staff and resources that support *Educating Illinois* and *Master Plan* goals and priorities.
- Implementing a comprehensive administrative review process to evaluate the priorities, quality, and productivity for the 800 employees in the Division of Finance and Planning.
- Presenting bi-annual strategic planning updates to all governance groups.

In addition to these responsibilities, the position serves as the University's Cost Study, Shared Enrollment, and IPEDS Coordinator, and works collaboratively with the Director of Budget-Planning in providing Resource Allocation Management Program submissions to the Illinois Board of Higher Education (IBHE).

ASSISTANT DIRECTOR, OFFICE OF PLANNING, POLICY STUDIES, AND INFORMATION SYSTEMS, ILLINOIS STATE UNIVERSITY (JULY 1998-JUNE 2000)

Responsibilities and accomplishments of this position focus on accountability reporting to the IBHE, and supporting university planning and policy studies. This includes:

- Preparing annual *Results Reports* and *Underrepresented Groups Reports* for BOT and the IBHE.
- Developing standardized productivity measures to support academic planning and resource allocation (staffing and programs).
- Working with the campus community in documenting undergraduate and graduate tuition waiver goals, distribution processes, and evaluation per IBHE and State of Illinois, Office of the Auditor General requirements.

- Providing institutional leadership on the President's Executive Committee for Diversity, Provost's Advisory Council, National Collegiate Athletic Association's Self Study Certification Team, Academic Planning Committee, University-Wide Assessment Committee, the Council for General Education, and the General Education Coordinating Committee.

From August 1990-June 1998, I served as a Research Associate in the Office of Planning, Policy Studies, and Information Systems at Illinois State University, and this was complemented by serving as an adjunct faculty member in the College of Arts and Sciences (August 1994-May 1996), and as an adjunct faculty member in the Division of Business and Behavioral Sciences at Heartland Community College (December 1993-May 1998).

EDUCATION

- 8/91 to 5/94 Illinois State University, Normal, IL. Ph.D., Educational Administration and Foundations with a concentration on Statistical Research and Evaluation.
- 8/88 to 5/90 Illinois State University, Normal, IL. M.S., Psychological Measurement and Statistics.
- 1/84 to 5/88 Illinois Wesleyan University, Bloomington, IL. B.A. in Psychology with an emphasis on Applied Behavior Analysis.

SELECTED PUBLICATIONS

- Western Illinois University's institutional self-study for reaccreditation from the Higher Learning Commission-North Central Association of Colleges and Schools entitled *Higher Values in Higher Education: NCA Self-Study Report 2010* (co-author and content editor). Copy is available at www.wiu.edu/accreditation This Self-Study evaluates institutional compliance with accreditation criteria and seeks consultation from the Commission as the University strengthens distance education, grows two campuses, and measures and demonstrates our values.
- *Monthly Strategic Plan Updates*. From September 2005 to current, the Western Illinois University Board of Trustees and the campus community receive a monthly update regarding the implementation of university priorities and goals. These reports are available at www.wiu.edu/university_planning/strategicplan.php
- *Higher Values in Higher Education 2008-2018*. This was an update to the University's *Strategic Plan* that introduced specific priorities and resource allocation strategies to reflect the four core values of Western Illinois University. Copy is available at www.wiu.edu/university_planning/strategicplan.php.
- *Higher Values in Higher Education Annual Strategic Plan Updates*. Starting in Fiscal Year 2006, these annual updates summarize institutional information to document the annual number of strategic plan priorities with accomplishments and plans. Copy of these reports is available at www.wiu.edu/university_planning/annualstrategicplanupdates.php.
- Western Illinois University's *Fiscal Years 2005-2011 Performance Reports*. These annual reports evaluate the combined impact of *Higher Values in Higher Education* implementation by documenting whether institutional performance indicators are completed/maintained, progressing in the desired direction, showing no change, or moving in the opposite direction. University performance is also benchmarked against peer institutions in these reports. These reports are available at www.wiu.edu/university_planning/annualperformancereports.php and they are supported by an interactive dashboard that is available at www.wiu.edu/university_planning/dashboard.php.
- Western Illinois University's *Fiscal Year 2006-2009 All Funds Budgets*, *Fiscal Years 2006-2009 Departmental Budget Allocations*, and *Fiscal Year 2007-2010 Operating and Capital Requests*. These documents demonstrate the successful integration of an empirically-based, institutional planning, budgeting, assessment/evaluation, and accountability reporting model. Furthermore, this is a transparent model with annual institutional budget information available at www.wiu.edu/budget.

