

To: Members of the Western Illinois University Board of Trustees
Cathy Early, Chair Will Gradle
Roger Clawson Todd Lester
Lyneir Cole Steve Nelson
Carolyn Ehlert Fuller Yvonne Savala

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

Date: February 28, 2017

Re: February 2017 Strategic Plan Update

On behalf of the 44 members of the Social Responsibility Task Force, this month's *Strategic Plan Update* seeks your feedback to the draft of the *2017-2018 Higher Values in Higher Education Supplement*. Please provide your feedback to me by March 20th, so the Task Force can continue to refine this institutional document. We are also scheduled March meetings with all governance groups on both campuses to gain additional feedback from members of the University community.

Borrowing from a section in this *Update* to provide context for your feedback request, Western Illinois University's institutional strategic planning is based on ten-year visions for the University created every five years. We recognize that internal and external environments are dynamic. As such, there are unforeseen opportunities and challenges at the time of writing a strategic plan. Therefore, the University community creates and implements Strategic Plan Supplements annually in the intervening years before a new strategic plan is developed.

Annual Strategic Plan Supplements and Strategic Plans require endorsement of all governance groups on both campuses and approval of the Western Illinois University Board of Trustees before actions are implemented. Initial discussion sessions are being scheduled at the time of writing this Strategic Plan Update. The Supplement that you will be reviewing contains institutional goals and priorities for academic year 2017-2018.

These institutional goals and priorities in this *Supplement* will be implemented in tandem with the institutional goals and priorities contained *Higher Values in Higher Education 2012-2022*. Moreover, every academic department and administrative unit prepares Consolidated Annual Reports each spring to document strategic planning accomplishments and plans at the departmental, college, and divisional levels.

Please contact me if you have any questions about the materials presented in this month's *Update* and/or feedback for the continued successful advancement of the University's *Strategic Plan*.

cc: President Thomas CSEC President Dorethy SGA President Frank
Interim Provost Neumann COAP President Koltzenburg Associate Provost Parsons
Vice President Bainter Faculty Council Ch. Pillutla Associate Provost Morgan
Interim Vice President Williams Faculty Senate Chair Pynes Planning, Budget, and IR Staff
Interim Vice President Bierman SGA President Svirupskaitė President's Office

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Higher Values in Higher Education Goals and Priorities for Academic Year 2017-2018

Preamble

Western Illinois University empowers students to become engaged and productive global citizens committed to making a difference in the diverse communities and professions they represent. Our graduates are leaders in their fields equipped with knowledge, problem solving skills, and community awareness necessary to address the professional, economic, and social issues of our time.

The History and Heritage of Western Illinois University

Founded in 1899, the Western Illinois State Normal School was established to address teacher preparation in the state's grammar schools. The faculty and students of Western were eager to meet this need, and the institution soon became known for its well-rounded, deeply committed graduates, a tradition that continues.

As the years passed and the name was changed to Western Illinois State Teachers' College in 1921, and then to Western Illinois University in 1957, the institution's mission continually broadened to include academic majors that prepared high school teachers; the state's earliest and most successful extension program; a multifaceted graduate school; a liberal arts program; and, eventually, distinguished colleges devoted to Arts and Sciences, Business and Technology, Education and Human Services, and Fine Arts and Communication.

Throughout time, and most recently as Western celebrated 50 years as a University during academic year 2007–2008, we have earned and maintained a reputation for expanding public access to affordable, high-quality degree programs and fostering student involvement in University activities.

We are now a leading University with a residential campus in Macomb; a metropolitan, non-residential campus in the Quad Cities; and extension and distance learning programs. With an outstanding, diverse faculty and staff committed to multicultural and international education, Western Illinois University offers undergraduate and graduate programs of study to approximately 11,000 students from Illinois, across the nation, and around the world.

Strategic Planning at Western Illinois University

Western Illinois University's institutional strategic planning is based on ten-year visions for the University created every five years. We recognize that internal and external environments are dynamic. As such, there are unforeseen opportunities and challenges at the time of writing a strategic plan. Therefore, the University community creates and implements *Strategic Plan Supplements* annually in the intervening years before a new strategic plan is developed.

Annual *Strategic Plan Supplements* and *Strategic Plans* require endorsement of all governance groups on both campuses and approval of the Western Illinois University Board of Trustees before actions are implemented. This *Supplement* contains institutional goals and priorities for academic year 2017-2018.

