

WESTERN ILLINOIS UNIVERSITY BOARD OF TRUSTEES

October 7, 2016

Report 16.10/10 Fiscal Year 2017 Strategic Plan Update

This is the fifth annual update on implementation of the University's *Higher Values in Higher Education 2012-2022 Strategic Plan*. This Update is divided into three parts for institutional effectiveness reporting:

- Part I provides a summary of new, continuing, and completed *Strategic Plan* priorities for academic year 2015-2016.
- Part II summarizes cumulative accomplishments resulting from successful implementation of *Higher Values in Higher Education 2012-2022* priorities.
- Part III summarizes initial accomplishments and plans for academic year 2016-2017 as faculty and staff continue to implement priorities from the *Strategic Plan* and the 2016 *Higher Values in Higher Education Supplement* approved by the Western Illinois University Board of Trustees in June 2016.

Successful implementation of the vision, mission, goals, and priorities in the *Strategic Plan* and 2016 *Supplement* enabled Western Illinois University to retain our national recognitions in quality, opportunity, and affordability. For example, the University retained its status as a “Best Midwestern Public Regional University” by *US News and World Report* and as a “Best Midwestern College” by the *Princeton Review* again this fall.

The Board will receive a second analysis of institutional effectiveness at its December 2016 meeting. The Fiscal Year 2017 Performance Report will provide quantitative data demonstrating whether implementation of *Strategic Plan* goals and priorities are causing university performance indicators to progress in the desired direction, remain constant, or move in the opposite direction. University performance on these performance indicators will also be compared to the performance of Western Illinois University benchmark institutions.

Strategic Plan reporting to the Western Illinois University Board of Trustees serves as the historic record. Information contained in these reports will guide future strategic planning and preparing for reaffirmation of accreditation from the Higher Learning Commission.

Following Commission protocol, Western Illinois University-Quad Cities and the University's off-campus locations will have a site visit in academic year 2019-2020, and the Macomb Campus visit will occur in academic year 2020-2021. New Commission protocol requires branch campus and off-campus location visit completion the year before the main campus visit

Part I
Annual Higher Values in Higher Education Accomplishments and Plans
Academic Year 2015-2016

Goal 1: University Growth and Recruitment

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

New Initiatives

Continuing Initiatives

- Setting annual enrollment targets in conjunction with data provided by the Admissions Office, Budget Office, and Institutional Research and Planning.

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

New Initiatives

Continuing Initiatives

- Using feasibility study and curricular approval processes to develop new programs.
- Implementing priorities from the *Staffing Growth Plan*.
- Requesting new resources through university and state operating and capital processes.

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

New Initiatives

- Introduced the “Who We Are and What We Do” web-based article series about individual faculty and staff members
- Planned to launch a new Western Illinois University Alumni Magazine

Continuing Initiatives

- Supporting the Think Purple and Success Story Campaigns.
- Using integrated marketing in publications, billboards, advertisements (print, broadcast, and radio), web, and social media.
- Advertising in highly trafficked areas, including cinemas, high school gymnasiums, shopping centers, airports, regional sporting events, and on WQPT.
- Engaging in geo-tracking, web, and social media marketing.
- Promoting the University’s placement in national rankings, and student, faculty, and staff achievements in marketing and promotional materials.
- Monitoring effectiveness of marketing through campaigns through digital tracking and inclusion in newspapers, blogs, and online publications.

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

New Initiatives

- Implemented in-state tuition for all domestic students.
- Reduced new student tuition by 3%.
- Served as a Teach Out Partner for Ashford University
- Completed a needs study for the Quad Cities.
- Initiated the President's Executive Corporate Cluster.
- Signed Linkages (dual enrollment) agreements with Moberly Area and Elgin Community Colleges.
- Purchased ACT records of high school to juniors to expand recruitment efforts.

Ongoing Initiatives

- Hosting Discover Western sessions across Illinois and in Saint Louis.
- Offering virtual tours of the Macomb and Quad Cities Campuses.
- Providing Western Commitment Scholarships to high school seniors, new freshmen and transfers, and international students.
- Supporting dual enrollment programs with high schools and community colleges
- Using the Enrollment Management Team to study and make process improvements.
- Implementing and evaluating college, school, and departmental undergraduate and graduate recruitment plans annually.
- Engaging in discipline-specific recruitment days (e.g., Biology, Engineering, Psychology, College of Business and Technology).
- Participating in graduate student recruitment fairs throughout the Midwest.
- Hosting graduate open houses.
- Supporting the Saint Louis Regional Center and students at 14 off-campus locations.

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

New Initiatives

- Renewed the Bachelors of General Studies agreement with Carl Sandburg College.
- Continued serving as a Military Friendly Institution.
- Launched hybrid master's degrees in Business Administration and College Student Personnel.
- Planned for the establishment of a new hybrid masters degree in Community and Economic Development.
- Approved exploration of hybrid course development in all graduate disciplines.
- Opened new off-campus locations in LaSalle and Ottawa, Illinois.

Ongoing Initiatives

- Supporting dual enrollment agreements with eight community colleges.
- Maintaining BGS agreements with all Illinois public community colleges.
- Offering online programs in General Studies, RN to BSN, four post-baccalaureate certificates in Instructional Design and Technology, and Master's degrees in Business Administration, Instructional Design and Technology, and Elementary Education.
- Contacting former students from both campuses who have dropped out to encourage degree completion.
- Providing a *Continuous Enrollment Policy* and course (University 695) to improve exit option and degree completion rates.

Action 6: Increase campus diversity

New Initiatives

Ongoing Initiatives

- Supporting offices, programs and services that are designed to increase the participation and achievement of students from traditionally underrepresented groups¹. This includes Admissions, Casa Latina Cultural Center, Center for International Studies, Disability Resource Center, Gwendolyn Brooks Cultural Center, Multicultural Programs, Quad Cities Office of Academic and Student Services, and the Women's Center.
- Engaging the University Diversity Council, Web Accessibility Committee, Americans with Disabilities Advisory Committee, University Committee on Sexual Orientation, and the Western Organization for Women in university diversification efforts.
- Continuing to emphasize diversity in marketing and public relations, and increasing the number of registered student organizations.

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

New Initiatives

- Updated the *International Student Recruitment Plan*.
- Created language-specific recruitment videos (English, Chinese, Spanish completed), and PowerPoint presentations.
- Introduced \$3,000 International Commitment Scholarships for high achieving undergraduate and graduate international students.

Ongoing Initiatives

- Continuing online promotion, embassy visits, faculty ambassador program, and recruitment partnerships with Education USA offices, recruiters, government agencies, and international programs
- Hosting administration and faculty from partner institutions on campus.
- Supporting Western's English as Second Language Institute, Study Abroad, International Education Week, International Neighbors Program, and Phi Beta Delta International Honor Society.

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

New Initiatives

- Signed Honors Articulation Agreements with Elgin Community and Moberly Area Community Colleges.

Ongoing Initiatives

- Recruiting at community college fairs.
- Awarding Centennial Honors Scholarships for new freshmen with a minimum ACT score of 30 and high school grade point average of 3.0.

¹ Illinois Public Act 85-283 defines underrepresented groups as minorities, females, and individuals with disabilities.

- Engaging students in honorary fraternities (including Phi Eta Sigma, Golden Key, Phi Theta Kappa, Tau Sigma, and Alpha Sigma Lambda).
- Promoting student engagement in Mortar Board, the National Society of Collegiate Scholars, Blue Key, and Who's Who Among American College Students.
- Offering Quad Cities students the opportunity to participate in Beta Alpha Psi, Blue Key Honor Society, Chi Sigma Iota, Golden Key International, and Kappa Delta Pi.

Action 9: Enhance the affordability of Western Illinois University.

New Initiatives

- Reducing fall 2015 tuition for new undergraduate and graduate students by 3%.
- Receiving double the amount of AmeriCorps funding.
- Endowing seven new scholarships in summer 2015.

Ongoing Initiatives

- Waiving application fees for military service members and new freshmen from the Western Illinois University service region.
- Administering financial assistance to over 75% of undergraduate students.
- Providing dually enrolled high school student, freshman, transfer, honors, and international student scholarships (tuition discounts).
- Supporting the Linkages Program that can reduce student costs by up to 25% and result in no unmet need on the Quad Cities Campus.

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

New Initiatives

Ongoing Initiatives

- Supporting the Minority Fellow Dissertation Award, Underrepresented Post Doctorate Award, and the Underrepresented Visiting Professor Award.
- Utilizing the Human Resources Intern Program.
- Engaging the Campus Climate, Celebrating Diversity, Public Relations, and Workforce Diversity Initiatives subcommittees of the University Diversity Council.

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

New Initiatives

Ongoing Initiatives

- Due to the FY 2016 state budget impasses, negotiated salary reductions with the University Professionals of Illinois under the

terms and conditions described in *Western Illinois University Board of Trustees Resolution 16.6/12*.

- Engaged in collective bargaining with the Fraternal Order of Police and 399 Operating Engineers (Landscape Maintenance, wage reopener).
- Engaged in impact bargaining concerning furlough and/or layoffs with the American Federation of State, County and Municipal Employees, 399 Operating Engineers (landscape and building maintenance), Pipe Trades, Fraternal Order of Police, and the University Professionals of Illinois (Unit B and Civil Service).
- Cancelled salary increases for non-negotiated staff.
- Implemented a graduated furlough program for administrative/professional and civil service staff with minimum annual salaries of \$40,000.

