

WESTERN ILLINOIS UNIVERSITY BOARD OF TRUSTEES

October 11, 2013

Report 13.10/9 Fiscal Year 2014 Strategic Plan Update

This is the second annual update on implementation of the University's *Higher Values in Higher Education 2012-2022 Strategic Plan*. The source of data for this *Update* is information presented in *Consolidated Annual Reports*. All academic departments and administrative units complete an annual report of accomplishments, plans, and budgetary matters. These reports are synthesized and presented to the campus community by the vice presidents and areas that report to the president each spring.

This *Update* represents a qualitative analysis of institutional effectiveness by demonstrating the University's accomplishments, plans, and ongoing processes for advancing the priorities and goals in *Higher Values in Higher Education*.

The Western Illinois University Board of Trustees will receive its annual quantitative analysis of institutional effectiveness at its December 2013 meeting. The Fiscal Year 2014 Performance Report will provide data demonstrating whether University 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.

Goal 1: University Growth and Recruitment

Action 1. Identify future and sustainable enrollment growth goals for the Macomb Campus. These goals should focus on institutional capacity in all areas of university operations, including maintaining historically low student-to-faculty ratios, small class sizes, classroom and laboratory/performance space availability, and residence hall capacity. They should also state the number and quality of students the University seeks to serve.

Coordinating planning processes are identifying future and sustainable enrollment growth goals. Assistant Vice President for Academic Affairs Williams and Associate Provost Parsons are meeting with all academic departments and schools to define, implement, and evaluate strategies to achieve enrollment goals.

Completing these efforts, Vice President Biller chairs an Enrollment Management Team. The Team will be studying, suggesting, and making process improvements related to enrollment barriers, targets, and projections; cost containment, financial aid leveraging, the Building Connections freshmen mentoring program, and orientation.

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. This growth plan should include careful consideration of recommendations made by the on-site review team from the Higher Learning Commission-North Central Association of Colleges and Schools and external consultants.

Coordinating planning processes are also identifying future and sustainable enrollment growth goals for the Quad Cities. Academic growth plans part of Academic Affairs *Consolidated Annual Report* processes. Enrollment planning is conducted as described above. The Provost and Vice President for Quad Cities developed a faculty and staff growth plan that is contingent upon funding. The Vice President for Quad Cities and Planning's *Consolidated Annual Report* documents university implementation of recommendations made by the on-site review team from the Higher Learning Commission-North Central Association of Colleges and Schools.

Student Recruitment

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

- a) Enhance the integrated marketing campaign to increase awareness regionally, nationally and internationally of Western Illinois University; the achievements of students, faculty, staff, and alumni; and program-specific marketing.

Awareness of Western Illinois University

University Marketing continued to promote the Think Purple Campaign in Macomb, Quad Cities, Chicago, Springfield, and Saint Louis. Marketing campaigns included videos, billboards, banners, and promotional materials, branding, and messaging to promote Western Illinois University. During high volume shopping seasons Western advertised in North Park Mall in Davenport, Iowa; Woodfield Mall in Schaumburg; The Shops at North Bridge on Michigan Avenue; and at Northbrook Court.

Western aired promotional videos in movie theaters in Peoria, Bloomington, Springfield, Quincy, Warrenville, Lincolnshire, Lombard, Rockford, Joliet, and Naperville, Illinois; Fitchburg and Kenosha Wisconsin; Schererville and Portage Indiana; and Burlington Iowa. These videos also aired on Quincy television stations, the Gatehouse Media website, and during television coverage of the Summer Olympics and World Series games.

Quad Cities Marketing continued to emphasize the high quality and affordability of Western Illinois University as THE Public Choice in the Quad Cities. The Western Illinois University-Quad Cities *View Book* received a bronze award in the 2012 Collegiate Advertising Awards contest, placing it in the top 16 percent of 700 institutions nationally for production and content quality. The External Quad Cities Marketing Advisory Board helps to ensure that all WIU-Quad Cities marketing (logo, publications, advertisements, commercials, Website, social media, and external signage) emphasizes the strengths, quality, and affordability of Western Illinois University.

Documentation and Publication Services processed more than 9,400 total print jobs about Western Illinois University in the last year. Additionally, DPS processed more than 1.1 million pieces of mail.

Awareness and our quality and affordability continues to increase. Representation of out-of-state students increased to seven percent of new student enrollment; market share for new freshmen from Cook County (Chicago) and Madison County (St. Louis) is rising to one percent; and 1,800 high school seniors identified Western Illinois University as their first choice institution.

Achievements of Students, Faculty, and Staff

University Relations and Admissions engaged in a media campaign to promote Centennial Honors, Western Commitment, and Transfer scholarships by sending news releases to each recipient's hometown paper to recognize student achievements and Western's academic quality and opportunities.

Various topics for marketing and promotion appeared in papers and magazines in Macomb, Keokuk, Muscatine, Springfield, St. Louis, and Chicago. This included the Fallen Soldier 5K, Lincoln Laureate Lauren Armstead, Miss America contestant Megan Ervin, and softball player Sammy Marshall.

University Relations and Quad Cities Marketing continued social media and web initiatives for national and international promotion. This includes Facebook, Twitter, Flickr and YouTube, and LinkedIn. Google Plus, Foursquare, and Pinterest applications are in development.

University Relations maintains a faculty/staff experts database to promote the University internally and externally. Working with local and regional media, faculty and staff serving as experts on the state budget/economy, presidential election/politics, extreme weather, gay marriage, and more.