These institutional goals and priorities in this Supplement will be implemented in tandem with the institutional goals and priorities contained *Higher Values in Higher Education 2012-2022*. Moreover, every academic department and administrative unit prepares Consolidated Annual Reports each spring to document strategic planning accomplishments and plans at the departmental, college, and divisional levels.

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The Vision, Mission, and Values of Western Illinois University

Our Vision

Western Illinois University aims to be the leading university in providing educational quality, opportunity, and affordability.

Our Mission

Western Illinois University empowers students, faculty, and staff to lead dynamic and diverse communities. We provide student-centered undergraduate and graduate programs characterized by innovative teaching, research, and service, grounded in interdisciplinary, regional and global perspectives. We engage our students in educational opportunities guided by a professional and diverse faculty and staff in collaboration with alumni and community partners.

Our Values

Academic Excellence

Central to our history is the commitment to teaching, to the individual learner, and to active involvement in the teaching-learning process. Western Illinois University's highly qualified and diverse faculty promotes critical thinking, engaged learning, research, and creativity in a challenging, supportive learning community. We are committed to student success in an academic environment that encourages lifelong development as learners, scholars, teachers, and mentors.

Educational Opportunity

Western Illinois University values educational opportunity and welcomes those who show promise and a willingness to work toward achieving academic excellence. We are committed to providing accessible, high quality educational programs and financial support for our students.

Personal Growth

Western Illinois University values the development of the whole person. We are committed to providing opportunities for personal growth in an environment that supports the development of wellness, ethical decision making, and personal responsibility in the global community.

Social Responsibility

Western Illinois University is committed to civic and community engagement, equity, social justice, and diversity and will maintain the highest standards of integrity in our work with others. We create an environment that fosters and promotes citizenship. We serve as a resource for and stimulus to educational, cultural, environmental, community and economic development in our region and well beyond it for the public good.

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Executive Summary

Higher Values in Higher Education 2012-2022 articulates the shared *Vision* of the Western Illinois University community as we aim to become a national leader in providing quality, opportunity, and affordability. It further articulates our *Mission* and *Core Values* that define and differentiate the University's educational experience from all other institutions.

We are a mid-size institution that offers students personal attention with the resources of a large, comprehensive institution. By valuing academic excellence, educational opportunity, personal growth, and social responsibility, we provide a transformative, high quality, and innovative learning environment.

We are an inclusive community of scholars and practicing professionals, who celebrate diversity, and place a premium on active, engaged, and lifelong learning for students and in our personal and professional endeavors. We also serve as a catalyst for partnerships in community and economic development in our host communities, regions, and beyond for the public good.

We are committed to continuous improvement in our planning. Because many of the *Strategic Plan* priorities have been achieved or embedded into existing structures and processes, and circumstances can change, annual *Strategic Plan Supplements* beginning in academic year 2016-2017 provide areas of focus for the university as we enrich academic excellence, provide educational opportunity, support personal growth, promote social responsibility, and demonstrate accountability.

Our goals and priorities for academic year 2017-2018 focus on setting a strong future for Western Illinois University by:

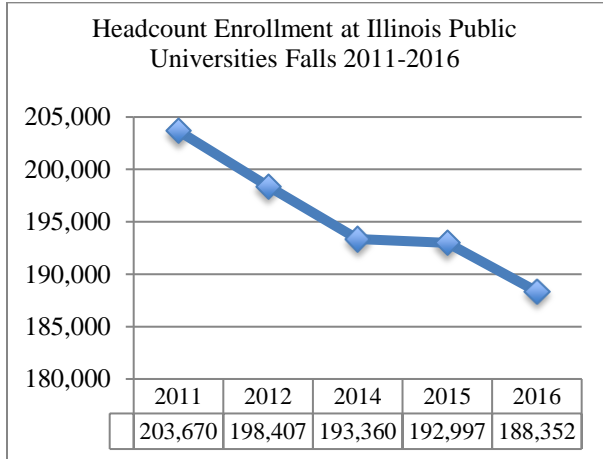
1. Stabilizing Enrollment
2. Providing Educational Opportunity and Continuing to Advance Academic Excellence
3. Expanding Community Engagement
4. Increasing External Revenue, While Limiting Cost Increases to Students
5. Continuing Conservative, Mission-Driven Fiscal Management

We choose our goals and supporting priorities carefully and deliberately. Western Illinois University will celebrate its 118th anniversary during academic year 2017-2018. The goals and priorities in this *Supplement* are designed to position the University for long-term, continued success as a top-tier, public master's granting institution nationally recognized for leadership in quality, opportunity, and affordability.

