

# WESTERN ILLINOIS UNIVERSITY BOARD OF TRUSTEES

September 29, 2017

## Report 17.9/8 Fiscal Year 2018 Strategic Plan Update

This *Update* provides an overview of the interrelationship between Western Illinois University’s Strategic Plan and Strategic Plan Supplements. It then discusses accountability reporting for these documents, and concludes with a summary and identification of next steps. Results in this *Update* will show that the students, faculty, and staff of Western Illinois University continue successful advancement of the vision, mission, goals, and priorities of *Higher Values in Higher Education* and its component parts.

Western Illinois University’s Higher Values in Higher Education strategic planning processes are based on a ten-year vision that is updated every five years to reflect changing internal and external environments. The University currently operates according to *Higher Values in Higher Education 2012-2022*. Higher Values in Higher Education 2017-2027 will be created this academic year.

This University also creates annual Strategic Plan Supplements. This process began in academic year 2016-2017. Annual Strategic Plan Supplements provide timely actions to advance the University’s highest goals and priorities. This provides the mechanism to successfully address unforeseen challenges and opportunities at the time of writing a strategic plan, and is used as a method of continuous improvement.

As shown below, the University has implemented six goals and priorities (supporting university growth through demonstrating accountability) since academic year 2012-2013 as we seek to become a national leader in quality, opportunity, and affordability. We focused on stabilizing enrollment through increasing business acumen during academic year 2016-2017. We will focus on stabilizing enrollment, enhancing educational opportunities, expanding community engagement, and increasing external funding during academic year 2017-2018.



In addition to publicly stating our goals and priorities, Western Illinois University engages in annual accountability reporting to evaluate our effectiveness in these areas. This *Update*, the sixth in an annual series for *Higher Values in Higher Education 2012-2022*, is divided into five parts.

- Part I: *Higher Values in Higher Education 2012-2022* accomplishments for academic year 2016-2017 and plans for academic year 2017-2018.
- Part II: Cumulative accomplishments from *Higher Values in Higher Education 2012-2022*.
- Part III: 2016-2017 *Strategic Plan Supplement* accomplishments.
- Part IV: 2017-2018 *Strategic Plan Supplement*. initial accomplishments and plans.
- Part V: Summary and next steps.

Results from this *Update* will inform the creation of Higher Values in Higher Education 2017-2027. It will also inform self-study for reaffirmation of accreditation from the Higher Learning Commission. The Quad Cities and the University's off-campus locations will have site visits during academic year 2019-2020. The Macomb campus visit will occur in academic year 2020-2021. Commission protocol requires branch campus and off-campus location visits to occur the year before the main campus visit.

The source documents for this *Update* are annual *Planning and Accomplishment Reports and Presentations* prepared by all department chairs, directors, deans, and vice presidents. These materials were presented to the university community in annual presentations made by the vice presidents and areas that report to the president in May 2017. These materials are available from the University Planning website at [www.wiu.edu/university\\_planning/annualpresentations.php](http://www.wiu.edu/university_planning/annualpresentations.php).

This *Update* is the first of a two-part evaluation of institutional effectiveness in strategic planning. The Board of Trustees will receive a second analysis at its December 2017 meeting. The Fiscal Year 2018 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.

This *Update* will discuss *what* the University is doing to advance its vision, goals and priorities. The Performance Report will evaluate *how* the University is doing relative to its performance indicators and peer institutions.

This *Update* will also show that strategic planning implementation continues to advance the University in national comparisons of quality, opportunity, and affordability, despite Illinois higher education enduring the two-year historic and unprecedented State of Illinois budget impasse.

- *U.S. News and World Report* ranked Western Illinois University as the ninth best Midwestern public university in September 2016, up from 11<sup>th</sup> in September 2015.
- The *Princeton Review* in August 2017 named Western Illinois University:
  - A “Best Midwestern College” for the 14<sup>th</sup> consecutive year.
  - Among the top 25 percent of the nation's 2,500 best four-year colleges and universities.
- The 2017 Washington Monthly College Guide recognized Western Illinois University as:
  - The ninth “Best Bang for the Buck” Midwest institution, up from 37<sup>th</sup> last year.
  - The 73<sup>rd</sup> Best (out of 632) national master's degree granting institution, up from 91<sup>st</sup> last year.
  - Among the 100 best four-year colleges and universities nationally serving adult learners.

- Military Times EDGE magazine named Western Illinois University as a 2017 “Best for Vets College,” ranking 13<sup>th</sup> in the nation (up 2 spots from the 2016 ranking), and making Western the only Illinois public four-year university in the top 50 schools nationally.
- BestColleges.com in August 2017 included Western Illinois University in its 2017 listing of the “Top 20 Best Online Accredited Colleges in Illinois.”

**Part I**  
**Annual Higher Values in Higher Education Accomplishments and Plans**  
**Academic Years 2016-2017 and 2017-2018**

**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 (currently at 10,000 total student enrollment) for the University 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

- Launched the new Western Illinois University Alumni Magazine.
- Hosted the Vietnam Era Wall That Heals, attracting over 6,800 individuals to the Quad Cities campus to tour this event and learn more about the University.
- Co-Sponsored and supported a Western Illinois University information tables at the Bix7 and Quad Cities Marathon.

Continuing Initiatives

- Emphasizing Western's national rankings of quality, opportunity, affordability, and military friendliness in publications, billboards, advertisements (print, broadcast, and radio), web, and social media.
- Nominating students for highly prestigious national scholarships, including the Rhodes, Fulbright, Goldwater, Truman, Mitchel, and NCAA Post-Baccalaureate Fellowship programs.
- Engaging in media campaigns to promote Centennial Honors College and Western Commitment Scholarship recipients in their hometown newspapers.
- Supporting the Think Purple and Success Story campaigns.
- Advertising in highly trafficked areas, including cinemas, high school gymnasiums, shopping centers, airports, regional sporting events, and on WQPT.
- Engaging in geo-tracking and fencing.

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

New Initiatives

- Engaged in meetings with presidents from 19 community colleges in Illinois, Iowa, and Missouri and three private institutions to discuss partnership development, expansion, and evaluation.
- Planned to offer the first dual enrollment course at a off-campus location (Cambridge High School).
- Signed Compact (General Education articulation) Agreement with Saint Louis Community College.
- Expanded recruitment at military installations.
- Targeted the recruitment of working professionals through the President's Executive Institute.
- Piloted use of Gradschoolmatch.com with 31 programs during a three-month test phase.
- Received funding from the Moline Foundation and the Regional Development Authority to launch High School Engineering Career Exploration Days on the Quad Cities campus. This will allow more than 400 students from 11 area high schools to meet faculty and tour campus in fall 2017.

Ongoing Initiatives

- Hosting Discover Western sessions across Illinois and in Saint Louis.
- Engaging the School of Graduate Studies in 23 recruitment events.
- Awarding seven Graduate Recruitment Grants (up to \$500 each) to assist with departmental and school recruitment.
- 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.
- Offering in-state tuition for all domestic students.
- Supporting dual enrollment programs with high schools and community colleges.
- Awarding 494 and 488 graduate assistantships in fall 2016 and spring 2017, respectively.
- 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).
- 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

- Established the Military Student Task Force to address issues related to the recruitment and retention of active duty military and veterans.
- Launched the master's degree in Community and Economic Development in hybrid format.
- Planned to launch an undergraduate online degree in Anthropology during academic year 2017-2018.

Ongoing Initiatives

- Supporting dual enrollment agreements with eight community colleges.
- Maintaining BGS agreements with all Illinois public community colleges.
- Offering the National Fire Academy Certificate; Anthropology, General Studies, and RN to BSN undergraduate degrees, four post-baccalaureate certificates in Instructional Design and Technology; and Master's degrees in Business Administration, Instructional Design and Technology, and Elementary Education online.

- Delivering master's degrees in Business Administration and College Student Personnel in hybrid format.
- Exploring hybrid course development in all graduate disciplines and select undergraduate disciplines.
- 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, with 51 and 54 course enrollments in fall 2016 and spring 2017, respectively.