Quad Cities students, faculty and staff were featured in 177 news articles in *Moline Dispatch* and *Rock Island Argus* during the last year. This includes articles on new scholarships and recipients, degree programs, Groundbreaking

for Phase II, alumni accomplishments, and editorials in support of Western Illinois University.

The University also received national and international attention by participating in national media networks that journalists use to find stories and subject matter experts. Features produced by Western faculty members on Facebook's Dark Side, Middle East/Terrorism, Painkiller Abuse in College Students, and Hennepin Canal each received between 2,600 and 4,000 hits.

Program Specific Marketing

WIU will be introducing more program specific marketing in academic year 2013-2014. University Marketing and Quad Cities Marketing are implementing an integrated marketing campaign to increase awareness of educational opportunities and signature programs on both campuses. This will include increased visibility in west-central Illinois and expanding marketing efforts in Missouri, Iowa, Wisconsin, and Indiana.

Complementing these efforts, Document and Publication Services, University Marketing, and University Relations revised the University's *Visual Identity Guidelines* and updated *University Policy on Logo & Trademark Usage*. Academic departments and administrative units have protocol for producing high quality materials in their program specific marketing efforts.

- b) Strengthen internal marketing to increase campus awareness of the achievements of students, faculty, staff and alumni.

University Relations supported the University's history and traditions by introducing This Week in Western's History website. The first edition was launched in September. The website is updated weekly with news and events that happened in the 1900s, 1920s, 1950s and 1980s.

Student Publications produced 87 issues of the Western Courier newspaper, and distributed issues three-days weekly during the school year. Staff earned five awards at the annual Illinois College Press Association convention in February 2012, including: first place for best feature story, second place for best sports column, third place for best sports feature, third place for best headline writing and honorable mention for best critical review (other than film).

WIU-Quad Cities uses press releases, student newspaper (Rivers Edge), campus list-serv, homepage, and display cases at 60th Street and Riverfront to showcase accomplishments and scholarship. There is also an annual spring employee recognition ceremony.

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

- a) Evaluate and implement recommendations made by external consultants and use faculty and staff expertise on both campuses to increase student inquiries and applications to Western Illinois University.

Completed new student applications increased by 16 percent in Macomb, from 13,016 in fall 2010 to 15,106 in fall 2012. Completed new student applications increased by 13 percent in the Quad Cities, from 675 in fall 2010 to 760 in fall 2012.

New initiatives designed to increase new student applications include establishment of Linkages (dual enrollment) agreements with Spoon River College and Sauk Valley College; reverse transfer agreements with Black Hawk College, Eastern Iowa Community Colleges, and Sauk Valley College; Quad Cities Honors Cohorts; and five new 2+2 community college articulation agreements.

WIU faculty and staff participated in 20 college recruiting fairs at Augustana College, Bradley University, Eastern Illinois University, Eureka College, Grinnell College, Illinois State University, Indiana State, Indiana University-Purdue University Indianapolis, Knox College, Luther College, Monmouth College, Northern Illinois University, Saint Ambrose University, Southern Illinois University-Edwardsville, University of Illinois (Urbana and Chicago), University of Wisconsin-Madison, Wartburg College, and Western Illinois University (Macomb and Quad Cities).

Based on the on-site success of the Macomb Campus, Western Illinois University-Quad Cities now has four annual discover Western events, graduate recruitment fairs, and discipline-specific events that give new and prospective students opportunities to interact with faculty and staff.

- b) Evaluate and implement recommendations made by external consultants and use faculty and staff expertise on both campuses to increase the ratio of accepted to enrolled undergraduate and graduate students at Western Illinois University.

While more students are applying to Western Illinois University, students are becoming more selective and institutions are becoming more competitive for enrollment. In Macomb between fall 2010 and 2012, there were declines in the percent of accepted students who enrolled decreased for first-time freshmen from 32.4 percent to 27.1 percent, new transfers from 64.6 percent to 60.8 percent, and first-time graduate students from 43.4 percent to 37.8 percent.

In the Quad Cities, there were increases in the percent of accepted students who enrolled for first-time freshmen from 33.3 percent to 58.1 percent and new transfers from 65.1 percent to 70.3 percent. However, graduate students decreased from 67.2 percent to 66.6 percent.

Many new initiatives and process improvements are being implemented to make the University more competitive. This includes new Western Commitment and Transfer Scholarships (See Goal 1, Action 5c) and the important work of the Enrollment Management Committee (See Goal 1, Action 1).

These new and refined efforts are enhanced by institutional communication strategies. In order encourage students to enroll, University Relations produces the twice-a-month *What's Happening at Western* e-newsletter, which is sent to prospective students who have been accepted, but not registered for classes or

made housing reservations, as well as to all Discover Western participants. Western Illinois University-Quad Cities follows up with students who have been accepted but not enrolled through regularly scheduled contacts that include phone calls, texts, e-mails, and postcards.

Western Illinois University is committed to continuous process improvement in student recruitment. Admissions Director Borst participates in statewide articulation conferences to get feedback on WIU articulation processes. Assistant Director of Quad Cities Admissions Daly maintains an advisory board of local high school counselors and the Vice President's for Quad Cities and Planning external advisory board has representation from local colleges and universities to ensure that we are providing seamless enrollment services to prospective and new students.

- c) Enhance the entrance to WIU by creating a Welcome Center in the 300 block of West University Drive in Macomb. This new Center will serve as a destination for University recruitment events with satellite offices for admissions, financial aid, and other services assisting prospective students.