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Goal 1: Stabilize Enrollment

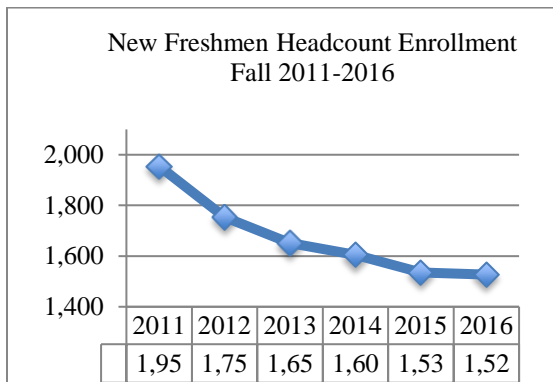
The 12 Illinois public universities are in a period of enrollment decline. Total headcount enrollment in Illinois public higher education decreased by 7.5% from 203,670 students in fall 2011 to 188,352 students in fall 2016. Many external factors are contributing to this enrollment decline.



Challenges to Enrollment Stabilization

- A 2.4% decline in Illinois high school graduates over the last five years.
- An 8.8% decline in high school graduates in the 16 county WIU service region.
- A 1% increase in the number of Illinois community college students enrolled in baccalaureate/transfer programs.
- Over 45% of Illinois college bound students attend out-of-state.
- The historic and unprecedented State of Illinois Fiscal Year 2016 and 2017 budget impasse.
- A 5% projected decline in Illinois high school graduates between now and academic year 2023-2024.

Even with these challenges, the University has begun to position itself for enrollment stabilization at 10,373 students. We embrace that recruitment is a shared responsibility by all members of the University community. After five years of new freshmen enrollment decline, we stabilized new freshmen enrollment in fall 2016.



Actions Supporting Enrollment Stabilization

- Working as a university community to aggressively recruit students.
- Increasing student participation in Centennial Honors College.
- Offering new Living-Learning communities.
- Supporting the First Year Experience, Building Connections mentoring program, and University 100.
- Reducing new student tuition by 3%.
- Adding a need-component to merit-based scholarships.
- Advancing in national ranking systems in quality, opportunity, and affordability.

Additionally, we saw an increase in the quality of the freshmen class. The percent of full-time new freshmen with a minimum 20 ACT composite score and 3.0 high school grade point average increased from 28.8% of the fall 2014 cohort to 42.0% of the fall 2016 cohort. Continuing to increase enrollment of a diverse and high-quality student body is a shared responsibility of the University community for

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recruiting and telling our story. It also requires that we provide educational partnerships that promote seamless entry into Western Illinois University at all levels of the educational experience.

Priorities for Academic Year 2017-2018

To stabilize enrollment:

1. Develop and implement an integrated marketing plan to increase awareness of the academic colleges, majors and programs of study at Western Illinois University [*University Marketing, University Relations, Web Services, University Technology*].
2. Engage in University-wide and discipline-specific recruitment activities on- and off-campus [*Admissions; School of Graduate Studies; Colleges of Arts and Sciences, Business and Technology, Education and Human Services, and Fine Arts and Communication; University Libraries; School of Distance Learning, International Studies, and Outreach*].
3. Continue to support access and affordability by:
 - A. Providing Western's *Cost Guarantee* for tuition, fees, and room and board [*President's Leadership Team, Board of Trustees*].
 - B. Identifying future opportunities to leverage Western Commitment Scholarship programs [*Student Cost Task Force*].
 - C. Recommending to the Student Cost Task Force new opportunities for Western to continue national leadership in cost predictability and affordability [*All members of the university community*].
4. Increase partnerships with high schools by:
 - A. Expanding the University's dual enrollment program [*Admissions*].
 - B. Exploring additional means of high school bridge programming to support early admission to Western Illinois University before the student enrolls full-time at the University. [*Colleges of Arts and Sciences, Business and Technology, Education and Human Services, and Fine Arts and Communication; University Libraries; School of Distance Learning, International Studies and Outreach; Student Services*].
 - C. Hosting regional Educational Summits with superintendents, principals, and guidance counselors to develop and implement recruitment strategies based on these Summits [*President's Executive Institute; Admissions; Colleges of Arts and Sciences, Business and Technology, Education and Human Services, and Fine Arts and Communication; University Libraries; School of Distance Learning, International Studies and Outreach; Student Services*].
5. Expand partnerships with community colleges by:
 - A. Meeting with all Illinois community colleges and select community colleges in Iowa, Missouri, and Wisconsin to learn about Western's transfer friendliness and opportunities for new and expanded partnerships, at the university, college, school, and departmental level [*Vice President for Quad Cities and Planning, President's Leadership Team, Deans, Directors, Faculty and Staff*].
 - B. Developing and implementing new and enhanced partnerships at the institutional level. Examples include dual enrollment, financial aid consortium, general studies agreements, and/or honors articulation agreements [*Vice President for Quad Cities and Planning; Financial Aid; School of Distance Learning, International Studies and Outreach, and Centennial Honors College*].
 - C. Developing new 2+2 agreements and other program-specific agreements [*Colleges of Arts and Sciences, Business and Technology, Education and Human Services, and Fine Arts and Communication*].