*Action 6: Increase campus diversity*

New Initiatives

- Planned for the opening of Alpha Psi Lambda, a co-educational historically Latin fraternal organization, on the Macomb campus.
- Established the Quad Cities Cultural Alliance to support an inclusive and diverse campus environment and promote cultural awareness, respect, and appreciation.

Ongoing Initiatives

- Supporting offices, programs and services that are designed to increase the participation and achievement of students from traditionally underrepresented groups<sup>1</sup>. 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 university publications.

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

New Initiatives

- Delivered faculty-led study abroad courses in new international locations and this course delivery also resulted in the recruitment of new students to the University. The locations courses, location, and number of new students follow. Law Enforcement in Costa Rica (6), Economic Development in Nepal (7), French

Ongoing Initiatives

- Providing \$3,000 International Commitment Scholarships for high achieving undergraduate and graduate international students.
- Utilizing language-specific recruitment videos and PowerPoint presentations.
- Continuing online promotion, embassy visits, faculty ambassador program, and recruitment

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

and Folklore in Ghana (7), and Sustainability in Ecuador (6).

partnerships with Education USA offices, recruiters, governmental agencies, and international programs

- Hosting administration and faculty from international 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

- Implemented a Pre-Honors Program.
- Received funding from Dr. Jill Brody to establish a pre-medical symposium.

#### 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.
- 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.
- Supporting a chapter of Alpha Sigma Lambda, a non-traditional student national honor society for 20 students in the Bachelors of Genreal Studies degree program.
- Hosting the Pre-Law Symposium.

*Action 9: Enhance the affordability of Western Illinois University.*

#### New Initiatives

- Maintained new academic year 2017-2018 student tuition at academic year 2016-2017 levels.
- Allocated institutional funds to establish a new four-year Western Educational Opportunity Grant program for accepted students who had not matriculated to the University.

#### 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

- Engaging in impact bargaining concerning furlough and/or layoffs with bargaining units. For example, and due to the historic and unprecedented two-year State of Illinois budget impasse, the University Professionals of Illinois rescinded their 1% negotiated raise for FY16, and reduced base salaries by 3% from FY2016 levels for FYs 2017 and 2018 under the terms and conditions described in *Western Illinois University Board of Trustees Resolution 16.6/12*.
- Sustaining the university furlough program for non-negotiated administrative personnel earning more than \$40,000 annually.
- Canceling salary increases for non-negotiated staff members.

*Action 12: Reward professional achievements of faculty and staff.*

New Initiatives

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Ongoing Initiatives

- Granting tenure to 10 faculty members.
- Approving 22 faculty promotions and 45 civil service reclassification audits.
- Awarding 182 Fiscal Year 2017 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

- Updated Board of Trustees Regulations on Bereavement Leave and Sick leave.

#### 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

- Submitted two requested reports to the Higher Learning Commission on maintaining institutional quality during the State of Illinois' historic and unprecedented budget impasse.

#### Ongoing Initiatives

- Implementing contractual agreements with the University Professionals of Illinois that place instruction as the highest priority of faculty<sup>2</sup>.
- Continuing priority investment in the instructional and academic mission of the University. Fiscal Year 2016 expenditures for Academic Affairs and Student Services totals \$147.8 million, or 67.5% of all expenditures from all sources of funds, up from 66.2% of all expenditures in FY15.
- Supporting interdisciplinary programs (e.g., General Education, Liberal Arts and Sciences, Museum Studies, and Environmental Science,

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<sup>2</sup> 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.

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 23 cyclic program reviews, three three-year progress reports on new programs, and two one-year follow-up reports to ensure the provision of high-quality, viable academic programs and services.
- 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.
- Continuing institutional membership in National Council of State Authorization and Reciprocity Agreements by demonstrating institutional adherence to best practices in distance education delivery.
- Remaining certified by the State of Iowa Office of Postsecondary Education to house the Museum Studies Degree at the Figge Art Museum in Davenport.
- Increasing the number Living-Learning communities on the Macomb campus, establishing peer tutoring in the Quad Cities, and installing secure remote testing access for distance learning students as part of the University's Quality Initiative for the Higher Learning Commission.

*Action 2: Focus on the individual learner.*

New Initiatives

- Implemented new Living-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 (15:1) 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

- Coordinated internal grant competitions for faculty interested in submitting applications for the National Endowment for the Humanities Summer Stipend program and National Science Foundation Major Research Instrumentation program.

#### Ongoing Initiatives

- Allocating \$3.2 million in support of scholarship and an additional \$933,600 thousand to support faculty and staff travel.
- 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 Libraries<sup>3</sup>.
- 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

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<sup>3</sup> 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

(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.
- 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.
- Maintaining currency on grant policies and regulations at the federal, state, and university levels

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

#### New Initiatives

- Hosted Community and Economic Development Summits in Macomb, Moline, Peoria and Quincy to initiate planning on how the university and community will collaborate on shared priorities.
- Partnered with the Illinois Terrorism Task Force to administer the Illinois School and Campus Safety program for K-12 and higher education, and to enhance community, school, and personal preparedness in the event of a disaster.

#### Ongoing Initiatives

- Allocating \$12.9 million in FY16 (5.9% 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).
- Delivering 17 summer camps to area youth.
- 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

- Delivering 53 workshops related to the University's distance learning platform, Desire2Learn.
- 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

- Initiated reviews of General Education and Teacher Education to address program, degree, and credit hour requirements.
- Signed a 3+3 Articulation Agreement with John Marshall Law School.

#### 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.
- Supporting 41 integrated undergraduate and graduate degrees programs.

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

#### New Initiatives

#### 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 and hybrid programs.
- 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 Institute.

#### 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.
- Deploying the Student Success Center in Tanner Hall, which houses representatives from the Leatherneck Success Team, Academic Advising, math tutoring, and the Writing Center.
- 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

- After review by the Leatherneck Success

Ongoing Initiatives

- Providing all registered student organizations

Team, study tables were added in the first-year residence halls and Multicultural Center to give students places to study and obtain homework assistance.

- Based on evaluation of the Quad Cities Persistence and Completion Team, the Quad Cities campus received approval from the President to support a new peer tutoring model.

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

- Lowered new student tuition by 3% in FY16 and did not increase tuition in FY17.

#### Ongoing Initiatives

- Including financial need and academic merit components in Western Commitment Scholarship Programs.
- 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.
- Offering one in-state tuition rate for all domestic students.
- Assigning an advisor to assist delinquent and defaulted borrowers resume student loan payments.

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

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

#### New Initiatives

- Establishing a food pantry on the Quad Cities campus to address issues of student food insecurity and access.
- Exploring student access to YMCA facilities in the Quad Cities.

#### Ongoing Initiatives

- Maintaining a smoke-free environment.
- Engaging in assessment, counseling, treatment, and early intervention through the Alcohol and Other Drug Resource Center.
- Offering an accredited, full-service Health Center on the Macomb campus 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 Polices 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

- Provided University Theme programming and events on the topic of *Economy: Moral Challenges and Opportunities* during academic year 2016-17.
- Planned academic year 2017-2018 University Theme programming and events on the topic of *Cultivating Peace at Home and Abroad: Our 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

#### Ongoing Initiatives

- Supporting service learning, internships, student teaching, simulations, and other forms of experiential learning.

- 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

- Established "Western 101" meetings with regional legislators to coordinate institutional plans and legislative actions.
- Initiated Education Summits in Galesburg, Havana, Macomb, Moline, Peoria, Quincy, Saint Louis, and Savanna for educational professionals to learning more about the University's teacher education program and to discuss ideas to recruit and retain more students to Western Illinois University.
  - Reinstating the teacher education recruitment fair and bussing more prospective students to campus for visits were two priorities implemented

Ongoing Initiatives

- Utilizing external advisory boards for the President, Alumni Association, Athletics, Foundation, Western Illinois University-Quad Cities, 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, including the second annual Purple and Gold Day. The latter surpassed its goal of 1,000 donors. A total of 1,071 individuals donated \$133,982 to the University on April 25, 2017.

as a result of Summit feedback.