The former facilities on the 300 block of University Drive (Godfathers Pizza and University Cinemas) have been decommissioned. Cost analysis of the facilities determined that the former buildings could not be feasibility re-purposed into a Welcome Center. The Grand Entrance to Western Illinois University is under constructed to enhance the aesthetics and welcoming environment of Western Illinois University.

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

- a) Support baccalaureate degree completion by documenting the effectiveness and growth plans for dual admission, dual enrollment, and other initiatives with community colleges.

WIU developed new Linkages (dual enrollment) partnerships with Spoon River College and Sauk Valley College to complement existing partnerships with Black Hawk College and Eastern Iowa Community Colleges. Linkages student enrollment increased by 388 percent, from 26 students in fall 2011 to 127 students in fall 2013.

Dr. Ron Williams, Dr. Andy Borst, and members of academic schools, and departments continue to develop new 2+2 program agreements with community colleges.

- b) Engage in initiatives designed to increase undergraduate and graduate student enrollment.

Tuition discounting programs, such as the Western Commitment Scholarship for new freshmen helped to attract more high ability students. With the freshmen program active through one full recruitment cycle, applications from students scoring above the institutional averages in ACT and GPA have increased 10.3 percent. The number of new freshmen enrolling at WIU who scored in the top one percent in the nation on the ACT increased from eight students in Fall 2012

to 48 students in Fall 2013. The number of total students receiving a Western Commitment Scholarship increased from 454 in Fall 2012 to 469 in Fall 2013. The intent of this discounting program is to influence more high ability students to enroll at WIU and then to use these students' reputations at their high schools to attract even more high ability students.

This Fall WIU started a tuition discounting program for new transfer students. Students who finish an associate's degree with at least a 3.5 grade point average receive a one-time \$1,000 scholarship. Other new transfer students who complete an associate's degree, but who don't meet the grade point average requirement receive a one-time \$400 book award. The number of new transfers with associates degrees (as of the third day of class) increased from 420 in Fall 2012 to 483 in Fall 2013.

Vice President Rives reallocated personal services funds to create a new WIU-QC Assistant Director for Graduate Studies. This position provides supports faculty recruitment efforts and assists students from application to enrollment.

Western Illinois University will partner with other four-year universities to implement new, innovative solutions to increase graduate student enrollment. WIU is developing a new Graduate Linkages model and piloting its development with liberal arts institutions that do not have graduate programs (e.g., Augustana College, Monmouth College, and Illinois Wesleyan University). The Graduate Linkages model has two variants (discussed below). In both variants, the student must meet WIU admissions and continuation requirements for integrated degree programs; and administration of the *Cost Guarantee* is consistent with existing university policy and procedure.

In the first model, students will take all of their undergraduate courses at their home institution and through articulation agreements developed by program faculty, certain courses will be designated for graduate credit. The primary benefit to participating students is reduced time-to-degree. Selected graduate level requirements were completed while the student was an undergraduate at the home institution.

In the second model, undergraduate students in their senior year will take courses at their home institution and WIU graduate course work at the same time. Since they are undergraduate students they will be assessed undergraduate tuition and fees. If the student graduates in one year they will pay graduate tuition and fees in the same plan for which they were assessed undergraduate tuition and fees. If the student takes longer than one year achieve graduate student status, they will be guaranteed the tuition plan that was in effect the semester that the student was admitted to a graduate program. Primary benefits to students are financial savings and dual enrollment programs, according to the literature, support higher retention and graduation rates.

- c) Build upon the strengths of the University's military-friendly designation and increase the recruitment and retention of military personnel as students in the University's degree and certification programs.

Western Illinois University maintains distinction as a “Best for Vets College” by Military Times EDGE magazine and ranks in the top 20 percent of all colleges, universities and trade schools serving veterans and service members. Western’s established one of the first dedicated resource centers in the State of Illinois specifically designed to meet the needs of student veterans and service members.

There were 828 service members, veterans, and/or family members enrolled at the University during academic year 2012-2013. Outreach services were provided to approximately 459 prospective student veterans to enhance the likelihood that these students will enroll and succeed at the University.

In collaboration with an array of University departments and community organizations, the Veterans Resource Center provides coordinated services and resources in a one-stop location to ensure that all military service members are afforded the greatest opportunities for success.

Veterans and service members receive individualized assistance in completing request forms for educational and military transcripts and applications for institutional, state, and federal financial assistance. Other services include helping with periods of military activation and deployment; obtaining appropriate housing accommodations; requesting military records; and providing resources and referrals on outreach services and health benefits. Jacquelyn Holan provides CLEP Testing for military personnel on the Rock Island Arsenal.

An early warning system (Project STRIVE – Students Transitioning & Reintegrating in Veterans Education) was provided to approximately 127 newly enrolled student veterans and military personnel who may be identified as high-risk students. Seminars and training programs support a student veteran climate promoting full engagement and participation in the campus and community.

- d) Increase student awareness of opportunities for completing a second bachelors, post-baccalaureate certificate, and/or graduate and professional studies at Western Illinois University.

Several new initiatives will increase student awareness of graduate and professional studies. For example, Western Illinois University-Quad Cities combines Career Services and Graduate Admissions events to reinforce links between educational and occupational aspirations. All academic departments are currently developing strategic enrollment plans, and the University is working with partner institutions to develop graduate Linkages programs.

- e) Continue development of new undergraduate, graduate, and integrated degree programs and certificates in areas of high demand/critical skills shortages that are consistent with the academic mission of the University.

From June 2012-June 2013, Academic Affairs received the appropriate university, Western Illinois University Board of Trustees, and/or Illinois Board Higher Education to establish:

- New B.S. in Fire Protection Services and Fire Administration and Fire Science options in the B.S. in Fire Protection Services.