Action 12: Reward professional achievements of faculty and staff.

New Initiatives

- Excluded from base salary reductions (described above) compensation for Professional Achievement Awards, promotional increases, or other similar salary items.

Ongoing Initiatives

- Granting tenure to 21 faculty members.
- Approving 38 faculty promotions and 15 civil service reclassification audits.
- Awarding 204 Fiscal Year 2016 Professional Achievement Awards.
- Supporting salary minima in conjunction with contractual agreements with the University Professionals of Illinois.
- Continuing university recognitions of excellence through the Provosts Awards of Excellence, Council of Administrative Personnel and Civil Service Employees Council Employees of the Year, Distinguished Faculty Lecturer, and the Western Illinois University-Quad Cities Values In Practice Awards.

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

New Initiatives

- Agreed to increase terminal/compassionate care from 10 to 15 days as part of an agreement with the University Professionals of Illinois.

Ongoing Initiatives

- Supporting family-friendly policies, including *Active Military Service, Americans with Disabilities Services, Long Term Disability,*

Bereavement Leave, Domestic Partner Benefit Program, and Sick Leave Bank.

- Implementing Board of Trustees Regulations on *Military Leave, Leave for Court Required Service, Emergency Leave, Extended Sick Leave, Federal Family and Medical Leave Act, and Parental Leave.*
- Providing supplemental retirement and deferred compensation plans.
- Offering academically based childcare on the Macomb Campus.

Goal 2: Enrich Academic Excellence

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

New Initiatives

- Filed teach-out plans with the Higher Learning Commission for undergraduate majors in African American Studies, Philosophy, Religious Studies, and Women's Studies.
- Submitted to the Commission, a requested report on the university plans and effects of the Fiscal Year 2016 state budget impasse.
- Received Commission approval for implementation of a Quality Initiative as part of the University's reaffirmation of accreditation.
- Joined the National Council of State Authorization and Reciprocity Agreements after demonstrating institutional adherence to best practices in distance education delivery.

Ongoing Initiatives

- Implementing contractual agreements with the University Professionals of Illinois that place instruction as the highest priority of faculty².
- Continuing priority investment in the instructional and academic mission of the University. Fiscal Year 2015 expenditures for Academic Affairs and Student Services totals \$153.0 million, or 66.2% of all expenditures from all sources of funds.
- Supporting interdisciplinary programs (e.g., General Education, Liberal Arts and Sciences, Museum Studies, and Environmental Science, interdisciplinary integrated degrees) centers and institutes (e.g., Center for Innovation in Teaching and Research, Illinois Institute for Rural Affairs, and the Institute for Environmental Studies).
- Following annual assessment process in general education and all undergraduate and graduate programs where faculty define intended student learning outcomes, collect and analyze data, and report findings and process improvements (current and planned) to the Provost's Office for review and feedback.
- Engaging in cyclic program reviews to ensure the provision of high-quality, viable academic programs and services. Programs in

² Faculty provide 95 percent of the total student credit hours earned at the undergraduate level with graduate teaching assistants contributing the remaining five percent. Full professors devote approximately 90 percent of their professional responsibilities to undergraduate instruction.

Broadcasting; Communication; Communication Sciences and Disorders; Counseling; Journalism; Music; Psychology; and Recreation, Park and Tourism Administration were reviewed during academic year 2015-2016.

- Merging Instructional Design and Technology into Engineering Technology to strengthen job opportunities for graduates, increase program efficiencies, and decrease administrative costs.
- Maintaining university-wide accreditation from the Higher Learning Commission, Council for the Accreditation of Educator Preparation, Illinois State Board of Education, and 17 program-specific agencies.

Action 2: Focus on the individual learner.

New Initiatives

- Implemented new learning communities for Biology majors, Liberal Arts and Sciences majors, and Women in Science.

Ongoing Initiatives

- Providing the First Year Experience to help students transition to college. Students engage in FYE courses, live in designated housing, and participate in co-curricular activities.
- Offering the Transfer Year Experience. Participating students live in the same residence hall, participate in social activities, and learn from programming related to development of strong academic and professional habits.
- Giving students with the same interests the opportunity to participate in learning communities in Broadcasting and Journalism, Fine Arts, Honors, and Pathways (for undecided majors).
- Utilizing low student-to-faculty ratios (14:1) on both campuses.
- Including students in faculty research and providing opportunities for students to showcase their work at undergraduate and graduate research days on both campuses.
- Supporting Research Inspiring Student Excellence (RISE). The program promotes minority student research in Chemistry, Physics and Biological Sciences by providing mentors, internships, conference support, and scholarships.

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

New Initiatives

- Received Higher Learning Commission approval to use the Brookfield Zoo as a new off-campus location for instruction and research.

Ongoing Initiatives

- Granting sabbaticals to 28 faculty members.
- Providing research assistance through the Office of Sponsored Projects, Center for Innovation in Teaching and Research, and the collections and holdings of University Libraries³.
- Offering experiential sites supporting research (e.g., University Farms and Greenhouse, Alice Kibbe Life Sciences Station, Horn Field Campus, Rodney and Bertha Fink Environmental Studies Field Laboratory and Conservancy, Ira and Reatha T. Post Wildlife Sanctuary, and the Quad Cities Manufacturing Laboratory).
- Facilitating access to off-campus locations to support research and instruction (e.g., Shedd Aquarium in Chicago, and the Figge Art Museum, Nahant Marsh, and Niabi Zoo).
- Funding University Research Council grants (up to \$5,000 per award) and a Summer Stipend program that provides up to 12 faculty members \$3,500 research stipends.
- Utilizing the talents and resources of the Quad Cities Research and Scholarship Symposium and Quad Cities Professional Development Network.
- Allocating \$1.4 million to support faculty and staff travel.
- Fundraising to create endowed professorships and chairs in the College of Business and Technology, Foreign Languages, and Icarian and Regional Studies.
- Maintaining WIU author bibliographies and sponsoring an annual Authors Reception to celebrate those who have published materials during the year.
- Hosting Executives in Residence in the College of Business and Technology.

³ *University Libraries hold more than one million cataloged volumes of monographs and periodicals and offer online access to the full texts of hundreds of academic journals and other publications. Items may be borrowed from 75 Illinois academic libraries through the I-Share network or obtained through interlibrary loan from libraries across the nation*

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

New Initiatives

- Hosted Mayors Summits in Macomb and Moline to discuss how the university and community could collaborate on shared priorities.

Ongoing Initiatives

- Allocating \$14.1 million (6.1% of the University's budget) to public service.
- Supporting the University's growth in the Quad Cities as part of the City of Moline's economic re-development plans to develop a \$100 million taxable base and attract 2,000 new and existing jobs.
- Advocating for the release of state capital funding for the Center for Performing Arts that will serve the university and residents in western Illinois and beyond.
- Offering programs and services to the community from organizations and units that support diversity and outreach (e.g., the Black Student Association, Casa Latina Cultural Center, Gwendolyn Brooks Cultural Center, International Friendship Club, Unity, Western Organization for Women, and the Women's Center).
- Providing high-quality cultural entertainment and educational opportunities through the College of Fine Arts and Communication, Bureau of Cultural Affairs, and the Performing Arts Society.
- Responding to statewide needs to improve educational attainment at all levels by sponsoring the Center for Best Practices in Early Childhood Education (a family-centered, research-based practices designed to improve educational opportunities for all young children), offering preschool literacy and mentoring AmeriCorps programs, and serving as an Illinois State Board of Education (ISBE) Approved Professional Development Provider.
- Providing public service through the Center for Best Practices in Early Childhood Education, Center for International Studies, Center for the Preparation of Education Professionals, Institute for Environmental Studies, Illinois Institute for Rural Affairs, Illinois Training and Standards Board Executive Institute, Small Business Development Center, Tri States Public Radio, University Television, U.S. Bank Writing Center, Veterans Resource Center, Western English as a Second Language, Western Survey Research Center, and WQPT.
- Offering library patrons access to university

archives, digital and special collections, and reciprocal lending agreements with the Moline Public Library.

- Engaging in public-private partnerships that benefit students (e.g., the \$82 million in private development that supports housing, restaurants, and retail next to the Western Illinois University-Quad Cities).

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

New Initiatives

- Transitioned from Zimbra to Google to better address student, faculty, and staff needs.
- Implemented automatic end-user notification if a WIU email address was found in a third-party breach.
- Blocked sending of emails containing sensitive data (credit card numbers and Social Security numbers) from WIU Gmail accounts.

Ongoing Initiatives

- Continuing faculty and staff representation in IT Governance, the Internet Technology Advisory Group, Technology Security Committee, University Technology Advisory Group, and Web Accessibility Committee.
- Providing redundancy between the campuses to ensure business continuity.
- Maintaining the Library Liaison Program to identify, collect, and provide access to information that supports of teaching and research, program review, accreditation and new degree, certificate, and center proposals.
- Offering electronic access to library resources through virtual librarian services; electronic catalogues, reserves, and Books; access to I-Share (collections and holdings at 64 Illinois libraries), and 125 electronic databases.
- Promoting information literacy through individual and course presentations.

Goal 3: Provide Educational Opportunity

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

New Initiatives

Ongoing Initiatives

- Accepting advanced placement and military credit.
- Providing opportunities to earn prior learning credit in the Bachelor's in General Studies program.
- Participating in the Illinois Articulation Agreement and Compact Agreements for General Education.