- *The Institutional Strategic Plan for Technology at Western Illinois University 2007-2012*. This is a five year vision for technology that is integrated with the University's strategic and master plans and emphasizes the roles of technology in supporting the academic mission and service operations of the two campuses of Western Illinois University. The plan and annual status reports are available at www.wiu.edu/university_planning/techplan.php.
- *The Campus is the Classroom: Western Illinois University-Macomb Master Plan and Vision 2020: Western Illinois University-Quad Cities Campus Master Plan*. These are the future physical development plans for facilities, grounds, and infrastructure on the two campuses of Western Illinois University. Both emphasize the importance of the physical infrastructure supporting the academic mission and service operations of Western Illinois University. These campus master plans and supporting materials are available at www.wiu.edu/university_planning/masterplan.php.
- *Streamlining and Enhancing Academic Program Review*. This paper was presented at the Illinois Association of Institutional Research's annual fall 2004 conference. It demonstrated how to infuse academic planning and strategic planning at all levels of the institution. It was selected as the conference's best paper and was, therefore, presented at the Association of Institutional Research's annual national conference in summer 2005.
- Illinois State University's *Fiscal Years 1999-2004 Results and Performance Reports*. These reports summarize university progress towards full implementation of the state's six goals for all of higher education identified in *The Illinois Commitment*. These reports annually measure University progress through summaries of institutional accomplishments, plans, and 33 performance indicators.
- Illinois State University's *Fiscal Years 2001-2004 Educating Illinois Updates*. These reports document University progress on implementing goals and actions from the University's strategic plan. Reporting is based on performance indicators established through quantitative indicators and benchmark schools agreed upon by the campus community.
- *Educating Illinois: An Action Plan for Distinctiveness and Excellence at Illinois State University 2003-2010*. This is an update to the University's strategic plan that focuses the original 15 goals to 8 and 79 actions to 15 by using a "balanced scorecard" methodology and the *Illinois State Board of Trustees Vision 2007* document.
- *Educating Illinois: An Action Plan for Distinctiveness and Excellence at Illinois State University 2000-2007*. This is the University's comprehensive strategic plan. Five core values were the basis of 15 goals with 79 action items. This plan was developed in consultation with over 100 campus presentations and focus groups.
- *The Master Plan: Achieving Distinctiveness and Excellence in Form, Function, and Design at Illinois State University 2000-2020*. This is the university's long-term future physical development plan for facilities, grounds, technology, and infrastructure.
- Illinois State University's Fiscal Years 1992 through 2001 annual *Underrepresented Groups Reports*. In conjunction with *Illinois Public Law 85-283*, these reports summarize the outcomes of university plans to increase the participation and achievement of minority, female, and disabled students, faculty, and staff for these individuals have been traditionally "underrepresented" in higher education.
- Illinois State University's *Fiscal Year 1990 through 1998 Priorities, Quality, and Productivity Reports*, the primary institutional accountability report to the Illinois State University community and the IBHE.
- Illinois State University's *Plan for Diversity*. The plan was implemented in fall 1998 and was updated by the President's Executive Committee for Diversity in fall 2004.

SELECTED ORGANIZATIONS, ACCOMPLISHMENTS AND HONORS

- Current Professional Associations: Illinois Association of Institutional Research, Association of Institutional Research, Educause, National Association of Branch Campus Administrators, and the Society for College and University Planning.
- Board Member, United States Army, Rock Island Arsenal Development Group and Quad Cities International Airport, Air Service Committee (2009 to Current).
- Member Quad Cities Chamber of Commerce and Quad Cities Hispanic Chamber of Commerce (2008 to Current).
- Board Member, Quad Cities Graduate Studies Center (Executive Committee Member) and Quad Cities Sports Commission (2007 to Current).
- Faculty member for the Association of Institutional Research, responsible for annually teaching planning, budget, and assessment (2006 to current).
- Member of City of Moline's Design, Build, and Manage teams for new construction and renovation in Tax Increment Financing Districts (2005 to current).
- Illinois State University Alumni Board of Directors (2005-2008).
- President, Illinois Association of Institutional Research (2004-2006); Vice President (2003-2004) and Treasurer (2002-2004).
- Consultant-Evaluator for the Higher Learning Commission of the North Central Association of Colleges and Schools (2004 to current), member of the national Pathways project to re-design accreditation criteria and processes (2008 to current), Accreditation Liaison Officer for Western Illinois University (2009 to current), and recently appointed to the Accreditation Review Committee (2010-2014).
- Esprit De Corps Service Recognition Award Recipient, Illinois State University Administrative-Professional Council (2004).
- Illinois State University Foundation Board of Directors (2002-2005).
- Illinois State University Administrative/Professional Council Member (2002-2004).
- Recipient of a \$921,000 federal grant that established initial funding for Illinois State University's Special Education Assistive Technology Center (2001).
- Named Outstanding Service Provider, College of Education, Illinois State University (2000).
- Named Outstanding Faculty Member, Heartland Community College (1998).
- Consultant for higher education planning, budget, and assessment at Tulsa Community College, Rend Lake College (Mount Vernon, Illinois), Illinois College, Lassen College (Susanville, California), and the University of Illinois-Springfield.

ADDITIONAL MATERIALS FURNISHED UPON REQUEST