- Creative Writing, Literature, Journalism, and Middle School emphases to the B.A. in English, Teacher Education option.
- New minors in Network Technologies, Criminalistics, and Communication Sciences and Disorders.
- New Post-Baccalaureate Certificates in Supply Chain Management and Business Administration.
- New Integrated five-year Baccalaureate/Master's degree programs in (Sports) Broadcasting and Sport Management; Instructional Design and Technology; and Recreation, Park and Tourism Administration.

Additionally, the Illinois Board of Higher Education approved the Ph.D. in Environmental Science on August 6, 2013. The University applied for Higher Learning Commission-North Central Association of Colleges and Schools approval to offer the new doctoral program on August 16, 2013 (see *Western Illinois University Board of Trustees Report No. 13.10/5*). Commission decision is currently pending.

- f) Identify unserved and underserved populations and explore the feasibility of developing new/modified academic programs to meet their needs.

The University's new Linkages agreement with Sauk Valley College bring educational access to a community that is 67 miles from Western Illinois University-Quad Cities and 41 miles from Northern Illinois University.

Western Illinois University offers the following distance degrees and certificates, with year of establishment indicated parenthetically: Master's in Business Administration (2001), Master's Instructional Design and Technology (2001), Bachelor's in General Studies (2005), four post-baccalaureate certificates in Instructional Design and Technology (one in 2009 and three in 2010), M.S. Ed. in Elementary Education (2010), and RN to BSN completion (2011).

Western Illinois University also uses two-way audio-video instruction to advance institutional and state priorities of providing high-quality educational opportunities for place bound residents and to ensure that all degrees and certificates offered at Western Illinois University-Quad Cities can be fully completed on-site and/or by supplementing distance courses.

- g) Improve access to postsecondary education by evaluating and implementing, where appropriate, growth recommendations for distance education made by the on-site review team from the Higher Learning Commission-North Central Association of Colleges and Schools.

The University is working to make the master's of Law Enforcement and Justice Administration a degree that can be fully completed on-line.

Increase contact with students who have dropped out and encourage degree completion by documenting structures, processes and results on both campuses.

Student Services in Macomb and the Office of Academic and Student Services in the Quad Cities have processes for establishing contact for students who have dropped out and encouraging degree completion.

- h) Evaluate and, if appropriate, implement a continuous enrollment requirement for graduate students who have completed coursework for degree options but who need additional time to finish capstone educational experiences.

The University implemented a *Continuous Enrollment Policy* effective with students admitted in fall 2012 to improve exit option and degree completion rates. University Studies 695, Continuing Enrollment, is required for graduate students who continue to work on their thesis, dissertation, or other exit option, and have completed all other degree requirements. The student must have previously enrolled in the thesis, dissertation, or exit option hours required for the degree before being eligible to register for this course. This course is transcribed as an audit, and no credit is awarded.

Action 6. Increase campus diversity.

- a) Use Underrepresented Groups Reports that are submitted to the Illinois Board of Higher Education annually to document the outcomes of institutional plans designed to increase the participation and achievement of students from traditionally underrepresented groups¹.

University offices supporting the participation and achievement of students from traditionally underrepresented groups include the Admissions Office, 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.

Supporting these units and the work of faculty and staff are the University Diversity Council, Web Accessibility Committee, Americans with Disabilities Advisory Committee, University Committee on Sexual Orientation, and the Western Organization for Women.

With a supportive campus environment, the University experienced increases in the first year retention rates of Hispanic students (from 50.0 percent to 60.9 percent) and in six-year graduation rates of Hispanic students (from 48.7 percent to 50.0 percent) and female students (from 53.8 percent to 50.0 percent).

- b) Document strategies used by academic departments and administrative units to increase minority student enrollment.

Successful strategies to increase minority student enrollment include emphasizing diversity in marketing and public relations, adding additional academic programs, increasing the number of registered student organizations

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

and events, and engaging in recruitment, retention, and scholarship partnerships with local colleges, universities, businesses, and agencies.

- c) Make recommendations to the Equal Opportunity and Access officers and to the president regarding policy, campus initiatives, and programs in support of the University's Affirmative Action program.

The Director of Equal Opportunity and Access and Assistant Vice President for Academic Affairs serve as co-chairs for the University Diversity Council. Members meet at least four times per semester and make recommendations to the Equal Opportunity and Access Officers and President regarding policy, campus initiatives, and programs in support of the University's Affirmative Action program.

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

- a) Complete a review of campus internationalization efforts in consultation with the American Association of State Colleges and Universities. This review should include issues addressing student recruitment, retention, and campus climate.

Western Illinois University received high accommodation from a review of campus internationalization efforts. Dr. Maurice Harari, a representative from the American Association of State Colleges and Universities, concluded that “The leadership is committed, the faculty and staff are competent and the international structure and organization is effective.”

- b) Document strategies used by academic departments and administrative units to increase international student enrollment.

Students from 55 countries attend Western Illinois University. The highest enrollment was from Saudi Arabia, India, China, Nigeria, South Korea, and Thailand and the University will increase international student enrollment.

The School of Distance Learning, International Studies, and Outreach developed a strategic plan to achieve the University's goal to enroll 1,000 international students. As part of WIU's *International Strategic Plan*, the University hosted the ambassador from Botswana, Minister of Education from Thailand, and welcomed Royal scholars from Thailand. President Thomas and Dr. Carter had great success in visiting embassies, developing personal relationships with ambassadors, and visiting other countries. These initiatives will continue.