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

New Initiatives

- Introduced hybrid masters programs in Business Administration and College Student Personnel.
- Granted permission for all graduate programs to explore development of hybrid programs, as appropriate to the discipline.

Ongoing Initiatives

- Giving alternatives to the traditional 16 week semester through Weekend Academy, alternative summer semester lengths, irregularly scheduled courses, sponsored credit courses, and distance learning programs.
- Planning to launch the new hybrid masters degree in Community and Economic Development in fall 2016.
- Ensuring that all undergraduate programs can be completed in two years at the Quad Cities Campus and that all graduate programs can be completed in three years.
- Facilitating Study Abroad experiences over spring and winter breaks, and in summer, semester, and year-long formats.

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

New Initiatives

- Expanded internship sites through implementation of the President's Executive Corporate Cluster.

Ongoing Initiatives

- Providing internships, student teaching, clinical placements, undergraduate and graduate student research days, and education abroad opportunities.
- Offering over 250 registered student organizations and honorary societies in Macomb, and 27 in the Quad Cities.
- Supporting specialized leadership activities through the Office of Student Activities (Camp Leatherneck, Rocky Unleashed), honors societies, and the Multicultural Center.
- Engaging students in campus and university-wide governance through Student Government Associations, tuition and fee setting, presidents roundtables, and university-wide planning and accreditation activities.

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

New Initiatives

Ongoing Initiatives

- Providing academic advisement through the University Advising and Academic Service Center, colleges, and departments.
- Coordinating accommodations through the Disability Resource Center and Quad Cities

Student Services, and implementing recommendations from the ADA Advisory Committee.

- Maintaining web accessibility requirements.
- Offering pre-employment preparation classes in the Career Development Center.
- Delivering individual and group counseling and study skills seminars through the University Counseling Center.
- Charging the Student Development Office with providing academic assistance, and serving as a crisis intervention contact/liaison for students.
- Maintaining a comprehensive substance abuse educational program, and completing biennial assessment reporting.
- Hosting late night programming as alternative programming.

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

New Initiatives

Ongoing Initiatives

- Providing all registered student organizations with a faculty or staff adviser to assist with event planning and implementation.
- Including NSSE results in the Persistence Academy planning and implementation.

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

New Initiatives

Ongoing Initiatives

- Lowered new student tuition by 3%.
- Added a financial need component to Western Commitment Scholarships
- Established one in-state tuition rate for all domestic students.
- Approved new scholarships (tuition discounts) for academically qualified high school students and international students.
- Cultivated seven new endowed scholarships in summer 2016.
- Signed new Linkages (dual enrollment) agreements with Elgin and Moberly Area Community Colleges.
- Assigned an advisor to assist delinquent and defaulted borrowers resume student loan payments, and lowered the average three-year default rate from 10.8% to 5.6%.

- Remaining the only Illinois public university to guarantee tuition, fees, and room and board rates with no cost increases.
- Maintaining dual enrollment agreements with high schools and community colleges.

Goal 4: Support Personal Growth

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

New Initiatives

- Implemented smoke-free policies.
- Purchased additional Automated External Defibrillators for the Quad Cities Campus.

Ongoing Initiatives

- Offering an accredited, full-service medical clinic that provides outpatient health care and health and wellness education to students.
- Providing Campus Recreation opportunities to students, faculty, and staff.
- Supporting the Jackie Thompson Wellness Lecture, Western Walks, and Leathernecks in Training.
- Hosting blood and bone marrow drives, flu shot clinics, manage your stress weeks, and Western Walks on the Quad Cities Campus.
- Partnering with Beu Health Center, the Rock Island County Health Department, and Unity Point Health Services to bring health services to Quad Cities Campus.
- Giving healthy vending options and providing water bottle filling stations.

Action 2: Promote ethical decision-making and personal responsibility

New Initiatives

Ongoing Initiatives

- Infusing an on-line prevention education program that addresses different forms of interpersonal violence followed by a class presentation on bystander education in University 100 classes.
- Including multicultural and cross-cultural study requirements in the University's General Education curriculum.
- Requiring baccalaureate degree candidates to complete Foreign Language/Global Issues requirement(s) established for their major.
- Upholding ethical responsibilities as stated in the *Student Code of Conduct* and University Policies and Procedures, including the *Student Academic Integrity Policy*, *Student Responsibility Statement*, and *Anti-Harassment Policy*.
- Necessitating that all employees annually complete ethics and sexual harassment prevention trainings.

Action 3: Enhance student and community engagement.

New Initiatives

- Sponsored University Theme programming related *Environment: A Foundation for Social Responsibility*.

Ongoing Initiatives

- Integrating university theme content into University 100 and General Education and First Year Experience (“Y” section) courses, and residential hall programming.
- Supporting combined meetings of all Quad Cities student organizations each semester to coordinate event planning.
- Hosting high profile speakers on both campuses, including the State of The University Address, Town Hall Meetings with President Thomas, University Theme Speakers, Distinguished Faculty Lecture, and the Hallwas Liberal Arts Lecture.
- Offering cultural opportunities through the Black Student Association, Casa Latina Cultural Center, Gwendolyn Brooks Cultural Center, International Friendship Club, Unity, Western Organization for Women, and the Women’s Center in Macomb.
- Providing Cinco de Mayo, Dios de los Muertos, Trip to the Art Institute in Chicago, and Valentine Gayla activities in the Quad Cities.
- Operating Tri States Public Radio, University Television, and WQPT.
- Supporting a broad-based National Collegiate Athletic Association (NCAA) Division I and Football Championship Series varsity intercollegiate athletics program.
- Hosting University Union Board programming by students that includes a coffeehouse, cinema, comedy, concerts, Family Day and Homecoming activities.
- Charging the Quad Cities Student Government Association with organizing Quad Cities Cares Week, campus (organization, volunteer, and donation) fairs, and Homecoming activities.

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

New Initiatives

Ongoing Initiatives

- Supporting release time, tuition waivers, educational leaves, professional achievement awards, promotion and tenure, position audits, and sabbaticals.
- Providing the Affirmative Action Internship Program.

- Basing Center for Innovation in Teaching and Research, Human Resources, and the Quad Cities Professional Development Network programming on results from needs analyses.
- Offering LIFE (Learning is Forever) non-credit courses in Macomb and the Quad Cities.

Goal 5: Promote Social Responsibility

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

New Initiatives

- Completed the Mock Presidential Election.

Ongoing Initiatives

- Supporting service learning, internships, student teaching, simulations, and other forms of experiential learning as documented in the Provost's *Consolidated Annual Report*.
- Engaging in American Democracy Program activities (e.g., Constitution Day Activities, 911 Remembrance, Mock Presidential Election, Honors Colloquia with travel to civic landmarks, and Pre-Law Symposium)
- Maintaining the University's Carnegie Foundation Community Engagement Classification, with related programs and services available to the region through College of Fine Arts and Communication concerts and performances, Geographic Information Systems Center, Go West public transit system, Illinois Institute for Rural Affairs' economic and community development services, Peace Corps Fellows Program, Quad Cities AmeriCorps Program, Tri States Public Radio, University Television, Western's All Volunteer Effort, and WQPT.

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

New Initiatives

Ongoing Initiatives

- Housing the Illinois Association for Cultural Diversity.
- Supporting Fulbright scholarships, visiting scholars, Global studies in General Education and degree requirements, international articulation agreements, and study abroad programs.
- Maintaining international accreditation from the Association to Advance Collegiate Schools of Business.

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

New Initiatives

Ongoing Initiatives

- Utilizing external advisory boards for the President, Alumni Association, Athletics, Foundation, Western Illinois University-Quad Cities, all colleges, and University Libraries, and numerous departments.
- Continuing the Alumni Liaison Program to link members of the Alumni Council with representatives of academic departments and administrative units.
- Engaging in annual giving campaigns.

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

New Initiatives

Ongoing Initiatives

- Analyzed lighting and security cameras.
 - Initiated Macomb Campus cellular tower construction and Western Hall bleacher replacement
 - Placed the 60th Street facility on the market, and previously received special legislation to retain the profit for restricted facilities utilization.
- Using the Office of Public Safety to promote and enforce safety and security by responding to inquiries, conducting patrols, assisting motorists, staffing campus events, offering safety classes, and answering medical calls for assistance.
 - Stationing security for all hours of Quad Cities Campus operation.
 - Providing timely warning messages and updates to the campus and external communities, in addition to Western's Emergency Alert System, emergency call boxes, and a campus annunciation system at Western Illinois University-Quad Cities.
 - Working with the ADA Advisory Committee to evaluate and develop strategies for addressing physical and program barriers for individuals with disabilities.
 - Approving the University's annual capital list at the Board of Trustees fall meeting, and providing *Macomb* and *Quad Cities Master Plan Updates* at the Board's annual winter meeting.

Action 5: Reinforce institutional commitments to environmental sustainability.

New Initiatives

Ongoing Initiatives

- Pursuing LEED Gold certification for Riverfront Campus Phases II and III.
- Supporting the Sustainability Committee in

advancing sustainability commitments stated in the *Strategic Plan, Talloires Declaration*, and Illinois Campus Sustainability Compact.

- Participating in annual recyclemania collegiate competitions, Illinois Renewable Energy Alliance, and the Illinois Ethanol Research Advisory Board.
- Maintaining Tree Campus USA status from the Arbor Day Foundation.
- Engaging in national initiatives sponsored by APPA (Leadership in Higher Education Facilities), Association for the Advancement of Sustainability in Higher Education, and the United States Green Building Council.