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School of Distance Learning, International Studies and Outreach; Admissions; and Vice President for Student Services].

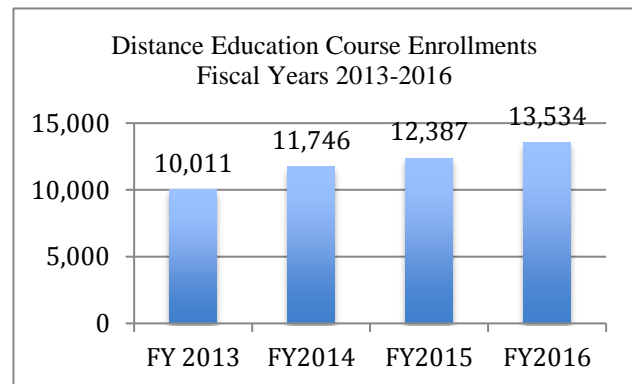
6. Identify opportunities for partnerships with four-year colleges and universities [*Colleges of Arts and Sciences, Business and Technology, Education and Human Services, and Fine Arts and Communication; University Libraries; School of Distance Learning, International Studies and Outreach*].
7. Identify opportunities for partnerships with professional and graduate schools [*School of Graduate Studies; Colleges of Arts and Sciences, Business and Technology, Education and Human Services, and Fine Arts and Communication; University Libraries; School of Distance Learning, International Studies and Outreach*].
8. Augment the enrollment of working professionals through continued implementation of the President's Executive Institute [*President's Executive Institute, Colleges of Arts and Sciences, Business and Technology, Education and Human Services, and Fine Arts and Communication; University Libraries; School of Distance Learning, International Studies and Outreach*].
9. Document outcomes of new initiatives designed to increase student persistence and completion rates [*Colleges of Arts and Sciences, Business and Technology, Education and Human Services, and Fine Arts and Communication; University Libraries; School of Distance Learning, International Studies and Outreach; Student Services; Persistence and Completion Academy Teams; administrative units*].

Goal 2: Provide Educational Opportunity and Continue to Advance Academic Excellence

Students enroll in a college or university to achieve their academic objectives. They have many choices (educational opportunities) in deciding where to enroll. The National Center for Education Statistics reports that there are 1,700 two-year degree-granting colleges and 3,026 four-year degree-granting institutions in the United States alone. Six hundred and thirty-three of the latter institutions share Western's categorization as a master's granting institution.

In providing educational opportunity, there are actions the University can take to increase its enrollment. For example, expanding distance learning (hybrid and online programs) opens new markets regionally, across the United States, and around the world. Western Illinois University has seen a 35% increase in distance education course enrollments between FY 2013 and 2016.

Moreover, there are defining characteristics and national recognitions that differentiate the Western Illinois University educational experience from our competitors. Our faculty continues to advance, and our staff and administrators continue to support the academic excellence of the University.



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Defining Characteristics and National Recognitions of the Western Illinois University Educational Experience

Defining Characteristics

- Transformative educational experiences that emphasize our values and the individual learner.
- A broad education offering breadth and depth and equipping students with critical thinking and communication skills important in a democratic society.
- General education based in the liberal arts and sciences.
- Signature academic programs and a comprehensive, high-quality portfolio that is responsive to demand and need in the Midwest¹.

National Recognitions

- A Top Midwestern University—*US News and World Report, Princeton Review*.
- A regional and national leader in the retention and graduation of first-generation, low-income, and minority students—*Southern Education Review Board, United States Department of Education, Pell Institute for the Study of Opportunity in Education*.
- An institution recognized for social mobility, research, and public service—*Washington Monthly*.
- An alumni base that earns higher median salaries than predicted based on econometric data—*Brookings Institute, The Economist*.