The University benefits from both international faculty on campus and important work conducted by Western faculty around the world. For example:

- Accounting and Finance hosted a Distinguished Visiting Professor from Korea.
- Economics and Decision Sciences hosted an international scholar as part of the U.S. Department of State's Edmund S. Muskie Graduate Fellowship Program.

- WIU faculty members received Fulbright Awards to conduct work in Germany, New Delhi, and Romania.
 - Instructional Design and Technology faculty members presented training sessions in China.
 - Law Enforcement and Justice Administration hosted visiting professors from Russia, Sri-Lanka, and Pakistan.
- c) Continue to provide a variety of quality education abroad and exchange programs, and increase the numbers of students participating, both outgoing and incoming.

Western Illinois University provides the opportunity for study abroad experiences on six continents and more than 60 different countries through exchange and affiliate partnerships. The number of students participating in Study Abroad programs increased from 159 in academic year 2011-2012 to 184 in academic year 2012-2013. The academic year 2013-2014 goal is 220 participants for 20 faculty-led offerings.

Departments and schools continue to develop courses and programs in support of study abroad. For example:

- History offers “WIU in Belfast” and “Eternal Rome”.
- Philosophy and Religious Studies provides opportunities for students to travel to India.
- Sociology supports study abroad in Shanghai, Seoul, and Derudan, India.
- Agriculture offers a trip to Peru in 2013.
- Museum Studies provides “Museum Culture in Berlin”.
- The Honors College works with Center for International studies to develop study abroad courses and initiatives.

WIU has new affiliation agreements with the Council on International Educational Exchange, the School of International Training, and Barcelona Study Abroad Experience. Four memorandums of understanding are in progress with Universidad Federale de Bahia, Brazil; Universidad de Estada de Bahia, Brazil; Donghai College, China; and Daegu University, South Korea.

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

The number of Students in the Centennial Honors College increased by 174 students (39 percent) from 451 in academic year 2011-2012 to 625 in academic year 2012-2013. Included in academic year’s 2012-2013 enrollment are 115 minority students, up 56 minority students (105 percent) from academic year 2011-2012. Moreover, the number of new freshmen enrolled at WIU, who scored in the top one percent in the nation on the ACT, increased from eight students in fall 2012 to 48 students in fall 2013. Successful student recruitment is a team effort of faculty and staff from Centennial Honors College, Admissions Office; the School of Distance Learning, International Studies, and Outreach; and academic departments and schools.

- a) Enhance resources to support increased enrollment and support for Honors students on the Macomb Campus.

The Centennial Honors College staff provide advising; publish weekly e-letters and monthly newsletters; promote honors activities through the Student Honors Association; and encourage students to apply for internship, study abroad, and undergraduate research opportunities. Additionally, staff support the pre-law symposia, identify students for high profile scholarships (Rhodes, Truman, Udall, Goldwater, Fulbright, etc.), house honorary societies (Phi Eta Sigma, Golden Key, Phi Theta Kappa), and recognize student accomplishments in press releases, certificates and medallions.

Student participation in the Honors program is highly engaging and the program continues to support educational opportunities for students inside and outside the classroom. For example:

- The Centennial Honors College provides courses for the Honors First Year Experience.
- The College of Fine Arts and Communication Honors Program offered its first sophomore honors course in fall 2012. This course was for all college honors students and team-taught by faculty members from all six programs in the College.
- Dr. Rick Hardy offered General Honors 299—The Robert Court in Spring 2013. Students learned about the current members of the High Court, their philosophies and decisions, and went to Washington D.C. during Spring Break 2013. Students met with Justice Clarence Thomas and toured the Supreme Court. The trip also included meetings with Congressman Aaron Schock and Senator Dick Durbin, plus tours of Congress, the Smithsonian, Library of Congress, and other historical sites.
- Dr. Cynthia Struthers offered General Honors 299 - Community History. Students worked with the City of Nauvoo and Nauvoo Tourism to serve as docents for a Smithsonian exhibit and a local exhibit partially funded through the Illinois Humanities Council.
- Dr. Rick Hardy advised approximately 50 honors students regarding law school, graduate school and applications for prestigious scholarships.
- The Honors College serves as a clearinghouse for and working closely with a number of honor societies and organizations, including
 - *Blue Key*: Junior and senior level honorary based on co-curricular activities
 - *Golden Key*: An all-discipline national honorary
 - *Mortar Board* : Senior national honorary
 - *Student Honors Association*: WIU Honors Students
 - *National Society of Collegiate Scholars*: High achieving freshmen and sophomores
 - *Phi Kappa Phi*: Nation's oldest all-discipline honorary
 - *Phi Kappa Delta*: Professional law honorary
 - *Phi Eta Sigma*: National freshman honorary

o *Phi Theta Kappa Alumni Association*

- b) Expand Honors opportunities offered by faculty and staff representing the Centennial Honors College for students at the Quad Cities Campus.

The first Freshman Honors Cohort was established in the Quad Cities, in collaboration with Academic Affairs, Centennial Honors College, and the Quad Cities. Seven cohort eligible freshmen enrolled in fall 2012. All seven students were retained in spring 2013.

Freshmen demand is much stronger for fall 2013. Sixteen full-time new freshmen are enrolled in the Honors Cohort. Additionally, the Honors Program signed an articulation agreement with Eastern Iowa Community Colleges in fall 2012. This new agreement allows transfer of freshman and sophomore honors classes from EICC to WIU. Assistant Vice President Mindrup and Honor Academic Advisor Aurand are developing an honors agreement with Black Hawk College.

Action 9. Enhance the affordability of Western Illinois University.