Goal 6: Demonstrate Accountability

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

New Initiatives

Ongoing Initiatives

- Exceeding total enrollment of 10,000 students, and improving first-year retention rates to over 70%, and increasing six-year graduation rates.

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

New Initiatives

Ongoing Initiatives

- Hosting the University's Performance Indicator Dashboard on the University Planning Website.

Action 3: Document goal achievement and support of our values:

New Initiatives

Ongoing Initiatives

- Providing monthly, quarterly, and annual Strategic Plan Updates, Performance Reports, and Consolidated Annual Reports on the University Planning Website.

Part II
Cumulative Strategic Plan Accomplishments
June 2012-October 2016

Goal 1: University Growth and Recruitment

Since implementation of *Higher Values in Higher Education 2012-2022*, Western Illinois University has:

- 1) Enrolled 2,621 Western Commitment Scholarship recipients since program establishment in fall 2012. The program was modified in fall 2015 to include a need-based component. New freshmen with a minimum composite ACT score of 20 and high school grade point average of 3.0 automatically receive this scholarship.
 - a. Fall 2012: 439 award recipients enrolled; 24.7% of all first-time freshmen enrollment.
 - b. Fall 2013: 469 award recipients enrolled; 27.7% of first-time freshmen enrollment.
 - c. Fall 2014: 441 award recipients enrolled; 28.8% of first time freshmen enrollment.
 - d. Fall 2015: 631 award recipients enrolled; 41.1% of first time freshmen enrollment. Also the year ACT ranges were expanded from 23 to 20 and a need-based component was added to the program.
 - e. Fall 2016: 641 award recipients enrolled; 42.0% of first time freshmen enrollment.
- 2) Enrolled 120 new freshmen on the Quad Cities Campus since program establishment in fall 2012.
 - a. Fall 2012: 7 new freshmen enrolled.
 - b. Fall 2013: 21 new freshmen enrolled.
 - c. Fall 2014: 26 new freshmen enrolled.
 - d. Fall 2015: 29 new freshmen enrolled.
 - e. Fall 2016: 37 new freshmen enrolled.
- 3) Enrolled 928 Western Commitment Transfer award recipients since program establishment in fall 2013. New transfer students with an associates degree and enroll full-time at the University receive a \$400 book award. New transfers with an associates degree and 3.5 grade point average receive a \$1,000 scholarship.
 - a. Fall 2013: 345 award recipients enrolled; 32.7% of all new transfer enrollment.
 - b. Fall 2014: 369 award recipients enrolled; 35.3% of all new transfer enrollment.
 - c. Fall 2015: 214 award recipients enrolled; 19.4% of all new transfer enrollment.
 - d. Fall 2016: 100 award recipients enrolled; 10.3% of all new transfer enrollment.
- 4) Created a dual enrollment program for academically qualified high school students who met university admissions criteria, enrolling 46 students since program establishment, with students paying 1/3rd of tuition and no fees effective fall 2015.
 - a. Fall 2014: 6 high school students enrolled (pilot year, no scholarships given).
 - b. Fall 2015: 21 high school students enrolled.
 - c. Fall 2016: 19 high school students enrolled.
- 5) Raised undergraduate admissions standards (effective for fall 2014 freshmen).

- 6) Initiated annual Academic Affairs *Recruitment and Retention Plans* for all departments and schools (academic year 2013-2014), and annual evaluation processes for these plans (academic year 2014-2015).
- 7) Expanded Linkages opportunities with four new community college partners and 607 students enrolled at the University who are eligible to participate in the program since fall 2012.
- a. New Community College Partners
 - i. Academic Year 2012-2013: Sauk Valley College
 - ii. Academic Year 2013-2014: Highland Community College
 - iii. Academic Year 2014-2015: Kirkwood Community College
 - iv. Academic Year 2015-2016: Moberly Area Community College and Elgin Community College
 - b. Linkages Qualified Students
 - i. Fall 2012: 104 students.
 - ii. Fall 2013: 137 students.
 - iii. Fall 2014: 121 students.
 - iv. Fall 2015: 133 students.
 - v. Fall 2016: 112 students.
- 8) Increased student diversity. Total minority student enrollment increased by 407 students (14.0%) from 2,902 students in fall 2012 to fall 3,309 students in fall 2016. Minority student Enrollment as a percent of total student enrollment increased from 24.8% to 32.5% during this time.

	Number			Percent		
	<u>Macomb</u>	<u>Quad Cities</u>	<u>Total</u>	<u>Macomb</u>	<u>Quad Cities</u>	<u>Total</u>
2012	2,712	185	2,897	26.1%	14.1%	24.8%
2013	2,752	208	2,960	28.8%	14.5%	26.3%
2014	3,021	242	3,263	31.3%	16.5%	29.4%
2015	3,061	269	3,330	32.7%	18.1%	30.7%

- 9) Increased honors student opportunities by signing three new community college articulation agreements. Centennial Honors College served 2,746 honors students between fall 2012 and fall 2015. The annual number of honors students served increased by 194 students (32.7%) during this time.
- a. New Honors Articulation Agreements with Community Colleges
 - i. Academic Year 2013-2014: Highland Community College.
 - ii. Academic Year 2014-2015: Carl Sandburg College.
 - iii. Academic Year 2015-2016: Elgin Community College.
 - b. Honors Student Enrollment
 - i. Fall 2012: 594 students.
 - ii. Fall 2013: 667 students.
 - iii. Fall 2014: 697 students.
 - iv. Fall 2015: 788 students.

- 10) Increased international student enrollment. Western Illinois University contracted with the American Association of State Colleges and Universities in 2012 to conduct an audit to inform university planning to internationalize the curriculum and increase international student enrollment. Since that time the University has served 1,730 international students, with fall enrollment increasing by 162 students (47.2%) between fall 2012 and fall 2015.
 - a. International Student Enrollment
 - i. Fall 2012: 343 international students enrolled.
 - ii. Fall 2013: 371 international students enrolled.
 - iii. Fall 2014: 511 international students enrolled.
 - iv. Fall 2015: 505 international students enrolled.
 - b. The University has served 838 students in Western's English as a Second Language (WESL) Institute since Fiscal Year 2013.
 - i. Fiscal Year 2013: 212 students enrolled.
 - ii. Fiscal Year 2014: 283 students enrolled.
 - iii. Fiscal Year 2015: 231 students enrolled.
 - iv. Fiscal Year 2016: 112 students enrolled.
 - c. Study Abroad Enrollment. A total of 530 students have participated in Study Abroad experiences since academic year 2012-2013.
 - i. Academic Year 2012-2013: 158 students participating.
 - ii. Academic Year 2013-2014: 120 students participating.
 - iii. Academic Year 2014-2015: 133 students participating.
 - iv. Academic Year 2015-2016: 119 students participating.
- 11) Increased distance education enrollment. The University has had 47,678 distance education course enrollments since Fiscal Year 2013, generating 138,729 credit hours. Demand for distance education courses is evidenced by a 3,523 annual course enrollment increase (35.2%) between Fiscal Years 2013 and 2016, with credit hours increasing by 9,471 credit hours (32.0%) during this time.
 - a. Course Enrollments
 - i. Fiscal Year 2013: 10,011
 - ii. Fiscal Year 2014: 11,746
 - iii. Fiscal Year 2015: 12,387
 - iv. Fiscal Year 2016: 13,534
 - b. Credit Hours
 - i. Fiscal Year 2013: 29,570
 - ii. Fiscal Year 2014: 34,132
 - iii. Fiscal Year 2015: 35,976
 - iv. Fiscal Year 2016: 39,041
- 12) Implemented new admissions and marketing initiatives, including:
 - a. Initiating digital marketing (Fiscal Year 2014)
 - b. Creating base marketing budgets for the Macomb and Quad Cities campuses (effective for Fiscal Year 2015).
 - c. Opening the Saint Louis Recruitment Center (Fall 2014)

- 13) Established new 38 educational opportunities between academic years 2012-2013 and 2016-2017 as shown in the summary and detail tables below.