Guided by our values, Western Illinois University offers a transformative educational experience to the students that we serve. Commitments to academic excellence and the individual learner keep our student-to-faculty ratio low (currently at 15:1), with full-time faculty teaching over 93% of all course sections.

Western's faculty members provide a broad education equipping students with critical thinking and communication skills important in a democratic society. The general education curriculum is based in the liberal arts and sciences and equips students with the necessary foundational skills to be successful in the their chosen majors, professions, and continued graduate and professional studies.

The educational opportunities and related academic portfolio of Western Illinois University is comprehensive, offering breadth and depth. Western's faculty and staff support 65 undergraduate degree programs, 38 graduate degree programs, and two doctoral programs. The curriculum includes the humanities, social sciences, fine arts, business, education, and a number of pre-professional and technical fields of study. We offer signature academic programs and a comprehensive, high-quality portfolio that is responsive to demand and need in the Midwest, and as a member of the global community.

¹ Western Illinois University's signature programs are noted for their size, unique area of concentration for undergraduate students, or accessibility.

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Priorities for Academic Year 2017-2018

To provide educational opportunity and continue to advance academic excellence:

1. Respond to changing student demographic information and needs by offering additional hybrid programs and degrees online² [*Colleges of Arts and Sciences, Business and Technology, Education and Human Services, and Fine Arts and Communication; University Libraries; School of Distance Learning, International Studies and Outreach*].
2. Evaluate and implement approved recommendations from the General Education Review [*Deans, Department Chairs, School Directors, Faculty in the Colleges of Arts and Sciences, Business and Technology, Education and Human Services, and Fine Arts and Communication*].

The Provost and Academic Vice President charged the Faculty Senate with completing an academic year 2016-2017 review of the University's General Education program with regard to program goals, appropriateness of program categories, and the number of courses offered in each category. The current administrative structure of General Education was also reviewed.

3. Complete and implement approved recommendations from the Teacher Education Review [*Deans, Department Chairs, School Directors, University-Wide Teacher Education Faculty in the Colleges of Arts and Sciences, Business and Technology, Education and Human Services, and Fine Arts and Communication*].

The Provost and Academic Vice President charged a Task Force within Academic Affairs to complete an academic year 2016-2017 review of the university-wide Teacher Education Program with regard to the current administrative structure of teacher education, time to completion in relation to State licensure regulations, and curricular applications to fulfill the state required competencies.

4. Complete scheduled program reviews for undergraduate programs in French Teacher Education, Spanish Teacher Education, Foreign Languages and Cultures, and the master's degree in Economics [*Foreign Languages and Literatures, Economics, Deans Offices for Arts and Sciences and Business and Technology, Provost's Office*].
5. Complete three year progress reports on new programs implemented in fall 2014, i.e., the Ph.D. in Environmental Science: Large River Ecosystems and Post-Baccalaureate Certificate in Business Analytics [*Biological Sciences, Economics, Deans Offices for Arts and Sciences and Business and Technology, Provost's Office*].
6. Receive reaffirmation of accreditation for the B.S. in Graphic Communication [*Engineering Technology, Dean's Office for College of Business and Technology, Provost's Office*].
7. Achieve initial accreditation for the B.S. in Mechanical Engineering from ABET [*Engineering, Dean's Office for College of Business and Technology, Provost's Office*].
8. Continue to advocate for the release of previously allocated and currently frozen state capital funding that included construction funding for the Center for Performing Arts in Macomb and Phase III design planning in the Quad Cities [*Board of Trustees, President, Assistant to the President for Governmental Relations*].

² The Higher Learning Commission defines a hybrid program as containing 25% in-person instruction (on- or off-campus) and 75% online instruction.

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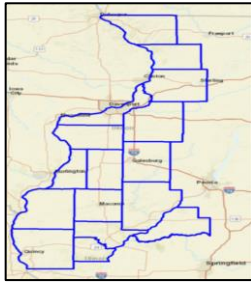
9. Continue to advocate for the restoration of state capital renewal funding that provides funding to address the highest maintenance needs and priorities at the University. *[Board of Trustees, President, Assistant to the President for Governmental Relations].*

Goal 3: Expand Community Engagement

Western Illinois University is one of 361 institutions in the nation (top 8%) that holds Community Engagement Classification status from the Carnegie Foundation for the Advancement of Teaching. This honor was earned in 2010, and the University will begin the required re-certification process in 2018.

The Carnegie Foundation defines community engagement as, “The collaboration between institutions of higher education and their larger communities (local, regional/state, national, global) for the mutually beneficial exchange of knowledge and resources in a context of partnership and reciprocity.” Western Illinois University has a long-standing, nationally recognized tradition in this area.