- a) Document annual distributions of financial aid and scholarships, with the goal of helping students achieve their educational objectives by increasing financial support (need and merit-based assistance) to all students through such means as enhanced student employment opportunities, scholarships, and graduate assistantships.

The Western Illinois University Board of Trustees receives an *Annual Report on Financial Aid Programs* at its spring meeting. More than 76 percent of Western's undergraduate students receive some type of financial assistance. More than \$149 million in financial assistance was distributed in academic year 2012-2013.

Through the generosity of alumni, faculty and staff, friends, parents, corporations, and foundations, WIU disburses several million dollars in scholarships each year. Scholarship opportunities exist for all class levels, and most are based on academic achievement.

- b) Support and evaluate new Western Commitment Scholarships for high-achieving first-time freshmen.

Western Illinois University introduced Western Commitment Scholarships for the recruitment of fall 2012 new freshmen. Results are discussed under Goal 1, Action 5b of this *Report*.

- c) Consider possible expansion of Western Commitment Scholarships to new transfer students.

WIU introduced Western Commitment Transfer Scholarships and Book awards for the recruitment of fall 2013 new transfer students. Results are discussed under Goal 1, Action 5b of this *Report*.

- d) Evaluate and implement, where appropriate, recommendations made by the on-site review team from the Higher Learning Commission-North Central

Association of Colleges and Schools and external consultants related to financial aid packaging and increased student employment and graduate assistantship opportunities for students at the Quad Cities Campus.

The Director of Financial Aid and Associate Director of Quad Cities Student Services are meeting in fall 2013 to determine and implement training to enable Western Illinois University-Quad Cities to provide more assistance in the financial aid process.

- e) Promote the University's statewide, regional, and national leadership in affordability and cost predictability for undergraduate and graduate education in a manner that is widely understood.

There are now over 137 students in the Linkages Program that can reduce student costs by up to 25 percent and result in no unmet need on the Quad Cities Campus.

The Vice President for Quad Cities and Planning, Assistant Vice President for Quad Cities and Planning, and the Assistant to the Vice President presented Western Illinois University's Linkages Program to the Association of Institutional Research, Illinois Association of Institutional Research, and at the annual meeting of the Higher Learning Commission-North Central Association of Colleges and Schools. Additionally, the Vice President for Quad Cities and Planning presented this model at the National Association of Branch Campus Administrators.

- f) Support initiatives designed to increase student retention and rates [All faculty and staff].

The importance of student retention is emphasized beginning with students' first experiences at Western Illinois University. Student Development and Orientation coordinated eleven two-day orientation/registration programs for 1,668 new freshman and their families, offered academic assistance to 1,710 students, and offered 42 programs to new students throughout the first two weeks of fall semester to help students transition successfully to WIU.

Staff from the Gwendolyn Brooks Cultural Center held the 8th annual Welcome Roundup to attract new freshmen and transfer students. The goal of this program is to empower students with tools to assist in their successful matriculation. More than 90 percent of the new students who attended the program became actively involved in various student organizations. Approximately 10 percent went on to serve in leadership positions.

In fall 2012, WIU introduced Building Connections—a mentoring program to assist new students in their transition to Western Illinois University. All incoming freshmen, approximately 1,700, were required to take the College Student Inventory (CSI), which measures a variety of factors in four categories: academic motivation, social motivation, general coping skills and receptivity to support services. The results of the inventory are provided to the mentors so they are aware of their assigned students' strengths and areas in which the students may need assistance. Of Western's nearly 1,900 employees, more than 200 individuals

registered as mentors and were assigned eight to 10 protégés. Consistent with the University's values, the program provides students individual attention and helps students personal growth by providing resources and referrals necessary for individual success.

Western Illinois University-Quad Cities piloted the new mentoring program in academic year 2012-2013. The initial model paired 34 faculty and staff mentors with 301 new students.

Western Illinois University applied to participate in the Higher Learning Commission-North Central Association of Colleges and Schools new Academy on Student Persistence and Degree Completion in August 2013. A Commission decision is currently pending. *Western Illinois University Board of Trustees Report No. 13.10/7* provides additional details on the four-year, empirically based continuous improvement process designed to better understand factors effecting and influencing student retention as related to the First Year Experience, Linkages enrollment, and distance education.

Employee Recruitment

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

- a) Use annual Underrepresented Groups Reports to document outcomes of institutional plans to recruit faculty and staff from traditionally underrepresented groups in higher education [*Equal Opportunity and Access*].

All vice presidential areas continued to pursue diversity in hiring practices. For example, Academic Affairs established the Minority Fellow Dissertation Award, Underrepresented Post Doctorate Award, and the Underrepresented Visiting Professor Award to promote diversity.

Human Resources facilitates the WIU Intern program for staff recruitment, training, and evaluation. The program added two new classifications (Institutional Research Data Coordinator and Statistician) in the last year.

Interns were placed various classifications throughout the University, including Office Support Associate, Financial Aid Adviser, Financial Aid Adviser Manager, Parking Services Assistant, Construction Project Coordinator, Automotive Technician Assistant, Route Driver, Assistant Superintendent of Building Services, Shipping and Receiving Clerk, and Institutional Research Data Coordinator. There are 420 Civil Service applicants on the Intern register, with 51 percent female and nine percent minority.

There are several subcommittees within the University Diversity Council to address diversity matters for faculty and staff. This includes the Campus Climate, Celebrating Diversity, Public Relations, and Workforce Diversity Initiatives. Each subcommittee supports employee recruitment initiatives.