New Educational Opportunities at Western Illinois University Academic Years 2012-2013 through 2016-2017			
	Macomb	Quad Cities	Total
Total	<u>28</u>	<u>10</u>	<u>38</u>
Undergraduate Certificates	2	0	2
Baccalaureate Degrees	1	1	2
Post Baccalaureate Certificates	5	3	8
Integrated Degrees	20	2	13
Masters Degrees	0	3	3
Doctoral Degree	0	1	1

New Educational Opportunities at Western Illinois University by Campus Academic Years 2012-2013 through 2016-2017					
	2012- 2013	2013- 2014	2014- 2015	2015- 2016	2016- 2017
New Minors					
<u>Macomb</u>					
Communication Sciences and Disorders	X				
Criminalistics	X				
Network Technologies	X				
Computer-Mediated Communication		X			
Contemporary United States Studies		X			
Information Technology		X			
Fisheries		X			
Teaching English to Speakers of Other Languages		X			
Event Planning and Management			X		
Psychology of Substance Abuse			X		
Criminalistics			X		
Queer Studies			X		
<u>Quad Cities</u>					
Spanish		X			
Event Planning and Management			X		
Criminalistics			X		
New Undergraduate Certificates					
<u>Macomb</u>					
Marketing Technologies		X			
Integrated Marketing Communication		X			
New Baccalaureate Degrees					
<u>Macomb</u>					
Fire Protection Services	X				
<u>Quad Cities</u>					
Bilingual/Bicultural Education		X			

New Educational Opportunities at Western Illinois University by Campus
Academic Years 2012-2013 through 2016-2017
-continued-

New Post Baccalaureate Certificates

Macomb

Business Administration	X		
Supply Chain Management	X		
Business Analytics		X	
Music Performance			X
Events Planning and Management			X

Quad Cities

Business Administration	X		
Supply Chain Management	X		
Events Planning and Management			X

Integrated baccalaureate/master's programs

Macomb

Broadcasting and Sports Management	X		
Instructional Design and Technology	X		
Mathematics		X	
Sociology		X	
Law Enforcement and Justice Administration		X	
African American Studies and Liberal Arts and Sciences (BLAS)			X
Foreign Languages and Cultures and BLAS			X
Geography and BLAS			X
Geology and BLAS			X
Meteorology and BLAS			X
Philosophy and BLAS			X
Political Science and BLAS			X
Religious Studies and BLAS			X
Women's Studies with BLAS			X
Art with Museum Studies			X
Anthropology with Museum Studies			X
Journalism with Communication			X
Graphic Communication with Instructional Design and Technology			X
Communication			X
General Studies with Instructional Design and Technology			X

Quad Cities

Recreation, Park and Tourism Administration and Museum Studies	X		
Law Enforcement and Justice Administration.		X	

New Educational Opportunities at Western Illinois University by Campus
Academic Years 2012-2013 through 2016-2017
-continued-

Masters Degrees

Quad Cities

Business Administration in hybrid format	X	
College Student Personnel in hybrid format	X	
Community and Economic Development in hybrid format		X

Doctoral Degree

Quad Cities

Environmental Science	X	
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- 14) Maintained employee diversity, with over 250 minority employees representing 11.2% of the University's workforce.

Total Minority Employees and as a Percent of Total University Employees
Falls 2012-2015

	Number			Percent		
	<u>Macomb</u>	<u>Quad Cities</u>	<u>Total</u>	<u>Macomb</u>	<u>Quad Cities</u>	<u>Total</u>
2012	255	14	269	11.0%	10.1%	11.0%
2013	245	11	256	10.7%	8.0%	10.6%
2014	251	14	265	11.1%	9.3%	11.0%
2015	253	14	267	11.5%	8.6%	11.2%

- 15) Administered salary increases and other compensation as permitted by the availability of state resources.

- a. The University reallocated \$7.0 million to support faculty raises in Fiscal Years 2014 and 2015. The University Professionals of Illinois and Western Illinois University also agreed to salary concessions for Fiscal Years 2016-2018 as described below.
 - i. Fiscal Year 2014: 3.5% (funded by \$4.4 million in internal reallocations).
 - ii. Fiscal Year 2015: 2.0% (funded by \$2.6 million in internal reallocations).
 - iii. Fiscal Year 2016: 1.0%. However, the University Professionals of Illinois rescinded their 1% negotiated raise and reduced base salaries by 3% from FY2016 levels for FYs 2017 and 2018 in response to the state budget impasse, under terms and conditions described in *Western Illinois University Board of Trustees Resolution 16.6/12*.

- b. The University reallocated \$2.5 million between Fiscal Years 2014 and 2017 to support salary minima per contractual agreements with the University Professionals of Illinois.
 - i. Fiscal Year 2014: \$558,411 (funded by internal reallocations).
 - ii. Fiscal Year 2015: \$634,394 (funded by internal reallocations).
 - iii. Fiscal Year 2016: \$640,633 (funded by internal reallocations).
 - iv. Fiscal Year 2017: \$657,394 (funded by internal reallocations).

- c. The University reallocated \$1.2 million to support 863 Professional Achievement Award (PAAs) recipients between Fiscal Years 2014 and 2017.

- i. Fiscal Year 2014: \$312,662 to support 217 PAAs (funded by internal reallocations).
- ii. Fiscal Year 2015: \$319,271 to support 221 PAAs (funded by internal reallocations).
- iii. Fiscal Year 2016: \$296,480 to support 204 PAAs (funded by internal reallocations).
- iv. Fiscal Year 2017: \$294,120 to support 221 PAAs (funded by internal reallocations).

d. Non-Negotiated Staff Salary Increases

- i. Fiscal Year 2014: 3.5%
- ii. Fiscal Year 2015: 2.0%
- iii. Fiscal Year 2016: 0.0%.
- iv. Fiscal Year 2017: 0.0%

16) Granted tenure to 101 faculty members, and made 165 faculty promotions along with 163 civil service reclassifications.

a. Tenure.

- i. June 2013: 22 faculty members.
- ii. June 2014: 32 faculty members.
- iii. June 2015: 26 faculty members.
- iv. June 2016: 21 faculty members.

b. Promotions.

- i. Fall 2013: 27 faculty members.
- ii. Fall 2014: 58 faculty members.
- iii. Fall 2015: 42 faculty members.
- iv. Fall 2016: 38 faculty members

c. Civil Service reclassifications.

- i. Fiscal Year 2013: 64 staff members.
- ii. Fiscal Year 2014: 47 staff members.
- iii. Fiscal Year 2015: 37 staff members.
- iv. Fiscal Year 2016: 15 staff members.

Goal 2: Enrich Academic Excellence

The University demonstrates its commitment to academic excellence by:

1) Maintaining the largest expenditures for instruction and instructional support.

- a. Fiscal Year 2012: \$150.1 million, or 65.6% of all expenditures.
- b. Fiscal Year 2013: \$145.4 million, or 63.7% of all expenditures.
- c. Fiscal Year 2014: \$151.7 million, or 65.4% of all expenditures.
- d. Fiscal Year 2015: \$153.0 million, or 66.2% of all expenditures.

Operations Costs by Function of Expenditure Fiscal Years 2012-2015				
(In Thousands of \$)	<u>FY2012</u>	<u>FY2013</u>	<u>FY2014</u>	<u>FY2015</u>
Instruction	\$79,449.2	\$77,370.8	\$77,267.6	\$77,237.5
Organized Research	6,074.1	3,540.3	3,535.5	3,083.6
Public Service	14,774.0	12,694.3	13,970.1	14,142.2
Academic Support	8,701.9	8,925.6	8,847.8	8,829.6
Student Services	41,066.6	42,830.7	48,119.7	49,661.2

Subtotal-Dollars	<u>\$150,065.8</u>	<u>\$145,361.7</u>	<u>\$151,740.7</u>	<u>\$152,954.1</u>
Subtotal-Percent	65.6%	63.7%	65.4%	66.2%
Institutional Support	9,277.7	9,473.6	9,675.4	10,238.6
O&M of Physical Plant	30,200.5	30,446.2	31,023.6	27,711.3
Independent Operations	34,944.1	38,651.4	35,090.6	35,419.8
CMS Group Health Insurance	2,724.2	2,735.9	2,909.5	2,998.1
FICA/Medicare	1,564.6	1,602.4	1,668.9	1,666.5
Total	<u>\$228,776.9</u>	<u>\$228,271.2</u>	<u>\$232,108.7</u>	<u>\$230,998.4</u>

- 2) Completing Program Reviews in 29 academic departments, schools and centers between academic years 2012-2013.
 - a. Academic Year 2012-2013 Reviews: Curriculum and Instruction, Health Sciences, Instructional Design and Technology, Kinesiology, Law Enforcement and Justice Administration, and the Post-Baccalaureate Certificate in Teaching English to Speakers of Other Languages.
 - b. Academic Year 2013-2014 Reviews: Family and Consumer Sciences, Sociology, and the Illinois Institute for Rural Affairs, in addition to an initial three-year review of the post baccalaureate certificate in Teaching English to Speakers of Other Languages.
 - c. Academic Year 2014-2015 Reviews: Best Practices in Early Childhood Education, College Student Personnel, Community Development, Geography, Instructional Design and Technology, Law Enforcement and Justice Administration, Meteorology, Political Science, School Psychology, and the Study of Masculinities and Men's Development, in addition to an initial three-year progress report on the new B.S. in Information Systems.
 - d. Academic Year 2015-2016: Broadcasting; Communication; Communication Sciences and Disorders; Counseling; Journalism; Music; Psychology; and Recreation, Park and Tourism Administration.

- 3) Maintaining ongoing relationships with 17 discipline-specific agencies that accredit the University's academic programs, where appropriate to the discipline⁴:
 - a. Academic Year 2013-2014: 16 agencies accredit programs at the University.
 - e. Academic Year 2013-2014: 16 agencies accredit programs at the University.
 - f. Academic Year 2014-2015: 17 agencies accredit programs at the University.
 - g. Academic Year 2015-2016: 17 agencies accredit programs at the University.
 - h. Academic Year 2016-2017: 17 agencies accredit programs at the University.

- 4) Maintaining an on-going relationship with Higher Learning Commission-North Central Association of Colleges and Schools.
 - a. Academic Year 2012-2013 actions:
 - i. Applying to the Persistence and Completion Academy.
 - ii. Applying for Commission approval to establish the Ph.D. in Environmental Science.
 - iii. Remaining current on new accreditation criteria and processes.
 - b. Academic Year 2013-2014 actions:
 - i. Receiving distance education approvals with no prior Commission approvals required.