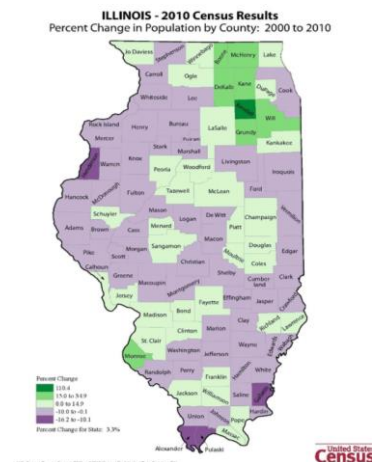
Sixteen County
WIU Service Region



With regard to our resources, Western Illinois University has a \$473 million annual economic impact on its immediate 16 county service region³. We are part of the \$2.8 billion economic impact that Illinois public higher education contributes to its host communities and regions.

Consistent with the value of social responsibility and serving as a resource for and stimulus to community engagement in the form of educational, cultural, environmental, community and economic development in our region and well beyond it, President Thomas established the President’s Executive Institute (PEI) in Fiscal Year 2016. The PEI advances shared goals and priorities of Western Illinois University and our host communities and regions by:

- Increasing regional recruitment and retention to address population decline in the 16-county Western Illinois University service region.
- Partnering with schools, colleges, and universities to promote educational attainment. The United States Bureau of Labor Statistics indicates that lifetime earnings for associate’s degree recipients are \$500,000 higher than those with a high school diploma. These values increase to \$1.0 million for baccalaureate degree recipients and over \$1.5 million for graduate and professional degree recipients.
- Assisting in community and economic development efforts for our host communities and regions to support entrepreneurial activity and economic expansion.
- Engaging employers to develop new and expanded internship opportunities for students and educational opportunities for employees.



³ Adams, Brown, Carroll, Fulton, Hancock, Henderson, Henry, Jo Daviess, Knox, Mason, McDonough, Mercer, Rock Island, Schuyler, Warren, and Whiteside are the 16 counties in the Western Illinois University service region.

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- Increasing external funding to advance the vision, mission, values, goals and priorities of Western Illinois University.

In addition to these institutional actions, the Carnegie Foundation defines the purpose of community engagement as “The partnership of a college and university knowledge and resources with those of the public and private sectors to enrich scholarship, research, and creative activity; enhance curriculum, teaching, and learning; prepare educated and engaged citizens; strengthen democratic values and civic responsibility; address societal issues; and contribute to the public good.” These are long standing activities of the faculty and staff of Western Illinois University.

Priorities for Academic Year 2017-2018

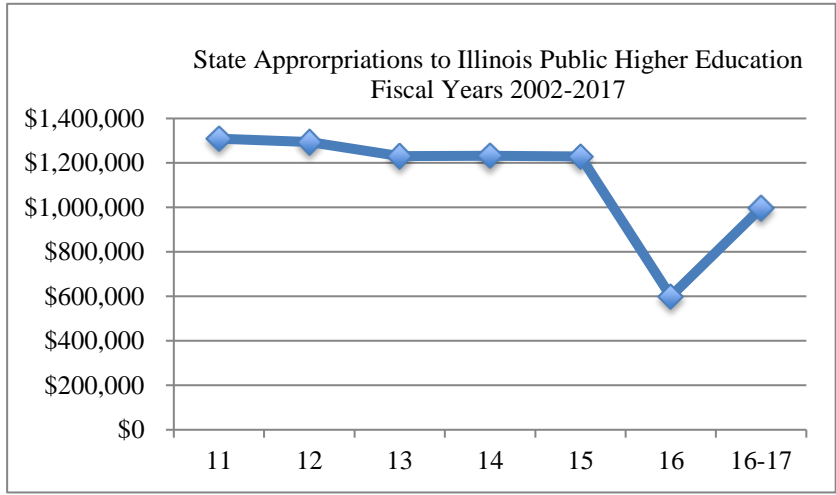
To expand community engagement:

1. Develop and implement the self-study process for the University’s re-certification (renewal) as a Carnegie Community Engagement classified Institution [*Illinois Institute for Rural Affairs, President’s Executive Institute*].
2. Adopt an institutional mission statement on Community Engagement [*Illinois Institute for Rural Affairs, President’s Executive Institute, President, Board of Trustees*].
3. Review College Mission Statements for the inclusion of community engagement in these documents [*Colleges of Arts and Sciences, Business and Technology, Education and Human Services, and Fine Arts and Communication*].
4. Host regional Community and Economic Development Summits to develop and implement strategies based on these Summits [*President’s Executive Institute*].
5. Document outcomes from the President’s Executive Institute with regard to employer relations. This includes, but is not limited to, sponsored credit courses and enrollments, new internship and experiential education opportunities, and enrollment of working professionals at Western Illinois University [*Vice President for Quad Cities and Planning; School of Distance Learning, International Studies and Outreach; colleges and departments, Institutional Research and Planning*].
6. Present the Creating Entrepreneurial Opportunities (CEO) program for high-achieving students with business and/or entrepreneurial interests to our host communities and region [*President’s Executive Institute, Illinois Institute for Rural Affairs, College of Business and Technology*].
7. Document funding received and actions taken to advance community and economic development. Examples include recently funded actions to expand the Small Business Development Center/International Trade Center, Vibrant Neighbors project, and the AmeriCorps school reading readiness program in a local Hispanic neighborhood [*Vice President for Quad Cities and Planning; Illinois Institute for Rural Affairs, WQPT, Quad Cities Student Services*].

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Goal 4: Increase External Funding, While Limiting Cost Increases to Students

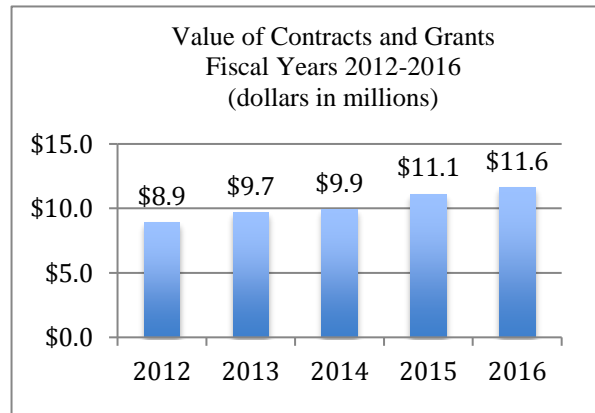
During the historic, unprecedented, and ongoing State of Illinois Fiscal Years (FY) 2016 and 2017 budget impasse, state appropriations for Illinois public higher education were reduced by over 35% compared to FY2015 levels. Moreover, the public universities have only received partial and incremental funding with spending restrictions as opposed to full fiscal year budgets for 2016 and 2017.



In April 2016, Western Illinois University received \$14.9 million to be applied to FY16 expenses. Western received another \$31.4 million in June to be applied to FY16 or FY17 expenses with spending authority expiring December 31, 2016. Most recently, the University received an additional \$8.4 million in November 2016 under the same terms and conditions as the June appropriation. These three receipts total \$54.7 million or 70.9% of the funding that the University should have received in the 18 months since FY2015.

The University continues to make difficult but necessary decisions in response to delayed and decreasing appropriations. At the same time, we continue to aggressively seek increased revenue from external sources in order to reduce reliance on state funding to successfully advance the University's vision, mission, values, goals, and priorities.

New fiscal realities require new actions to protect the future of the University. One such success is the \$2.7 million (30%) increase in annual revenue generated by faculty and staff in external grants and contracts between FYs 2012 and 2016. Other new sources of revenue will come from successful partnerships in the President's Executive Institute and in positioning the University for the next comprehensive fundraising campaign.



Cost increases to students and their families will continue to be a last resort. In fact, the Western Illinois University Board of Trustees reduced tuition by three percent for academic year 2016-2017, and approved no tuition increases for academic year 2017-2018. We have one tuition rate for all domestic students. The University serves a large percentage of low-income students. Over 75% of students enrolled at Western receive financial assistance. Our student population is very cost sensitive to price increases. Educational access and affordability are defining characteristics and traditions of the University, and therefore define our goal to limit cost increases to the students that we serve and their families.

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Priorities for Academic Year 2017-2018

To increase external revenue, while limiting cost increases to students:

1. Continue to advocate for the end of the historic and unprecedented state budget impasse and the restoration of fair and predictable appropriated funding to Illinois public higher education in general, and Western Illinois University in particular [*Board of Trustees, President, President's Leadership Team, Assistant to the President for Governmental Relations*].
2. Increase the number and revenue from external contracts and grants [*Faculty and staff*].
3. Document funding achievements from the President's Executive Institute [*President's Executive Institute*].
4. Engage in strategic planning and position the University for the next comprehensive fundraising campaign [*Western Illinois University Foundation, President, Advancement and Public Service*].