- Expanded the academic year 2017-2018 summit schedule rotation to include Rockford and Decatur in all summits.
- Launched Alumni Summits in these same communities to discuss ways that individuals can help advance university priorities in recruitment, retention, new student internship sites, and fundraising.
- Started planning to position the University for the next comprehensive fundraising campaign:
  - Analyzed donor propensity to give for over 124,000 alumni.
  - Completed wealth and philanthropy screenings for over 176,000 records on the Foundation databased.
  - Managed the finances of the University Foundation that includes a \$45 million endowment value, total assets of \$61 million, and a planned giving inventory between \$30-40 million.
  - Established new corporate relations as a result of the President's Executive Institute.

*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

- Implemented the *Background Investigation Policy*.
- Reviewed and revised the *Emergency Operations Plan*.
- Partnered with several local and state agencies to conduct a multi-jurisdictional response exercise.
- Added six new security cameras in the residence halls.
- Installed the third bay at the Agricultural Greenhouse.
- Completed Western Hall seating; University Village, University Farms, and Horn Field roof repairs; McKenzie Soccer field bleacher installations, and University Village electrical service projects.

#### Ongoing Initiatives

- Administering the one-hour Interpersonal Violence Prevention as part of the New Student Orientation program, in addition to offering 76 educational programs related to security, two Rape Aggression Defense classes, and safety and educational programming.
- 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.
-

- Having the ADA Advisory Committee 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 *Campus Master Plan Updates* at the Board's annual winter meeting.

*Action 5: Reinforce institutional commitments to environmental sustainability.*

New Initiatives

- Added automation systems in Malpass Library and Western Hall.
- Upgraded lighting to energy efficient LED by replacing almost 400 light fixtures and more than 3,300 light bulbs in Knoblauch and Brophy halls, University Union, Student Recreation Center, Malpass Library, and the Alumni House.
- Installed, replaced and/or repaired over 10,000 feet of pipe insulation in Bayliss, Henninger, Thompson, Tanner, Lincoln, Tillman, Knoblauch and Western halls, Heating Plant, and Malpass Library.

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.
- Diverting over six tons of food scrap waste from landfill to the EarthTub composters, turning it into compost used in campus gardens.
- Maintaining Tree Campus USA status from the Arbor Day Foundation for the fifth consecutive year.
- Hosting We Care campus beautification where volunteers planted 700 mums and 10,000 bulbs in school colors and spread two semi-loads of mulch.
- 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

- Implementing institutional strategies designed to produce a total university enrollment of 10,000 students, improve first-year retention rates to over 70%, and increase 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.
- Making 19 Western Illinois University Board of Trustees Reports and Resolutions related to university planning during FY17.

**Part II**  
**Cumulative Strategic Plan Accomplishments**  
**Fiscal Years 2013-2017**

The data in this section are provided through the end of Fiscal Year 2017 (spring 2017). Because this report was submitted at census day, the official day for university enrollment reporting, updated data for fall 2017 will be provided at the December 2017 Western Illinois University Board of Trustees meeting.

**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 scholarship 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 seniors who met university admissions criteria. Western has enrolled 46 students since program establishment, with students paying 1/3<sup>rd</sup> of tuition and no fees effective fall 2015. Data for fall 2017 will reflect a program change. The University will pilot offering a Western course (English 180) at a off-campus location (Cambridge High School), in addition to enrolling students on campus or through distance learning.
  - 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 to current).
- 7) Expanded Linkages opportunities with five new community college partners. A total of 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.
    - v. Academic Year 2016-2017: In partnership exploration with Kishwaukee, Rend Lake, Southeastern (Illinois and Iowa), and Richland Community Colleges.
  - 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 412 students (14.2%) from 2,897 students in fall 2012 to fall 3,309 students in fall 2016. Minority student Enrollment as a percent of total university 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%
2016	3,053	256	3,309	34.8%	18.4%	32.5%

- 9) Increased honors student opportunities by signing four new community college articulation agreements. The Honors College has served 3,644 honors students between fall 2012 and fall 2016, with a 304 student (51.2) enrollment increase 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 and Heartland Community College.
    - iv. Academic Year 2016-2017: Negotiating with Sauk Valley 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.
  - v. Fall 2016: 898 students.
- c. Pre-Honors Student Enrollment (Program established in fall 2016).
  - i. Fall 2016: 48 students.
    - 1. 25 of these students (52%) earned grade point averages of 3.4 or higher and became Honors students in spring 2017.
    - 2. 10 students (21%) earned grade point averages between 3.20 and 3.39 GPA, and continued as Pre-Honors students during spring 2017.

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 2,221 international students, with fall enrollment increasing by 128 students (37.3%) between fall 2012 and fall 2016.

- 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.
  - v. Fall 2016: 491 international students enrolled, with a record high of 462 students enrolled as degree-seeking students.
- b. The University has served 965 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.
  - v. Fiscal Year 2017: 127 students enrolled.
- c. Study Abroad Enrollment. A total of 782 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.
  - v. Academic Year 2016-2017: 152 students participating.

11) Increased distance education enrollment. The University has served 61,868 distance education course enrollments since Fiscal Year 2013, generating 175,125 credit hours. Demand for distance education courses is evidenced by a 4,179 course enrollment increase (41.7%) between Fiscal Years 2013 and 2017, and a 10,826 credit hour (37.0%) increase 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
- v. Fiscal Year 2017: 14,190

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
- v. Fiscal Year 2017: 40,396

12) 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
<b>New Minors</b>					
<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 Educational Opportunities at Western Illinois University by Campus  
 Academic Years 2012-2013 through 2016-2017  
 -continued-

**New Undergraduate Certificates**

Macomb

Marketing Technologies	X		
Integrated Marketing Communication	X		

**New Baccalaureate Degrees**

Macomb

Fire Protection Services	X		
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Quad Cities

Bilingual/Bicultural Education	X		
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**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

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

Quad Cities

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

**Masters Degrees**

Quad Cities

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

**Doctoral Degree**

Quad Cities

Environmental Science X

- 13) Maintained employee diversity, with the University's workforce at a record high of 11.4% minority faculty and staff in fall 2016.

Total Minority Employees and as a Percent of Total University Employees  
Falls 2012-2016

	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%
2016	233	11	244	11.8%	7.2%	11.4%

- 14) 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%
- 15) Granted tenure to 101 faculty members, and made 165 faculty promotions along with 163 civil service reclassifications between June 2013 and June 2017.
- 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.
    - v. June 2017: 10 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.
    - v. Fall 2017: 22 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.
    - v. Fiscal Year 2017: 45 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.
- e. Fiscal Year 2016: \$147.8 million, or 67.5% of all expenditures.

<u>(In Thousands of \$)</u>	<u>FY2012</u>	<u>FY2013</u>	<u>FY2014</u>	<u>FY2015</u>	<u>FY2016</u>
Instruction	\$79,449.2	\$77,370.8	\$77,267.6	\$77,237.5	\$74,645.3
Organized Research	6,074.1	3,540.3	3,535.5	3,083.6	3,254.0
Public Service	14,774.0	12,694.3	13,970.1	14,142.2	12,852.6
Academic Support	8,701.9	8,925.6	8,847.8	8,829.6	8,109.0
Student Services	41,066.6	42,830.7	48,119.7	49,661.2	48,895.0
Subtotal-Dollars	<u>\$150,065.8</u>	<u>\$145,361.7</u>	<u>\$151,740.7</u>	<u>\$152,954.1</u>	<u>\$147,755.9</u>
Subtotal-Percent	65.6%	63.7%	65.4%	66.2%	67.5%
Institutional Support	9,277.7	9,473.6	9,675.4	10,238.6	9,006.5
O&M of Physical Plant	30,200.5	30,446.2	31,023.6	27,711.3	24,066.9
Independent Operations	34,944.1	38,651.4	35,090.6	35,419.8	33,722.4
CMS Group Health Insurance	2,724.2	2,735.9	2,909.5	2,998.1	2,722.3
FICA/Medicare	1,564.6	1,602.4	1,668.9	1,666.5	1,611.9
Total	<u>\$228,776.9</u>	<u>\$228,271.2</u>	<u>\$232,108.7</u>	<u>\$230,998.4</u>	<u>\$218,885.9</u>

- 2) Completing Program Reviews in 45 areas between academic years 2012-2013 and 2016-2017.
  - 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.
  - 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 Reviews: Broadcasting; Communication; Communication Sciences and Disorders; Counseling; Journalism; Music; Psychology; and Recreation, Park and Tourism Administration.
  - e. Academic Year 2016-2017 Reviews: 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. In addition required three-year progress reports for new programs implemented in fall 2013 were 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.
- 3) Maintaining ongoing relationships with 17 discipline-specific agencies that accredit the University's academic programs, where appropriate to the discipline<sup>4</sup>:
  - a. Academic Year 2013-2014: 16 agencies accredit programs at the University.
  - f. Academic Year 2013-2014: 16 agencies accredit programs at the University.