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

- ii. Receiving approval to establish the Ph.D. in Environmental Science.
- iii. Receiving State of Iowa approval to continue hosting Museum Studies and offering distance education in Iowa through November 2015.
- iv. Initiating processes for closing 60th Street as a branch campus and opening Riverfront as a branch campus.
- v. Preparing to host an onsite campus evaluation visit for Western Illinois University-Quad Cities.
- vi. Preparing to host off-campus location reviews at Central Intermediate School in Washington, Illinois, and Peoria Manual High School in September 2014.
- vii. Adopting a Formal Definition of a Credit Hour Policy.
- viii. Preparing a long-term accreditation planning calendar for the University.
- ix. Completing year one (of four) participation in the Persistence and Completion Academy.

c. Academic Year 2014-2015 actions:

- i. Acquiring approval for closing 60th Street, and opening Riverfront as Western Illinois University's branch campus in the Quad Cities.
- ii. Receiving reaffirmation of accreditation for off-campus program currently offered at 13 additional locations.
- iii. Initiating preparations to achieve State of Iowa re-certification that is required every two years for the University to continue hosting Museum Studies at the Figge Art Museum in Davenport and offering distance education in Iowa.
- iv. Completing year two (of four) participation in the Persistence and Completion Academy.

d. Academic Year 2015-2016 actions:

- i. Receiving Illinois Board of Higher Education and National Council for State Authorization and Reciprocity Agreement approval for membership.
- ii. Responding to Commission questions regarding the Fiscal Year 2016 State of Illinois budget impasse.
- iii. Achieving Commission approval for Western Illinois University's Quality Initiative.
- iv. Serving as a Teach Out partner for Ashford University.
- v. Reporting to the Commission on University Teach Out plans for baccalaureate degree programs in African American Studies, Philosophy, Religious Studies, and Women's Studies.
- vi. Completing year three (of four) participation in the Persistence and Completion Academy

5) Implementing changes to the First Year Experience

a. Academic Year 2013-2014 actions:

- i. Clarifying program goals.
- ii. Requiring a university transition course (University 100) and small section of a general education or pre-professional course.
- iii. Providing residents assistants with additional resource and referral training.
- iv. Branding the FYE.
- v. Enhancing educational components to FYE web and social media sites.

b. Academic Year 2014-2015 actions:

- i. Raised the minimum GPA eligibility requirement for Peer Mentors from 2.0 to 2.5.
- ii. Revised the University 100 syllabus to add the Student Bill of Rights.
- iii. Created and implemented rubrics for the Goals final assignment, Written assignment draft, and Written assignment final.
- iv. Established a donation fund for University 100 student textbooks.
- v. Created a four-week check in for peer mentors and instructors in University 100.

c. Academic Year 2014-2015 actions: None.

6) Supporting scholarly activity:

Context

Western Illinois University faculty authored 87 books and 1,327 chapter/monograph/refereed articles, made 3,813 conference presentations, and generated 4,126 creative activities between calendar years 2012 and 2015.

Western Illinois University Faculty Scholarly Activity Calendar Years 2012-2015					
	2012	2013	2014-	2015	Total
Books	29	19	18	21	87
Chapter/Monograph/Refereed	337	372	313	305	1,327
Articles					
Conference Presentations	937	1,026	964	886	3,813
Creative Activities	1,260	1,115	819	932	4,126

Faculty and staff have also earned \$42.3 million in external awards between Fiscal Years 2013 and 2016, with the value annual value of awards increasing by \$1.9 million (19.6%) during this time.

- i. Fiscal Year 2013: \$9.7 million.
- ii. Fiscal Year 2014: \$9.9 million.
- iii. Fiscal Year 2015: \$11.1 million.
- iv. Fiscal Year 2016: \$11.6 million.

Supporting Actions

a. Granting 79 faculty sabbaticals between academic years 2012-2013 and 2015-2016.

- i. Academic Year 2013-2014: 26 sabbaticals.
- ii. Academic Year 2014-2015: 25 sabbaticals.
- iii. Academic Year 2015-2016: 28 sabbaticals.

b. Investing \$5.9 million in faculty and staff travel between Fiscal Years 2012-2015.

- i. Fiscal Year 2012: \$1.6 million.
- ii. Fiscal Year 2013: \$1.6 million.
- iii. Fiscal Year 2014: \$1.3 million.
- iv. Fiscal Year 2015: \$1.4 million.

c. Engaging 676 participants in annual Undergraduate Research Days since spring 2013.

- i. Spring 2013: 197 student participants.
- ii. Spring 2014: 214 student participants.
- iii. Spring 2015: 265 student participants.

- d. Establishing the annual Graduate Research Conference in spring 2014, with 234 students participating since that time; and the annual Quad Cities Student Research Conference in spring 2015, with 101 students participating since that time.
 - iv. The Graduate Research Conference
 - Spring 2014: 65 student participants.
 - Spring 2015: 69 student participants.
 - Spring 2016: 100 student participants.
 - v. Quad Cities Student Research Conference
 - Spring 2015: 46 student participants.
 - Spring 2016: 55 student participants.
- 7) Receiving \$119.2 million in state capital funding to support new instructional facilities.
- a. \$59.2 million was received to construct and furnish the Western Illinois University-Quad Cities Riverfront Campus.
 - i. Phase I opened January 2012.
 - ii. Phase II opened August 2014.
 - b. \$60 million (currently frozen by the State) was received to construct and furnish the Center for Performing Arts in April 2014.
- 8) Supporting technology.
- a. Purchasing 2,356 new faculty and staff computers valued at \$2.4 million since Fiscal Year 2013.
 - i. Fiscal Year 2013: 864, valued at \$830,561
 - ii. Fiscal Year 2014: 925, valued at \$920,591
 - iii. Fiscal Year 2015: 451, valued at \$536,908
 - iv. Fiscal Year 2016: 116, valued at \$126,528
 - b. Maintaining four-year technology rotations at Western Illinois University-Quad Cities by purchasing 392 new computers valued at \$451,757 since Fiscal Year 2013.
 - i. Fiscal Year 2013: 77 new computers, valued at \$77,875
 - ii. Fiscal Year 2014: 294 new computers for labs and staff, valued at \$353,580
 - iii. Fiscal Year 2015: 20 new computers, valued at \$18,733
 - iv. Fiscal Year 2016: 1 new computer, valued at \$1,569
 - :
 - c. Upgrading 58 electronic classrooms and laboratories on the Macomb Campus since academic year 2013-2014.
 - i. Academic Year 2013-2014: 27
 - ii. Academic Year 2014-2015: 24
 - iii. Academic Year 2015-2016: 7
 - d. Investing in the Macomb Campus technology by purchasing the following items between Fiscal Years 2013-2016.
 - i. 369 computers for Instructional laboratories and electronic classrooms valued at \$354,671

- ii. 397 computers for University Technology Computer Labs annual valued at \$354,264
- iii. 178 iPads for classroom instruction valued at \$95,788 since Fiscal Year 2016 to support instruction on the Macomb Campus

Computing Purchases Supporting Electronic Classrooms and Laboratories Macomb Campus Fiscal Years 2013-2016						
	<u>Instructional Laboratory and Electronic Classroom Computers</u>		<u>University Technology Laboratory Computers</u>		<u>iPads</u>	
	<u>Number</u>	<u>Value</u>	<u>Number</u>	<u>Value</u>	<u>Number</u>	<u>Value</u>
2013	148	\$115,566	95	\$79,237	128	\$74,438
2014	81	47,834	133	142,073	50	21,350
2015	111	140,271	169	132,954	0	0
2016	29	51,000	0	0	0	0
Total	<u>369</u>	<u>\$354,671</u>	<u>397</u>	<u>\$354,264</u>	<u>178</u>	<u>\$95,788</u>

- e. Launching the 2013-2018 Information Technology Strategic Plan (October 2013) and resulting in:
 - i. Establishing IT Governance, enabling wireless access in all residence hall rooms, centralizing technology staffing, launching the new university website with responsive design, updating the University’s mobile application, and virtualizing Zimbra servers (Academic Year 2013-2014).
 - ii. Enhancing wireless connectivity, bandwidth, electronic classrooms, and video conference units; improving technology security; and updating the Macomb core infrastructure (Academic Year 2014-2015).
 - iii. Improving technology security, transitioning from Zimbra to Google collaborative software, and completing the University Technology reorganization (Academic Year 2015-2016).

Goal 3: Provide Educational Opportunity

The University extends educational opportunity by:

- 1) Offering weekend and irregularly scheduled courses (those less than the regular semester length)
 - a. Fall 2014: 112, 3.5% of all scheduled classes.
 - b. Fall 2015: 82, 2.7% of all scheduled classes.
 - c. Fall 2016: 102, 3.5% of all scheduled classes.
- 2) Establishing new hybrid programs
 - a. Fall 2015: Masters degree programs in Business Administration (MBA) and College Student Personnel (CSP).
 - i. Initial course enrollments:
 - MBA: Five hybrid course sections, with 74 course enrollments of out of a maximum of 85 for a fill rate of 87.1%.
 - CSP: Two hybrid course sections, with 48 course enrollments of 48 of a maximum of 52 for a fill rate of 92.3%.