- b) Establish a committee to promote the strengths of Western Illinois University to assist in faculty and staff recruitment. Such advantages include strong

commitments to instruction, student-centered academic programs, the quality of life in Macomb, and the urban opportunities the Quad Cities presents [*President, Vice Presidents*].

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.

- a) Negotiate and administer contracts that support salary increases for negotiated employees, and administer similar resources for non-negotiated employees.

All Western Illinois University faculty and staff received a 3.5% salary increase for Fiscal Year 2014. These salary increases were funded by internal reallocations across all vice presidential areas totaling \$4,365,937.

- b) Complete and administer market equity reviews and salary minima in accordance with contractual agreements.

Academic Affairs reallocated \$558,411 to support salary minima in accordance with contractual agreements with the University Professionals of Illinois.

Western Illinois University also has staff collective bargaining agreements with the American Federation of State, County and Municipal Employees; Illinois Fraternal Order of Police Labor Council; International Union of Operating Engineers; Pipe Trade District Council; and University Professionals of Illinois. Negotiating contracts that support salary increases and market equity for negotiated staff is an ongoing priority for the University.

- c) Allocate resources to support market equity reviews and salary minima for non-negotiated staff.

Human Resources annually reviews salary equity based on classification structures and peer data. Salary increases were processed for prevailing wage groups, per notification from the Illinois Department of Labor.

Human Resources processed 25 Starting Salary Adjustments (SSAs). Sixteen of the employees were eligible for SSAs. Four employees received the maximum increase of 10 percent and 12 employees received increases ranging from three to eight percent.

Action 12. Reward professional achievements of faculty and staff.

- a) Implement negotiated contractual agreements with the University Professionals of Illinois for Professional Achievement Awards.

Academic Affairs reallocated \$312,662 to support 217 Professional Achievement Awards.

- b) Support faculty promotions and tenure, as well as promotions for civil service and administrative/professional staff.

The Western Illinois University Board of Trustees granted 22 faculty members tenure at its June 2013 meeting. President Thomas submitted tenure recommendations based on an extensive evaluation process at the department, college and University levels regarding each faculty member's teaching, research and service activities.

Twenty-seven Western Illinois University faculty members received promotions, effective fall 2013. Promotion recommendations are initiated at the departmental level and reviewed by the college deans and Provost and Academic Vice President Hawkinson prior to final approval by President Thomas.

Human Resources conducted 71 Fiscal Year 2013 classification audits. Of the audits conducted, 64 were reclassified or reallocated and seven were retained. This reflects a 90 percent reclassification rate for this period. No audits are currently pending.

- c) Continue to support faculty and staff awards recognizing excellence at the department, college, and university levels.

A sampling of academic year 2012-2013 award recipients includes:

- Ms. Karin Chouinard, Quad Cities Technology, Western Illinois University-Quad Cities Award for Personal Growth.
- Dr. Kim Dodson, Law Enforcement and Justice Administration, Western Illinois University-Quad Cities Award for Academic Excellence.
- Dr. Doug Druckenmiller, Computer Science, Provost's Award for Academic Excellence in Internationalizing the Campus.
- Dr. George Gunzenhauser, Western Illinois University-Quad Cities award for Educational Opportunity.
- Ms. Jamie Lang, WQPT, Council of Administrative Personnel Employee of the Year.
- Dr. Holly Nikels, Counselor Education, Western Illinois University-Quad Cities Award for Social Responsibility.
- Dr. Jennifer McNabb, History, Provost's Award for Academic Excellence in University/Community Service.
- Ms. Kelly Morris, University Advising and Academic Services Center, Outstanding Academic Adviser.
- Ms. Beth Oakley, Student Services, Civil Service Employee of the Year.
- Dr. James Stegal, Distinguished Faculty Lecturer.
- Dr. Paul A. Schlag, Department of Recreation, Park and Tourism Administration, Provost's Award for Academic Excellence in Teaching with Technology
- Dr. Erin Taylor, Political Science, Provost's Award for Academic Excellence in Teaching.
- Dr. Seung Won Yoon, Instructional Design and Technology, Provost's Award for Academic Excellence in Scholarly/Creative/Performative/Professional Activities.

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

- a) Develop and expand fiscally responsible, family-friendly policies and procedures across all employee classifications that assist in faculty and staff recruitment and retention and enable employees to continue advancement of professional goals and the values of the University, even in times of significant personal/family stress.

Human Resources assists University employees with domestic partner benefit administration, benefits workshops, 403(b) compliance, and the University's long-term disability policy.

Human Resources handled multiple benefit choice periods to clarify benefits updates at the state level. HR also provided updates and made campus-wide presentations on retirement and benefits options.

Western Illinois University-Quad Cities established Building Respect for Diverse Genders and Sexualities (BRDGS) as an organization committed to advancing its ideals through campus and community partnerships, programming, and resources for students, faculty, and staff. BRDGS welcomes opportunities for interdisciplinary collaboration and student involvement in a safe and supportive environment.

- b) Conduct a needs and feasibility analysis for establishing permanent, academically based summer, fall, and spring infant and childcare on the Macomb campus.

There was not sufficient student demand for academically based childcare in summer 2013.

- c) Continue to investigate child care options on the Quad Cities campus.

A \$50,000 donation was received. However, childcare was placed on hold pending completion of other university priorities.

- d) Develop a University-wide committee, including representation from all governance groups on both campuses, to study how the University might best support its employees when they are dealing with issues of elder care and/or catastrophic care.

Goal 2: Enrich Academic Excellence

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

- a) Continue to support contractual agreements that place instruction as the highest priority of faculty.