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

- g. Academic Year 2014-2015: 17 agencies accredit programs at the University.
  - h. Academic Year 2015-2016: 17 agencies accredit programs at the University.
  - i. 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.
    - 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. Applying for institutional 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 one (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 two participation in the Persistence and Completion Academy
- e. Academic Year 2016-2017 actions:
- i. Maintaining:
    - a. National Council for State Authorization and Reciprocity Agreement approval for membership.
    - b. State of Iowa approval to house Museum Studies in Davenport and offer distance education to Iowa residents.
  - ii. Responding to Commission questions regarding:
    - a. Year two of the historic and unrepresented State of Illinois budget impasse.
    - b. Year three institutional participation in the Persistence and Completion Academy.
  - iii. Implementing year two of Western Illinois University's Quality Initiative, with priorities on:
    - a. Creating annual Strategic Plan Supplements.
    - b. Increasing enrollment, retention, and graduation rates.
    - c. Continuing participation in the Persistence and Completion Academy.
    - d. Engaging in fiscal reduction and reinvestment.

## 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 Years 2014-2015 through 2016-2017 actions: None.

## 6) Supporting scholarly activity:

### Context

Western Illinois University faculty authored 108 books and 1,581 chapter/monograph/refereed articles, made 4,693 conference presentations, and generated 4,979 creative activities between calendar years 2012 and 2016.

Western Illinois University Faculty Scholarly Activity Calendar Years 2012-2016						
	<u>2012</u>	<u>2013</u>	<u>2014-</u>	<u>2015</u>	<u>2016</u>	Total
Books	29	19	18	21	21	108
Chapter/Monograph/Refereed	337	372	313	305	254	1,581
Articles						
Conference Presentations	937	1,026	964	886	880	4,693
Creative Activities	1,260	1,115	819	932	853	4,979

Faculty and staff have earned \$53.0 million in external awards between Fiscal Years 2013 and 2017, with the value annual value of awards increasing by \$1.0 million (10.3%) 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.
- v. Fiscal Year 2017: \$10.7 million.

#### Supporting Actions

- a. Granting 105 faculty sabbaticals between academic years 2012-2013 and 2016-2017.
  - i. Academic Year 2013-2014: 26 sabbaticals.
  - ii. Academic Year 2014-2015: 25 sabbaticals.
  - iii. Academic Year 2015-2016: 28 sabbaticals.
  - iv. Academic Year 2016-2017: 26 sabbaticals.
  
- b. Investing over \$6.8 million in faculty and staff travel between Fiscal Years 2012-2016.
  - 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.
  - v. Fiscal Year 2016: \$0.9 million
  
- c. Engaging 1,339 participants in annual Undergraduate Research Days between spring 2013 and spring 2017.
  - i. Spring 2013: 197 student participants.
  - ii. Spring 2014: 214 student participants.
  - iii. Spring 2015: 265 student participants.
  - iv. Spring 2016: 305 student participants.
  - v. Spring 2017: 358 student participants.
  
- d. Establishing the annual Graduate Research Conference in spring 2014, with 317 students participating since that time; and the annual Quad Cities Student Research Conference in spring 2015, with 183 students participating since that time.
  - vi. The Graduate Research Conference
    - Spring 2014: 65 student participants.
    - Spring 2015: 69 student participants.
    - Spring 2016: 94 student participants.
    - Spring 2017: 89 student participants.

- vii. Quad Cities Student Research Conference
      - Spring 2015: 46 student participants.
      - Spring 2016: 55 student participants.
      - Spring 2017: 82 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
    - iv. Academic Year 2016-2017: 2
  - 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						
	Instructional Laboratory and Electronic Classroom Computers		University Technology Laboratory Computers		iPads	
	Number	Value	Number	Value	Number	Value
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).
- f. Launching the 2017-2022 Information Technology Strategic Plan. Annual accomplishments will be included in the next edition of the annual Strategic Plan Update.

### 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%.



## Goal 4: Support Personal Growth

The University Supports Personal Growth by:

- 1) Becoming a smoke-free University (July 2015).
- 2) Providing:
  - a. Student health services at Beu Health Center.
    - i. Academic Year 2013-2014: 13,106 patient visits, 3,659 immunizations, 7,688 laboratory tests, and filled 7,738 prescriptions.
    - 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.
    - iv. Academic Year 2016-2017: 12,272 patient visits, 3,458 immunizations, 11,266 laboratory tests, and filled 7,126 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.
    - v. Academic Year 2016-2017: N/A.
  - 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.
    - v. Academic Year 2016-2017: 25.
- 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.
- e. Academic Year 2016-2017 highlights
    - i. Student athletes had higher retention rates than all other students for the 19<sup>th</sup> consecutive semester.
    - ii. Thirteen teams finished with a mean grade point average of 3.0 in fall 2016.
    - iii. Men's baseball finished with the highest mean grade point average in program history at 3.16.
    - iv. Football finished with its second consecutive winning season, defeated a FBS opponent for the first time since 2003 (Northern Illinois University), and was ranked in the top 25 for the majority of the season.
    - v. Women's basketball (26-7) won the Summit League Championship and played in the NCAA tournament.
    - vi. Women's tennis snapped a 36-match conference losing streak dating back to 2011, and finished 3-3 in the Summit League.
    - vii. Locker Room/Team Space enhancements were made for Football, Volleyball, Basketball, and Track and Field/Cross Country.
- 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.
- d. Academic Year 2016-2017 highlights:
- i. The Center for Innovation provided:
    - a. Three sections of Best Practices in Teaching Online, with 47 faculty members participating in this program.
    - b. 53 workshops related to the University's distance learning platform, Desire2Learn.
    - c. With the number of sessions indicated parenthetically, additional programming was related to the Center for International Studies (1), Disability Resource Center (2), the University's Expanding Cultural Diversity Project (7), University Libraries (8), and the First Year Experience .
  - ii. Human Resources:
    - a. Served 66 employees in a Talent Management (employee development) program with 12 offerings.
    - b. Continued active shooter training with the Office of Public Safety, offered campus tours, and engaged all new employees in orientation and onboarding.
    - c. Provided oversight to the Performance Evaluation implementation for Civil Service employees. All evaluations are reviewed and appropriate action is taken if/when necessary to discuss substandard reviews with employees and supervisors, offering training options and/or disciplinary recommendations.

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

The University supported social responsibility by:

- 1) The University has receiving grants totaling \$1.6 million to support experiential learning between Fiscal Years 2014 and 2017. This includes a \$137,325 (40.6%) increase in annual funds received during this time.
  - a. Fiscal Year 2014: \$338,553 received.
  - b. Fiscal Year 2015: \$423,704 received.
  - c. Fiscal Year 2016: \$337,181 received.
  - d. Fiscal Year 2017: \$475,878 received.
- 2) Hosting federally mandated U.S. Constitution Day observances on the Macomb Campus (fall 2012 to current).
- 3) Maintaining Carnegie Foundation Community Engagement Classification (academic year 2011-2012 to current). The University will apply for re-certification beginning in calendar year 2018.