- ii. Academic Year 2014-2015: 13,106 patient visits, 3,659 immunizations, 7,688 laboratory tests, and filled 7,738 prescriptions.
 - iii. Academic Year 2015-2016: 14,200 patient visits, 2,355 immunizations, 11,573 laboratory tests, and filled 8,671 prescriptions
 - b. In demand Campus Recreation services, measured by card swipes at the entrance of the Spencer Student Recreation Center.
 - i. Academic Year 2012-2013: 273,520
 - ii. Academic Year 2013-2014: 259,775
 - iii. Academic Year 2014-2015: 259,775
 - iv. Academic Year 2015-2016: 254,739
 - c. Sport Clubs.
 - i. Academic Year 2012-2013: 29
 - ii. Academic Year 2013-2014: 38
 - iii. Academic Year 2014-2015: 35
 - iv. Academic Year 2015-2016: 31
- 3) Supporting University Theme year programming (listed below) with key note speakers, integration into the First Year Experience, and related curricular and co-curricular programs and events.
 - a. Academic Year 2012-2013: War and Peace: From Personal Conflict to Global Resolution
 - b. Academic Year 2013-2014: Food and Drink: Mind, Body and Soul
 - c. Academic Year 2014-2015: Ethics: A Foundation for Personal Growth and Social Responsibility
 - d. Academic Year 2015-2016: Environment: A Foundation for Social Responsibility
 - e. Academic Year 2016-2017: Economy: Moral Challenges and Opportunities
- 4) Promoting a comprehensive Division I athletic program with students successful in the classroom and in competition.
 - a. Academic Year 2012-2013 highlights:
 - i. The cumulative grade point average of student athletes was 3.03.
 - ii. Sixty-four student athletes earned Academic All-Conference Honors (Summit League and Missouri Valley Football Conference).
 - iii. Twenty-three student-athletes earned All-Conference honors.
 - iv. Men's Basketball won its first conference championship in 30 years, set a record for most wins in its Division I history (22-8), and advanced to the College Basketball Insider Tournament for the second consecutive year.
 - b. Academic Year 2013-2014 highlights:
 - i. Awarded \$3.6 million in athletics scholarships.
 - i. The cumulative grade point average of student athletes was 3.07.
 - ii. Fifty-six student-athletes earned Academic All-Conference Honors in the Summit League and/or Missouri Valley Football Conference.
 - iii. Men's Soccer advanced to the Summit League Tournament championship game for the third consecutive year.
 - iv. Volleyball qualified for the Summit League postseason tournament for the first time since 2007.

- v. Student-athletes performed 1,143 hours of community service, and collected \$6,639 for local and regional charities.
- c. Academic Year 2014-2015 highlights:
 - i. The University awarded \$3.8 million in athletics scholarships.
 - ii. The cumulative grade point average of student athletes was 3.0.
 - iii. Forty-eight student-athletes earned Academic All-Conference Honors in the Summit League and/or Missouri Valley Football Conference.
 - iv. The men's soccer team shared the Summit League regular season championship.
 - d. Academic Year 2015-2016 highlights:
 - i. Awarded nearly \$3.9 million in athletics scholarships.
 - ii. Student athletes cumulative grade point average achieved the highest mark in nearly twenty years, reaching 3.12 in spring 2016.
 - iii. Two student-athletes received the NCAA's prestigious Post-Graduate Scholarship: Karissa Kouchis (softball) and Victoria Kappel (women's soccer). Kappel received the award in the fall and became the first female student-athlete in the history of the department to receive it.
 - iv. The women's basketball team participated in the Women's Basketball Invitational (WBI) post-season tournament. The WBI first-round victory over Southern Illinois was the first Division I postseason win in the history of either the men's or women's basketball programs.
 - v. The football team participated in the NCAA FCS playoffs for the first time in five years and advanced to the second round, defeating the University of Dayton in the first round.
 - vi. The men's basketball program earned its first-ever win over a nationally ranked opponent, defeating the University of Wisconsin in November 2015.
 - vii. The department partnered with the university's sports broadcasting program to nationally broadcast Leatherneck Athletics home events on ESPN3. Football, basketball, and volleyball contests were aired. The partnership is expected to expand, with men's and women's soccer, baseball and softball contests also airing in academic year 2016-2017.
 - viii. Leathernecks Excel as Athletes and People (LEAP) program was implemented to serve as a confidential, student-athlete sport performance initiative. The program offers student-athletes an opportunity to connect with sport psychology, mental health and other professionals on campus to enhance their sport performance and personal development.
 - ix. The department became one of the first Division I programs in the country to partner with SM2 (Social Media Sport Management) to offer foundational social media education for coaches, student-athletes, and staff.
- 5) Continuing placements in the University's Affirmative Action Internship Program.
- a. Academic Year 2013-2014: Centennial Honors College; Facilities Management; Government Relations; President's Office; Provost's Office; and the School of Distance Learning, International Studies, and Outreach.
 - b. Academic Year 2014-2015: College of Education and Human Services Advising Office
 - c. Academic Year 2015-2016: Office of Student Judicial Programs and Facilities Management Administration.

- 6) Offering on-campus professional development opportunities.
 - a. Academic Year 2013-2014 highlights:
 - i. The Center for Innovation in Teaching and Research provided 186 programs in Macomb and 25 in the Quad Cities.
 - ii. Ninety-eight employees completed Human Resources' Professional Supervisor Certificate Program, and 122 employees have taken sessions toward certificate completion.
 - iii. The LIFE (Learning is Forever) program had 685 enrollments in special-interest, non-credit courses.
 - b. Academic Year 2014-2015 highlights:
 - i. The Center for Innovation in Teaching and Research provided 178 programs in Macomb and 30 in the Quad Cities.
 - ii. One hundred and seven employees completed Human Resources' Professional Supervisor Certificate Program.
 - iii. The LIFE (Learning is Forever) program in Macomb had 1,615 enrollments in special-interest, non-credit courses.
 - iv. The LIFE program was established in the Quad Cities, and offered four courses.
 - c. Academic Year 2015-2016 highlights:
 - i. The Center for Innovation in Teaching and Research provided 185 programs in Macomb and 30 in the Quad Cities.
 - ii. Forty-five employees completed Human Resources' Professional Supervisor Certificate Program.
 - iii. The LIFE (Learning is Forever) had 2,385 non-credit course enrollments in Macomb, and another 489 enrollments in the Quad Cities.

Goal 5: Promote Social Responsibility

The University supported social responsibility by:

- 1) The University has receiving grants totaling \$1.3 million to support experiential learning between Fiscal Years 2014 and 2016.
 - a. Fiscal Year 2014: \$338,553 received.
 - b. Fiscal Year 2015: \$423,704 received.
 - c. Fiscal Year 2016: \$515,053 received.
- 2) Hosting federally mandated U.S. Constitution Day observances on the Macomb Campus (fall 2012-fall 2016).
- 3) Maintaining Carnegie Foundation Community Engagement Classification (academic year 2011-2012 to current).
- 4) Completing the comprehensive campaign, surpassing the University's \$60 million goal by \$2.1 million, increasing the endowment from \$16 million to \$40 million, and expanding the total asset base to \$55 million (December 2013).

- 5) Building a culture of alumni giving, measured by annual alumni giving rates.
 - a. Fiscal Year 2013: 5.1%.
 - b. Fiscal Year 2014: 4.8%.
 - c. Fiscal Year 2015: 4.3%
 - d. Fiscal Year 2016: 3.9%
- 6) Completing programming studies.
 - a. Macomb Campus Space Study, Currens Hall/Science Complex Study, Western Illinois University-Quad Cities Riverfront Campus Phase III (academic year 2013-2014).
- 7) Updating the *Macomb Campus Master Plan*: Completed academic year 2012-2013.
- 8) Achieving Master Plan goals and priorities.
 - a. 2012
 - i. Alumni House Phase I (sign wall installed)
 - ii. Corbin Hall and Olson Hall renovation
 - iii. Lincoln Hall and Washington Hall renovation
 - iv. Properties at 300 W. University Drive decommissioned
 - v. Three Dimensional Art Center opened in the Heating Plant Annex
 - vi. Wetzel Hall decommissioned and Wetzel Park established
 - b. 2013
 - i. University Grand Entry.
 - ii. 22 classroom and five electronic classroom upgrades.
 - iii. Hanson Field video board installation.
 - iv. Steam line upgrades.
 - v. Thompson Hall renovations.
 - c. 2014
 - i. Memorial Hall replacement parking lot.
 - ii. Agriculture Greenhouse.
 - iii. New Residence at Horn Field Campus.
 - iv. 15 classroom and 17 electronic classroom upgrades.
 - v. University Union renovation.
 - vi. Thompson Hall Lobby.
 - d. 2015
 - i. Purchasing and removing four houses on Adams Street and University Cinemas to protect the integrity of the formal entries to Western Illinois University.
 - ii. 21 classroom and 29 electronic classroom upgrades.
 - iii. Phase II of the Alumni Legacy Project.
 - iv. Tanner Hall Lobby.
 - e. 2016
 - i. New seating in Western Hall
 - ii. New cellular tower
 - iii. Seven classroom and laboratory upgrades
 - iv. Preparing for decommissioning of Higgins and East Village
 - v. Green House addition

9) Demonstrating sustainability:

- a. Receiving Silver Leadership in Energy and Environmental Design certification for Phase I of the Riverfront Campus (January 2013).
- b. Achieving Tree Campus USA by the Arbor Day Foundation (academic years 2013-2014 through 2016-17).

Goal 6: Demonstrate Accountability

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

- 1) Including the University's Performance Indicator Dashboard on the University Planning Website.
- 2) Providing and placing monthly, quarterly, and annual Strategic Plan Updates, and annual Performance Reports on the University Planning Website.