Goal 5: Continue Conservative, Mission-Driven Fiscal Management

Western Illinois University will continue to operate according to conservative, mission-driven fiscal management. We will use best university business practices to support and enhance the University's goals and priorities, while protecting and enhancing the institutional ability to address unforeseen circumstances now and into the future. Results of the University's strategic planning and budgeting will continue to be communicated to the Western Illinois University and larger external community.

1. Engage in strategic reinvestment of institutional resources to support growth and academic excellence, with a three-year (FY16-FY18) \$20 million reduction and reinvestment goal [*President, President's Leadership Team*].
2. Identify opportunities to streamline and improve efficiencies [*All academic schools, departments, colleges and all administrative units*].
3. Restore institutional reserve funding [*President, President's Leadership Team*].
4. Communicate *Strategic Plan* and *Strategic Plan Supplement* results internally and externally [*President, President's Leadership Team, University Relations*].

Conclusion

We believe that the actions of *Higher Values in Higher Education* coupled with the implementation of the goals and priorities in this *Strategic Plan Supplement* position Western Illinois University for a strong and sustained future as a national leader in quality, opportunity, and affordability. The key to our institutional success is based on one simple premise: All members of the university community working together to advance the vision, mission, goals and priorities of Western Illinois University and the students that we serve. – *The 2017-2018 Higher Values in Higher Education Supplement Team.*

- Dr. Joe Rives, Vice President, Quad Cities and Planning, Chairperson
- Mr. Jeff Andersen, Director of Planning, City of Moline
- Dr. Bill Bailey, Dean, College of Business and Technology
- Mr. Brad Bainter, Vice President, Advancement and Public Services
- Ms. Julie Baker, Director of Development, College of Fine Arts and Communication
- Dr. Laura Barden-Gabbei, Professor, Biological Sciences
- Mr. John Biernbaum, Associate Vice President, Student Services
- Mr. Matt Bierman, Interim Vice President, Administrative Services
- Dr. Janna Deitz, Professor, Political Science
- Ms. Angela Bonifas, Director, Institutional Research and Planning
- Ms. Pam Bowman, Director, Human Resources
- Mr. Billy Clow, Dean, College of Fine Arts and Communication
- Mr. Scott Coker, Director, Facilities Management
- Dr. Gary Daytner, Associate Professor, Educational Studies
- Dr. Mike Fansler, Professor, Music
- Ms. Lysa Fox, Assistant Professor, Theatre and Dance
- Mr. Stephen Fraizer, Chief Information Officer
- Mr. Austin Frank, President, Quad Cities Student Government Association
- Dr. Jeannie Galioto, Assistant Professor, Theatre and Dance
- Ms. Janice Gates, Instructor, Management and Marketing
- Dr. Jeff Hancks, Interim Director, School of Distance Learning, International Studies and Outreach
- Mr. Mike Inmann, Mayor, City of Macomb
- Ms. Debbie Kepple-Mamros, Assistant to the Vice President, Quad Cities and Planning
- Dr. Michael Lorenzen, Dean, University Libraries
- Dr. Sue Martinelli Fernandez, Dean, College of Arts and Sciences
- Ms. Kerry McBride, Business Administrative Associate, President's Office
- Dr. Chris Merrett, Director, Illinois Institute for Rural Affairs
- Dr. Kristi Mindrup, Assistant Vice President, Quad Cities Academic Affairs
- Mr. Seth Miner, Director, Undergraduate Admissions
- Dr. Amy Mossman, Associate Professor, English and Journalism
- Dr. Mark Mossman, Chairperson, English and Journalism
- Mr. Steve Nelson, Member, Western Illinois University Board of Trustees
- Dr. Kathy Neumann, Provost and Academic Vice President
- Ms. Becky Paulsen, Director of Development, College of Business and Technology
- Dr. Bill Polley, Associate Dean, College of Business and Technology
- Dr. Padmaja Pillutla, Associate Professor, Accounting and Finance, Chair, Quad Cities Faculty Council
- Dr. Christopher Pynes, Professor, Philosophy /Chair, Faculty Senate
- Dr. Tim Roberts, Associate Professor, History

- Dr. Roger Runquist, Director, Center for Innovation in Teaching and Research
- Dr. Mallory Sajewski, Assistant Professor, University Libraries
- Dr. Erskine Smith, Dean, College of Education and Human Services
- Dr. Tammy Werner, Assistant Professor, Sociology and Anthropology
- Mr. Mike Wendt, Alderman, City of Moline
- Dr. Ron Williams, Interim Vice President, Student Services