- 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%.
  - e. Fiscal Year 2017: 4.4%.
- 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, as stated in December:

2016

- Opening the second phase of the Greenhouse
- Updating one electronic classroom
- Leasing land for a new cellular tower
- Installing new seating in Western Hall
- Completing construction on a new Track & Field/Cross Country Team room in Western Hall
- Preparing for decommissioning of Higgins Hall and East Village
- Adding six additional Rocky on Parade statues

2015

- Purchasing and removing four houses to protect the integrity of the formal entry to Western Illinois University
- Removing the University Cinema Building
- Updating 21 classrooms and 29 electronic classrooms
- Completing Phase II of the Alumni Legacy Project
- Remodeling Tanner Hall Lobby

2014

- Constructing Memorial Hall replacement parking
- Opening the Agriculture Greenhouse and New Residence at Horn Field Campus
- Updating 15 classrooms and 17 electronic classrooms
- Renovating the University Union and Thompson Hall Lobby

2013

- Completing the Grand Entry to Western Illinois University
- Updating 22 classrooms and five electronic classrooms
- Installing a video board at Hanson Field
- Finishing Steam line upgrades and Thompson Hall renovations

2012

- Completing Phase I of the Alumni Legacy Project
- Renovating Corbin, Olson, Lincoln, and Washington Halls
- Decommissioning properties at 300 W. University Drive
- Opening the Three Dimensional Art Center in the Heating Plant Annex
- Imploding Wetzel Hall and creating Wetzel Park

9) Demonstrating sustainability:

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

**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**  
**2016-2017 Strategic Plan Supplement**  
**Accomplishments**

1. **Stabilize Enrollment.**

- A. Expand enrollment in the High School Admissions Program.
  - 1. Enrollment in the High School admissions program increased from 19 students in fall 2016 to 41 students in fall 2017, as of September 2<sup>nd</sup>. The primary reason for the enrollment increase was offering a Western Illinois University course, English 180, at a off-campus location (Cambridge High School).
  
- B. Increase student enrollment from the 16-counties closest to the Western Illinois University Macomb and Quad Cities campuses.
  - 1. Hosted Educational Summits in Macomb, Moline, Galesburg, Havana, Peoria, and Savanna for educational representatives in our service region to learn more about the Western's teacher education program and to plan ways to increase enrollment of local students. As a result of these Summits, the teacher education recruitment fair was reinstated, the University is piloting dual enrollment at Cambridge High School, and is busing more prospective students to campus for visits.
  
- C. Increase community college agreements and transfer student enrollment.
  - 1. The Vice President for Quad Cities and Planning met with presidents from 19 community colleges in Illinois, Iowa, and Missouri to explore partnerships and review student recruitment issues.
  - 2. The University signed a Compact (general education articulation) Agreement with Saint Louis Community College.
  - 3. The University is developing dual enrollment agreements with Kishwaukee, Rend Lake, Southeastern (Illinois and Iowa), and Richland Community Colleges.
  - 4. Honors Articulation Agreements were developed and implemented with Elgin, Heartland, and Saint. Louis Community College.
  - 5. Centennial Honors College is developing a articulation agreement with Sauk Valley College.
  
- D. Achieve a 10% participation rate of currently enrolled students in Centennial Honors College.
  - 1. Total honors student enrollment increased from 667 students in fall 2013 to a record 960 students in Spring 2017. Spring 2017 honors enrollment represents a 114 student (13.5%) increase over the past year alone, and a 293 (43.9%) increase since fall 2013.
  - 2. The number Hispanic Honors College students increased from 26, or 5% of total participants in fall 2010 to 91 or 12.0% of total participants in spring 2017. The number of African American students increased from 15, or 2.9% of total participants to 123, or 12.8% of total participants during this time.
  - 3. Methods used to increase honors student enrollment include establishing a Pre-Honors Program, Honors Mentor Program, Pre-Med Symposium, and retail discounts for Honors students; providing Centennial Honors College Scholarships; expanding articulation agreements; engaging in internal recruitment at University events, including Summer Orientation and Registration; establishing eight new honors

courses; offering Honors sponsored travel courses; enhancing the departmental website and newsletter; reallocating 20% of one full-time equivalent employee's time to Quad Cities recruitment; and using focus groups to assess honors students' perceptions, expectations and recommendations.

- E. Engage in corporate student recruitment.
  - 1. The University sponsored 13 courses for three cohorts of teachers.
  - 2. The University attracted 56 students who had their tuition paid by their employers. The top three employers sending the most students were AT&T, United Postal Service, and Unity Point Health Care. This total does not include students who were enrolled and received tuition reimbursement for their employers.
  
- F. Enroll 1,000 international students.
  - 1. The Center for International Studies (CIS) updated the *International Student Recruitment Plan* that has guided a 148 student (43.1%) growth in international student enrollment between fall 2012 and fall 2016.
  
- G. Participate in other activities designed to increase undergraduate and graduate student enrollment.
  - 1. In addition to the recruitment activities described earlier in this *Update*:
    - a. The Provost and Academic Vice President chairs the Academic Excellence Task Force that is addressing issues of recruitment from an academic perspective.
    - b. The Vice President for Student Services chairs the Educational Opportunity (Student Cost) Task Force that recommended no tuition increases for Fiscal Year 2017, and is currently examining cost drivers and the potential to lower student fees.
    - c. The Vice President for Quad Cities and Planning chairs the Social Responsibility (Planning) Task Force that authored recommendations in the previous and current Strategic Plan Supplements. The Vice President also chairs the Military Task Force that is benchmarking military tuition and fee policies at benchmark and other best practice institutions.
  
- H. Continue to develop innovative strategies to address concerns of price sensitivity and elasticity.
  - 1. See Action G (above).
  
- I. Improve retention and graduation rates.
  - 1. The University set a 70% first-year retention goal. Examples of new actions in support of this goal include expanding Living-Learning Communities and introducing of the Sophomore Year Experience in residence halls on the Macomb campus. It also includes identifying courses with the highest D/F/W rates and the implementation of a Student Learning Assistance Program on the Quad Cities campus, and continuation of the First Year Experience university wide.
  
- J. Engage in curricular efficiency studies to help examine trends influencing students time-to-degree.

1. The Provost and Academic Vice President charged the Faculty Senate with completing a 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. A report is anticipated in academic year 2017-2018.
2. The Provost and Academic Vice President charged units within Academic Affairs to complete a 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. A report is anticipated in academic year 2017-2018.

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 their chosen majors, professions, and continued graduate and professional studies.
  1. See Action J (above).
- B. Update Signature Program analyses.
- C. Engage in cyclic program reviews, documenting continuous improvements resulting from review processes.
  1. Program reviews were completed in 17 areas during academic year 2016-2017.
- 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 hosted or 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.

- 1. The Provost charged Academic Affairs with creating new interdisciplinary educational opportunities across departments and colleges.

G. Document new program areas.

- 1. New baccalaureate degrees in cyber security and middle level education, and a new master's degree in applied statistics and decision analytics are now available on the Macomb campus.
- 2. A new baccalaureate degree in mechanical engineering, hybrid master's degree in community and economic development, master's degree in applied statistics and decision analytics, a post-baccalaureate certificate in business analytics; and a minor in human resource management are now available on the Quad Cities campus.
- 3. A minor in Economics and major in Anthropology are now available online.

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.
  - 1. In the Pre-Award area, the Office of Sponsored Projects:
    - i. Registers members of the university community on the Grant Forward database system to maximize the number of people receiving notices of funding opportunities
    - ii. Provides assistance and training in all aspects of proposal and budget development through workshops, seminars, course lectures, and departmental and college meetings.
    - iii. Stays informed with regard to compliance issues with state and federal electronic proposal development and submission systems, and changing federal guidelines.
    - iv. Advises the campus community of international grant and fellowship opportunities.
  - 2. In the Post-Award area, the Office of Sponsored Projects:
    - i. Stays informed of policies and regulations at the federal, state, and local levels.
    - ii. Maintains strong working relationships project directors and agency contacts.
    - iii. Provides and meets new project directors with pertinent grant information as soon as their projects are funded.
    - iv. Offers workshops, course presentations, and post award training sessions.
- D. Increase revenue from contracts and grants.
  - 1. Western Illinois University faculty and staff earned \$53.0 million in external awards between Fiscal Years 2013 and 2017, with the annual value of awards increasing by \$1.0 million (10.3%) during this time.
- E. Transition funding of public service units from state appropriated funding.
  - 1. The University reduced public service expenditures from \$14.1 million in Fiscal Year 2015 to \$12.9 million in Fiscal Year 2016. This represents a \$1.2 million (9.3%) reduction.