Part III
Higher Values in Higher Education 2012-2022
2016 Supplement

1. **Stabilize Enrollment.**

- A. Expand enrollment in the High School Admissions Program.
 - 1. President Thomas will hold Summits with High School administration in Quincy, Macomb, and the Quad Cities during academic year 2016-2017. Focus of the sessions will be items A, B and G of Goal 1.

- B. Increase student enrollment from the 16-counties closest to the Western Illinois University Macomb and Quad Cities campuses.

- C. Increase community college agreements and transfer student enrollment.
 - 1. The University is currently negotiating dual enrollment agreements with Heartland Community College, Lewis and Clark Community College, Saint Louis Community College, and Southwestern Illinois Community College.

- D. Achieve a 10% participation rate of currently enrolled students in Centennial Honors College.
 - 1. Centennial Honors College had record enrollment in Spring 2016, with 855 students participating in the program. Summer freshmen recruitment, enhanced transfer recruitment, new articulation agreements with community colleges, on-campus recruitment fairs, and increased participation in the Quad Cities represent successfully implemented growth strategies for a program that has increased participation by 261 students (43.9%) since fall 2012.

 - 2. Goals for academic year 2016-2017 include:
 - a. Achieving a 10% participation rate of currently enrolled students in Centennial Honors College
 - b. Documenting annual increases in the number of Undergraduate Research Day and Quad Cities Student Research Conference participants
 - c. Documenting the number of WIU nominations and recipients for Rhodes, Udall and other prestigious scholarship programs.

 - 3. Engage in corporate student recruitment.
 - a. The program was established in Fiscal Year 2016, with outcomes including creating or enhancing 67 university partnerships with 38 partner organizations. Specific outcomes are discussed in *Western Illinois University Board of Trustees Report Number 16.10/7*.

- E. Enroll 1,000 international students.
 - 1. The Center for International Studies (CIS) updated the *International Student Recruitment Plan* that has guided a 162 student (47.2%) growth in international student enrollment between fall 2012 and fall 2015.

- F. Participate in other activities designed to increase undergraduate and graduate student enrollment.

1. Presidential Task Forces established in academic year 2015-2016 will be reconvened for academic year 2016-2017. The FY18 Strategic Plan Update will document accomplishments related to enrollment and other high university priorities.
 - a. The Provost and Academic Vice President continues to Chair the Academic Excellence Task Force
 - b. The Vice President for Student Services continues to chair the Educational Opportunity (Student Cost) Task Force
 - c. The Vice President for Quad Cities and Planning Social Responsibility (Planning) Task Force

- G. Continue to develop innovative strategies to address concerns of price sensitivity and elasticity.
 1. The University will evaluate the effectiveness of the fall 2016 3% price reduction on new applications, acceptances and enrollments, and on first-year retention rates during academic year 2016-2017.

- H. Improve retention and graduation rates.
 1. The University has set a 70% first year retention goal and will document progress and priorities to support this initiative during academic year 2016-2017.
 2. The University will continue participation in the Higher Learning Commission's Persistence and Completion Academy.

- I. Engage in curricular efficiency studies to help examine trends influencing students time-to-degree.
 1. The Provost and Academic Vice President will charge 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 the General Education categories, and the number of courses offered in each category. The current administrative structure of General Education will also be reviewed.
 2. The Provost and Academic Vice President will charge 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 relationship to the State licensure regulations, and curricular applications to fulfill the state required competencies.

2. **Provide Responsive Programs.**
 - A. Continue to ground general education in the liberal arts to equip students with the necessary foundational skills to be successful in the their chosen majors, professions, and continued graduate and professional studies.

- B. Update Signature Program analyses.
 - 1. The Provost and Academic Vice President will lead the update of the University's Signature Program analysis.
 - 2. University Marketing will continue to promote Western's signature programs.

- C. Engage in cyclic program reviews, documenting continuous improvements resulting from review processes.
 - 1. Programs in Art; Broadcasting; Chemistry; Communication; Communication Sciences and Disorders; Counseling; Journalism, Physics; Psychology; Recreation, Park and Tourism Administration; Social Work; Theatre; and the Center for Applied Criminal Justice will have regularly scheduled program reviews during academic year 2016-2017.
 - 2. Required three-year progress reports for new programs implemented in fall 2013 will be completed for the B.S. in Fire Protection Services, B.S. in Public Health, and Post Baccalaureate Certificates in Business Administration and Supply Chain Management.

- D. Document continuous improvements resulting from annual assessment of student learning processes.
 - 1. Reports and recommendations are available from the Office of the Provost and Academic Vice President.

- E. Achieve and maintain discipline-specific accreditation, where appropriate to the discipline.
 - 1. Western Illinois University will host eight reaffirmation of accreditation visits from the following agencies during calendar years 2016 and 2017.
 - a. Academy of Nutrition and Dietetics/Accreditation Council for Education in Nutrition and Dietetics for the B.S. in Family and Consumer Sciences, Dietetics option.
 - b. American Speech-Language-Hearing Association/Council on Academic Accreditation for the M.S. in Communication Sciences and Disorders, Speech-Language option.
 - c. Council for Accreditation of Counseling & Related Educational Programs for the M.S. Ed. In Counseling.
 - d. Council on Social Work Education/Commission on Accreditation for the Bachelor of Social Work.
 - e. National Association of Schools of Art and Design for the B.A. in Art, B.F.A. in Art, and M.A. in Museum Studies.
 - f. National Association of Schools of Music for the B.A in Music, B.M. in Music, and M.M. in Music.
 - g. National Association of Schools of Theatre for the B.A. in Theatre, M.F.A. in Theatre, B.F.A. in Musical Theatre.
 - h. Commission on English Language Program Accreditation for Western's English as a Second Language Institute.

- F. Identify and eliminate barriers to interdisciplinary collaboration.

G. Document new program areas.

1. A new master's degree in Business Analytics was implemented on the Macomb Campus.
2. A new hybrid master's degree in Community and Economic Development was implemented on the Quad Cities Campus.
3. A request to establish a bachelor's degree in Mechanical Engineering has been submitted to the Illinois Board of Higher Education.

H. Develop a university planning process that documents workforce and graduate school placement rates, uses data from secondary sources (e.g., Occupational Outlook Quarterly) to evaluate demand and serve as the base for enrollment targets.

3. **Support Innovation.**

A. Design and implement an Executive Corporate Cluster as a means to increase student recruitment, sponsored credit, internships, advisory board service, on campus recruitment fairs, engagement of external experts, and the basis for future philanthropic relationships.

1. See actions reported in Goal 1D3.

B. Respond to changing market conditions by offering increased hybrid programs and increased online degrees.

1. All graduate programs have been granted permission to explore the development of hybrid programs, as appropriate to the discipline.
2. The University established a goal to offer 10% of courses in irregularly scheduled formats (e.g., weekend academy, online, hybrid) and to evaluate implementation as part of program review.
 - a. This goal was exceeded in Fiscal Year 2016, with 37.2% of the summer classes, 14.2% of the fall classes, and 17.8% of the spring classes offered in the aforementioned formats.

C. Document other forms of innovation in academic departments and administrative units.

4. **Reduce Reliance on State Funding.**

A. Establish giving expectations for the Western Illinois University Board of Trustees.

B. Establish annual external revenue generation goals for the President, Vice Presidents, and Deans.

C. Review contracts and grants rules and policies to identify and remove impediments to institutional effectiveness in generating external revenue.

- D. Increase revenue from contracts and grants.
 - 1. Review for external grants and contracts increased by \$500,000 (4.5%) from \$11.1 million in Fiscal Year 2015 to \$11.6 million in Fiscal Year 2016.
- E. Transition funding of public service units from state appropriated funding.

5. **Increase Business Acumen.**

- A. Make necessary but difficult decisions on program continuation in recognition that a comprehensive university cannot be all things to all people.
 - 1. The University is engaged in teach-out plans for the African American Studies, Philosophy, Religious Studies, and Women's Studies majors.
 - 2. The University will continue strategic review of academic programs, and will document the number of reviews and the outcomes/implementation of these reviews.
- B. 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.
 - 1. Initial reporting to the Western Illinois University Board of Trustees was completed in March 2016 (see *Western Illinois University Board of Trustees Report Number 16.3/6* and the supporting power point presentation that is available at www.wiu.edu/university_planning/presentations.php).
 - 2. An update to this report and presentation will be made at today's Western Illinois University Board of Trustees meeting (see *Report Number 16.10/5*). The supporting power point presentation will be placed on the University Planning website after the Board meeting.
- C. Identify opportunities to streamline and improve efficiencies.
 - 1. The University will continue exploration of new student and financial data systems.
- D. Restore institutional reserve funding.
- E. Communicate the plan and its results, internally and externally.
 - 1. President Thomas will continue providing Budget Updates and hosting Town Hall meetings; meetings with the colleges, library, Quad Cities, and governance groups; student, faculty, and staff roundtables; and meetings with major donors and the President's National Advisory Group.
 - 2. President Thomas will also continue working with legislative leaders and the Governor, providing testimony on budget and other issues affecting higher education, and serving on the Illinois Board of Higher Education.
 - 3. Mayors and High School Summits will be used to communicate and advance university goals and priorities.
 - 4. The Vice President for Quad Cities and Planning will continue to provide monthly, quarterly, and annual strategic planning updates.