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 continues strategic review of academic programs.

- B. Engage in strategic reinvestment of institutional resources to support growth and academic excellence, with a three-year (FY16-FY18) ... reduction and reinvestment goal.
  - 1. Fiscal Years 2016 and 2017 power point presentations to the Western Illinois University Board of Trustees are available from the University Planning Website at [www.wiu.edu/university\\_planning/presentations.php](http://www.wiu.edu/university_planning/presentations.php).
  - 2. The Fiscal Year 2018 presentation will be made at today's Western Illinois University Board of Trustees meeting. It will be placed on the University Planning website after the Board meeting.
  
- C. Identify opportunities to streamline and improve efficiencies.
  - 1. The University:
    - i. Merged Instructional Design and Technology into Engineering Technology, and the Philosophy component of Department of Philosophy and Religious Studies into Mathematics
    - ii. Created a new Department of Liberal Arts as a result of merging African American Studies, the Religious Studies component of Department of Philosophy and Religious Studies, and Women's Studies.
    - iii. Prepared to phase out the B.A. in Music and Post Baccalaureate Certificates in Business Administration, English (Literary Studies, Professional Writing, and Teaching Writing), and Instructional Design and Technology (Graphics Applications and Multimedia).
  
- D. Restore institutional reserve funding.
  
- E. Communicate the plan and its results, internally and externally.
  - 1. President Thomas provided Budget Updates to the University community, hosted Town Hall meetings; attended meetings with the colleges, library, Quad Cities, and governance groups; continued student, faculty, and staff roundtables; and engaged with major donors and the President's National Advisory Group.
  - 2. President Thomas worked with legislative leaders and the Governor, provided testimony on budget and other issues affecting higher education, and served on the Illinois Board of Higher Education.
  - 3. Alumni, Community and Economic Development, and Education Summits were used to communicate and advance university goals and priorities.
  - 4. The Vice President for Quad Cities and Planning continued to provide monthly, quarterly, and annual strategic planning updates.

**Part IV**  
**2017-2018 Strategic Plan Supplement**  
**Plans**

**Goal 1: Stabilize Enrollment at 10,000 Students**

1. Providing opportunities for students, faculty, staff, and alumni to volunteer in the development and implementation of new recruitment and retention priorities
  - a. In addition to materials presented in the last section of this *Update*, there are many examples to become involved in student recruitment and retention. Examples for each campus and university-wide are listed below. Members of the University community are encouraged to ask their supervisor or vice president if they are not sure who to contact to learn more and/or volunteer.
    - i. Macomb: Serving in the Building Connections mentor program, assisting admissions with special initiatives (e.g., post card campaigns for accepted students), acting as an Honor's Mentor, and becoming involved in Western's All Volunteer Effort.
    - ii. Quad Cities: Helping with admissions events, volunteering to serve on the Quad Cities Cultural Alliance, and becoming part of the Student Learning Assistance Program.
    - iii. University-wide: Volunteering or providing recommendations to the Persistence and Completion Teams, Military Task Force, or Student Cost Task Force. Vice President is the first contact for the first two groups, and Vice President Williams is the contact group the third.
    - iv. There will be additional opportunities to provide suggestions later this fall as the University creates Higher Values in Higher Education 2017-2027. Ideas, suggestions, and recommendations will also continue to be solicited in monthly Strategic Plan Updates and through meetings with governance groups on both campuses.
2. Developing and implementing an integrated marketing plan to increase awareness of the academic colleges, majors and programs of study at Western Illinois University.
  - a. University Marketing will:
    - i. Increase the University's visual presence in Macomb, west-central Illinois, and throughout the state.
    - ii. Use digital marketing to advance Western in the digital arena
    - iii. Augment efforts to increase university pride internally and externally.
    - iv. Develop new 15- and 30-second commercials for television, theater, digital displays, etc.
    - v. Further promote Think Purple campaign with new success stories.
  - b. University Relations will continue to enhance Western's reputation and recognition as a top comprehensive university by using press releases, news media subscription services, posting services, media exposure, social media, and other venues.

- c. University Relations will also use of social media to promote the University's faculty, programs, and services to further enhance Western's eputation as a quality institution.
  - d. University Television and WQPT will continue promoting the University in our host communities and regions.
  - e. Public Information Specialist priorities in the Quad Cities include:
    - i. Increasing the presence on social media.
    - ii. Producing press releases on students, faculty, staff, events, and accomplishments.
    - iii. Interviewing alumni and friends of the University for publication on social media and in news features.
    - iv. Supporting, supporting, and branding Western Illinois University at high profile community events.
3. Engaging in University-wide and discipline-specific student recruitment activities on- and off-campus
- a. The Visual Production Center will research innovative methods to market services to students, parents, and local communities.
  - b. University Television will develop recruitment videos for the University and every college and department.
  - c. The Admissions Office will purchase an expanded range of ACT scores and increase communication with these high school juniors and seniors.
  - d. University Relations will use students focus groups to evaluate the quality and helpfulness of university recruitment publications.
  - e. All academic departments and schools will continue to refine recruitment and retention plans.
  - f. The Honors College will continue to work with Phi Theta Kappa chapters, negotiate Articulation Agreements, and develop a summer orientation session transfer students.
  - g. The Graduate School will:
    - i. Obtain feedback from students, graduate coordinators, faculty, advisors, and program staff to improve recruitment and admissions processes.
    - ii. Develop a comprehensive communication plan for newly admitted students.
  - h. Distance Learning/Bachelor of General Studies Program will:
    - i. Renew partnerships with community colleges and develop new partnerships with specific departments at those colleges.
    - ii. Develop a prospective student data tracking system.
  - i. The President's Executive Institute will continue to promote employer tuition assistance and reimbursement programs in corporate meetings as a means to attract working professionals to the University.
  - j. The College of Education and Human Services will develop webinars to inform school counselors, parents, and high school students about its programs.
4. Identifying additional means to bring prospective new students to campus. Accepted students who have experienced campus visit(s) have higher matriculation rates than accepted students who have not visited a Western Illinois University campus prior to their final college selection choice.
- a. Outcomes will be documented in the FY19 Strategic Plan Update, and initiatives are underway. For example:

- i. The School of Engineering is hosting over 400 high school students on campus. These visits were fiscally supported by external fundraising.
    - ii. The College of Education and Human Services plans to host career fairs for the Teacher Education and the Law Enforcement and Justice Administration programs.
5. Documenting outcomes from the newly established Military Task Force charged with increasing the outreach, recruitment, and retention of military personnel, reservists, and dependents from all branches of the United States Military.
  - a. The Task Force recommended expanded distance learning opportunities to better serve active duty personnel and reservists. Expanding distance learning is a goal of Academic Affairs.
  - b. The Taskforce will document benchmarking of best practices recommendations to the President's Leadership Team and the status of the recommendations with regard to tuition, recruitment, retention, and university programs and services in the FY19 Strategic Plan Update.
6. Advancing access and affordability by:
  - A. Providing Western's *Cost Guarantee* for tuition, fees, and room and board
    - i. Western in Fiscal Year 2018 remains the only Illinois public university to guarantee tuition, fees, and room and board.
  - B. Benchmarking the cost competitiveness of Western Commitment Scholarships for new freshmen and transfer students.
    - i. An analysis of transfer student scholarships has been completed.
  - C. Identifying to the President's Leadership Team future opportunities to leverage Western Commitment Scholarship programs.
    - i. Based on item B (above), Western Transfer Scholarships for academically qualified students will be extended to a \$1,000 annually renewable scholarship for two years.
  - D. Recommending to the Student Cost Task Force new opportunities for Western to continue national leadership in cost predictability and affordability
7. Increasing partnerships with high schools by:
  - A. Expanding the University's dual enrollment program
    5. Experiences from the pilot at Cambridge High School will be used to help expand the University's dual enrollment programs.
  - B. Providing special opportunities for dually enrolled high school students to learn more about the educational opportunities at the University in order to increase the number of dual enrolled students who stay at Western after high school graduation.
  - C. 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.
    1. This is a priority of the Vice President for Student Services.

- D. Hosting regional Educational Summits with superintendents, principals, and guidance counselors to develop and implement recruitment strategies based on these Summits.
    - 1. Two Education Summits are scheduled for Decatur, Galesburg, Havana, Macomb, Moline, Peoria, Quincy, Rockford, Saint Louis, and Savana. The first Summit will focus on the academic offerings in the College of Arts and Sciences. The second Summit will focus on the Human Services offerings in the College of Education and Human Services.
    - 2. Spring Education Summits and topics will be scheduled later this semester.
  - E. Providing opportunities for high school students to participate in on-campus curricular and co-curricular program, events, and/or services
8. Expanding partnerships with community colleges by:
- A. Meeting with all Illinois community colleges and select community colleges in Iowa, Missouri, and Wisconsin to ensure Western's transfer friendliness and opportunities for new and expanded partnerships, at the university, college, school, and departmental level/
    - 1. This is an ongoing priority for the Vice President for Quad Cities and Planning.
  - B. Providing opportunities for prospective new transfer students to participate in on-campus curricular and co-curricular program, events, and/or services.
  - C. 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/.
    - 1. The University is currently developing dual enrollment agreements with Kishwaukee, Rend Lake, Southeastern (Illinois and Iowa), and Richland Community Colleges.
  - D. Signing new articulation agreements, other program-specific agreements, and reverse transfer agreements between Western Illinois University and community colleges/
    - 1. The University is currently developing Reverse Transfer Agreements with the community colleges noted above.
    - 2. The Honors College is currently developing an articulation agreement with Sauk Valley College.
    - 3. The Director and Associate Director of the Honors College will attend the Directors meeting of the Honors Colleges in October. This will serve as a venue to cultivate new and expanded community college relations.
  - E. Increasing contact and engagement with community college students interested or enrolled in 2+2 and other program-specific agreements prior to their transfer to Western Illinois University. Examples include on-the-spot admissions and on-site advisement.
  - F. Benchmark and prepare recommendations to the President's Leadership Team adjustments to the Western Transfer Commitment Scholarship to make Western Illinois University's program financially competitive with competitor institutions
    - 1. Accomplished. See Goal 1, Priority 6.

9. Identifying opportunities for partnerships with:
  - A. Four-year colleges and universities that build enrollment pipelines to Western Illinois University.
  - B. Professional and graduate schools that build enrollment pipelines to Western Illinois University.
10. Augmenting the enrollment of working professionals through continued implementation of the President's Executive Institute (PEI).
  - A. The FY18 PEI Update will summarize these efforts.
  - B. One initial FY18 accomplishment is Nestle Purina Corporate Headquarters in Saint Louis arranging meetings with the leadership of production plants in Davenport and Clinton, Iowa, to discuss strategies for recruiting working professional to the University and use of their company tuition assistance policy.
  - C. A second initial FY18 accomplishment is the Executive Director of the Illinois Department of Corrections (IDOC) giving the Director of the School of Law Enforcement and Justice Administration permission to conduct a survey of all Corrections Officers (COs) with regard to interest in enrollment at Western Illinois University. The Department and State just passed policy that allows CO's to advance two paygrades for receipt of a baccalaureate degree. The position formerly did not require a college degree. The department also has a tuition assistance program for its employees.
11. Documenting outcomes of new initiatives designed to increase student persistence and completion rates.
  - A. Analyses of retention rates of students in Living-Learning Communities (LLCs) compared to students not participating in LLCs will be used. Results will inform future LLC planning.

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

Providing educational opportunity and continuing to advance academic excellence will be enhanced by:

1. Solidifying the future of Western Illinois University by supporting areas of growth and high demand as stated in Higher Values in Higher Education 2012-2022.
  - A. The FY19 Strategic Plan Update will document new degree programs established at the University.
2. Continuing to base academic program establishment, on-notice, and disestablishment decisions based on the policies, procedures, and protocol discussed in Goal 5C of this *Supplement*.
3. Increasing student participation in experiential learning opportunities through applied studies in external settings. These applied settings include internships, student teaching, clinical placements, and undergraduate and graduate student research days, and education abroad opportunities.

- A. The College of Arts and Sciences plans to increase student internship and service learning opportunities.
  - B. The College of Business and Technology plans to enhance professional development and internship opportunities for students.
  - C. The College of Education and Human Services plans to increase community service and/or implement service learning opportunities in coursework by cultivating partnerships with school districts near the Macomb and Quad Cities campuses, and expanding the use of College facilities on the Macomb and Quad Cities campuses.
  - D. The Interdisciplinary Studies Program plans to convene a committee of renewable energy experts to discuss curriculum updates for the program's Renewal Energy concentrations.
  - E. Study Abroad and Outreach established the goal of increasing the number of students going abroad by fifteen percent.
4. Responding to changing student demographic information and needs by offering additional hybrid programs and degrees online<sup>5</sup>
- A. All graduate programs are approved for hybrid development, where appropriate to the discipline.
  - B. Select undergraduate programs are approved for hybrid development.
5. Completing and implementing approved recommendations from the following priorities to assure and advance quality.
- A. General Education Review: 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.
    - i. A report is anticipated in academic year 2017-2018. Recommendations from the report will be reviewed upon receipt of the report.
  - B. Teacher Education Review: 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.
    - i. A report is anticipated in academic year 2017-2018. Recommendations from the report will be reviewed upon receipt of the report.
  - C. Scheduled program reviews for undergraduate programs in French Teacher Education, Spanish Teacher Education, Foreign Languages and Cultures, and the master's degree in Economics.

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<sup>5</sup> *The Higher Learning Commission defines a hybrid program as containing 25% in-person instruction (on- or off-campus) and 75% online instruction.*

- i. The first three areas were deferred until 2019.
    - ii. Reviews for the M.A. in Economics and the M.S. Ed. in Counseling will be completed this academic year.
  - D. 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
    - i. Both progress reports will be prepared this year.
  - E. Reaffirmation of accreditation for the B.S. in Graphic Communication.
    - i. The site visit will occur this academic year.
  - F. Initial accreditation for the B.S. in Mechanical Engineering
    - i. The site visit will occur this fall.
6. Continuing to advocate for the:
- A. 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
    - i. This is an ongoing priority of the Board of Trustees, President, and Assistant to the President for Governmental Relations.
  - B. Restoration of state capital renewal funding that provides funding to address the highest maintenance needs and priorities at the University.
    - i. This is an ongoing priority of the Board of Trustees, President, and Assistant to the President for Governmental Relations.

**Goal 3: Expand Community Engagement**

- 1. Developing and implementing the self-study process for the University’s re-certification (renewal) as a Carnegie Foundation for the Advancement of Teaching’s Community Engagement Classified institution.
  - A. The Director of the Illinois Institute for Rural Affairs and the Vice President for Quad Cities and Planning will lead a collaborative, university-wide self-study process once the new guidelines from the Carnegie Foundation are released according to the following timeline published by the Foundation.

2018

January      Announcement of the 2020 process  
 May-July     Request for applications

2019

April          Applications due/Reviewing begins  
 December    Review process completed/campuses notified  
 January      2020 classification results announced

2. Adopting an institutional mission statement on Community Engagement as we serve our host communities, regions, and beyond.

- A. This action was completed and will be ongoing. The University annually reviews its vision, mission, values, goals, and priorities when creating annual Strategic Plan Supplements and new editions of Higher Values in Higher Education every five years. In 2017, the University Mission statement was modified to add reference to alumni and community partners in the last sentence. This sentence was carefully worded to reflect institutional actions and further reinforce the importance of community engagement at Western Illinois University.

The Carnegie Foundation for the Advancement of Teaching 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.” Our mission statement demonstrates adherence to this definition as we work collaboratively with internal and external partners to advance our educational mission and the students and global community that we serve and benefit from.

“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 multidisciplinary, 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.”

3. Reviewing College Mission Statements for the inclusion of community engagement in these documents.
4. Hosting regional Community and Economic Development (CED) Summits to develop and implement strategies based on these Summits.
  - A. Fall CED Summits are scheduled in Macomb, Moline, Decatur, Galesburg, Havana, Peoria, Quincy, Rockford, Saint Louis, and Savanna.
  - B. Spring CED Summits will be scheduled later this semester.
5. Documenting outcomes from the President’s Executive Institute and collegiate efforts with regard to employer relations. This includes, but is not limited to increasing sponsored credit courses and enrollments, internship and experiential education opportunities, and enrollment of working professionals at Western Illinois University.
  - A. The President and Vice President for Quad Cities and Planning will continue to provide reports at quarterly Western Illinois University Board of Trustee meetings.
  - B. The Fiscal Year 2018 President’s Executive Institute Update will be presented at the June 2018 Western Illinois University Board of Trustees meeting.

6. Increasing pre-collegiate student participation in summer camps and other non-credit activities.
  - A. The College of Arts and Sciences and Study Abroad and Outreach will continue to develop summer opportunities that serve the K-12 population in the Quad Cities.
  - B. The College of Education and Human Services will host events such as Science Olympiad and other regionally sponsored activities.
  - C. Study Abroad and Outreach will implement priorities to increase the importance of youth enrichment programs across the region.
7. Present the Creating Entrepreneurial Opportunities (CEO) program for high-achieving students with business and/or entrepreneurial interests to our host communities and region.
8. 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, AmeriCorps school reading readiness program in a local Hispanic neighborhood, and student participation in community service learning projects planned over the next year.
  - A. All of these actions will be included in the Fiscal Year 2018 President's Executive Institute Update.

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

1. Continuing 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
  - A. The Board of Trustees, President, President's Leadership Team, and Assistant to the President for Governmental Relations will continue to advocate the restoration of fair and predictable funding for higher education. These actions continue even as the historic and unrepresented two-year statewide budget impasse ended with FY18 appropriations.
2. Increasing the quantity of revenue received from external contracts and grants.
  - A. Faculty and staff will continue to pursue revenue from external contracts and grants that exceed Fiscal Year 2017 levels.
3. Engaging in strategic planning to position the University for the next comprehensive fundraising campaign, while also continuing to expand crowd funding, special projects such as the Mascot Memorial, and selling naming rights to classrooms, meeting rooms, and other facilities to increase the overall donor base and recognition<sup>6</sup>.
  - A. The University continues to prepare for the next comprehensive fundraising campaign as reported in the *2016-2017 Strategic Plan Supplement Accomplishments* of this *Update*.

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<sup>6</sup> Western Illinois University Foundation policy requires donation of 51% of construction costs for a classroom, meeting room, etc. to be named.

4. Documenting external funding received through the Foundation, grants and contracts, the President's Executive Institute, and other external sources.
  - A. The Western Illinois University Foundation will continue to prepare and distribute an annual *Year in Review*. It is available from the Vice President for Advancement and Public Services website at [www.wiu.edu/vpaps/foundation\\_and\\_development](http://www.wiu.edu/vpaps/foundation_and_development).
  - B. The Office of Sponsored Projects will continue to provide quarterly updates and an annual report to the Western Illinois Board of Trustees on external grants and contracts.
  - C. The President and Vice President for Quad Cities will continue to provide quarterly updates and an annual report to the Western Illinois Board of Trustees on the President's Executive Institute.

**Goal 5: Support Strategic and Operational Planning with Conservative, Mission-Driven Fiscal Management**

1. Leading the development of Higher Values in Higher Education 2017-2027, with the resultant document receiving endorsement from all governance groups on both campuses before presenting to the Western Illinois University Board of Trustees for implementation approval.
  - A. The Social Responsibility (Planning) Task Force will complete this charge this academic year. Membership is being updated at the time of writing this Update.
2. Beginning in Fiscal Year 2018, creating and implementing an annual Fiscal Year Operational Plan for Western Illinois University.
  - A. The creation of Higher Values in Higher Education 2017-2027 will contain an operational planning section with data from item #3 (below) as related to University strategic planning.
3. Including within the Fiscal Year 2018 Operational Plan, sections on:
  - A. Enrollment, with specific data regarding:
    - i. Fall 2011-2016 total university enrollment.
    - ii. The estimated number of new students needed in each of the next three falls (fall 2017-fall 2019) to stabilize total university enrollment at 10,000 students.
    - iii. An identification of the external challenges the University faces in new student recruitment.
    - iv. A summary of new initiatives started in FY16 and FY17 designed to help stabilize total university enrollment.
  - B. Finances, with specific data regarding:
    - i. Sources of revenue and identification of spending restrictions placed on these sources by state statute.
    - ii. A history of state appropriations that led to the initial announcement in March 2016 of "the need to engage in strategic reinvestment of institutional resources to support

growth and academic excellence, with a three-year ... reduction and reinvestment goal.”

- iii. Actions taken during FY16 and FY17 to reduce reliance on state appropriations
- iv. The fiscal impact or total operating and personal services expenditures reductions between FY15 and FY16.

C. Programs, Services, and Staffing, with sections on:

i. Guiding Principles, including:

- a. An operational definition of what it means to be a comprehensive university.
- b. Codified roles and responsibilities in shared governance, union agreements, and administrative decision-making in defining the academic programs offered at the University.

ii. Measures of Quality, including:

- a. Descriptions of methods used to evaluate program quality in Academic Affairs and all other vice presidential areas.

iii. Measures of Demand, including discussions on:

- a. Methods used to determine feasibility and need for new programs.
- b. An operational definition used to determine low enrolled programs.
- c. Reviews of low-enrolled programs, including discussions on
  - 1. The contractually agreed upon Academic Program Elimination and Review Committee’s purpose and process.
  - 2. Review processes if a program is placed on notice.

iv. Fiscal Considerations, including discussions regarding how:

- a. State appropriations effect university budgeting
- b. Contractual agreements effect operating and/or personal services expenditures
- c. University efforts to position itself for the next fundraising campaign.

4. Communicating Strategic Plan, Supplements, and Annual Operating Plan results internally and externally.

- A. The Vice President for Quad Cities and Planning will continue to provide monthly and annual Strategic Plan reporting.

5. Keeping students, faculty, and staff, and university governance groups informed on plans and results from Strategic Plans, Supplements, and Annual Operating Plans.

- A. The Vice President for Quad Cities and Planning will continue to:

- i. Seek feedback through Monthly Strategic Plan Updates and meetings with governance groups, academic departments, and administrative units.
- ii. Receive endorsement from all governance groups on university planning documents before presenting to the Western Illinois University Board of Trustees for implementation approval.

## Summary and Next Steps

Results of this *Update* demonstrated that the students, faculty, and staff of Western Illinois University continue successful advancement of the vision, mission, goals and priorities of *Higher Values in Higher Education* and its component parts. We continue a strong tradition of advancing in national comparisons of quality, opportunity, and affordability, despite Illinois higher education enduring the two-year historic and unprecedented State of Illinois budget impasse.

The information presented in this *Update* will inform the creation of Higher Values in Higher Education 2017-2027. The Social Responsibility Task Force will summarize the outcomes reported in this *Update* to identify institutional strengths, challenges, and opportunities. They will use this information and the criteria for accreditation from the Higher Learning Commission to prepare a draft of Higher Values in Higher Values in Higher Education 2017-2027 This draft will be follow the University's inclusive planning model, with meetings with all governance groups and other interested parties, and feedback solicited through monthly Strategic Plan Updates, as well.

When Higher Values in Higher Education 2017-2027 is endorsed by all governance groups and approved for implementation by the Board of Trustees it will guide institutional self-study for reaffirmation of accreditation from the Higher Learning Commission. The self-study process will begin in academic year 2018-2019 and culminate after on-site visits to the Quad Cities campus and off-campus locations in academic year 2019-2020 and the Macomb campus in Academic Year 2020-2021.

It will also guide institutional self study for re-certification (renewal) as a Carnegie Foundation for the Advancement of Teaching's Community Engagement Classified Institution. This process will begin in January 2018 and culminate in January 2020 when new classification results are announced.