Providing excellent instruction is the highest priority of the University's faculty. The faculty is responsible for 95 percent of the total student credit hours earned at the undergraduate level with graduate teaching assistants contributing the remaining 5 percent. As a group, full professors devote approximately 90 percent of their professional responsibilities to undergraduate instruction

- b) Maintain the highest institutional expenditures to support the instructional and the academic mission of the University.

The largest object of expenditure for Western Illinois University is instruction. When adding the first five rows, Fiscal Year 2012 expenditures for Academic Affairs and Students Services totals \$150.1 million, or 66 percent expenditures from all sources of funds.

| | FY2010 | FY2011 | FY2012 |
|----------------------------|-------------|-------------|-------------|
| (In Thousands of \$) | | | |
| Instruction | \$74,891.2 | \$74,708.8 | \$79,449.2 |
| Organized Research | 2,819.9 | 3,078.5 | 6,074.1 |
| Public Service | 14,520.8 | 14,250.9 | 14,774.0 |
| Academic Support | 8,936.4 | 8,228.4 | 8,701.9 |
| Student Services | 38,966.8 | 42,381.8 | 41,066.6 |
| Institutional Support | 8,715.9 | 8,983.7 | 9,277.7 |
| O&M of Physical Plant | 27,968.1 | 28,294.0 | 30,200.5 |
| Independent Operations | 34,165.6 | 34,260.0 | 34,944.1 |
| CMS Group Health Insurance | 2,619.7 | 2,648.0 | 2,724.2 |
| FICA/Medicare | 1,499.1 | 1,508.2 | 1,564.6 |
| Total | \$215,103.5 | \$218,342.3 | \$228,776.9 |

- c) Support interdisciplinary course, program, institute, and center development and sustainability.

Western Illinois University's *Mission* to provide "Innovative teaching, research, and service grounded in interdisciplinary, regional, and global perspectives" is reflected in many courses, General Education, and majors at the undergraduate and graduate levels (e.g., Liberal Arts and Sciences, Museum Studies, Environmental Science, etc). It is also reflected in the many centers and institutes at the University, including the Center for Best Practices in Early Childhood Education, Center for Innovation in Teaching & Research, Illinois Institute for Rural Affairs, and Institute for Environmental Studies.

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

General Education and all undergraduate and graduate programs use an assessment model 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. These efforts are supported by the Associate Provost, Assessment Facilitator, Student Learning Assessment Committee, and data provided by Institutional Research and Planning. Economics and Decision Sciences' assessment effort was described as

“Best Practice” model in General Education Assessment by the University Assessment Committee.

- e) Use the academic program review process to ensure the provision of high-quality, viable academic programs and services.

Faculty participate in departmental program reviews. The University uses these self-studies and external reviewer processes to ensure provision of high-quality, viable academic programs and services. During academic year 2012-2013, academic program reviews were completed for all academic programs in 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. During academic year 2013-2014, academic program and center reviews will be completed for Family and Consumer Sciences, Sociology, and the Illinois Institute for Rural Affairs.

- f) Achieve external validation that the University is promoting high standards of academic excellence by achieving or maintaining accreditation and certifications from the:

- 1) National Council for Accreditation of Teacher Education (NCATE) for university-wide teacher education.

NCATE last accredited Western Illinois University in 2012. The next scheduled accreditation visit is in 2018.

- 2) National Collegiate Athletic Association for Intercollegiate Athletics.

The NCAA suspended Certification Self Studies due to a comprehensive process review. However, NCAA membership's efforts to improve college sports and foster student-athlete success reached another important milestone on August 1, 2013 when *Division I Infractions Model* takes effect. The new enforcement process hold schools and administrators accountable to issues that directly affect fairness and integrity in college sports.

- 3) All discipline-based accreditations and certifications, where appropriate to the discipline(s) and service unit(s).

The Higher Learning Commission-North Central Association of Colleges and Schools accredits Western Illinois University. The University's academic programs maintain accreditation from 16 discipline-specific agencies. The University's Accreditation Schedule is displayed at www.wiu.edu/provost/accredit.php. In addition, the University Counseling Center is accredited by the International Association of Counseling Services and Beu Health Center is accredited by the Accreditation Association for Ambulatory Health Care.

During academic year 2013-2013, Chemistry will pursue accreditation from the Forensic Science Education Programs Accreditation Commission and

Recreation, Park and Tourism Administration will do the same from the Wilderness Education Association.

- 4) Higher Learning Association-North Central Association of Colleges and Schools for the University.

Under new accreditation processes of the Higher Learning Commission-North Central Association of Colleges and Schools, all institutions will engage in annual data reporting, as well as four-year assurance reviews, quality initiatives, and the overall assurance review, comprehensive evaluation, and reaffirmation of accreditation. The schedule for Western Illinois University is displayed below.

- Four Assurance Review: Originally scheduled for academic year 2014-2015, but was waived as the Commission is transitioning to new accreditation processes and structures.
- Quality Initiative Proposal Submission: Due anytime between September 2015 and August 2018.
- Quality Initiative Report Submission: Due anytime between September 2017 and August 2020
- Next Year Ten Assurance Review, Comprehensive Evaluation, and Reaffirmation of Accreditation: Academic Year 2020-2021.

Action 2. Focus on the individual learner.

- a) Maintain low student-to-faculty ratios and small course sections.

Student-to-faculty ratios are 15:1 in Macomb and 12:1 in the Quad Cities. The average undergraduate class size is 22 in Macomb and there are no classes over 50 in the Quad Cities.

- b) Provide, evaluate, and improve the First Year Experience.

The First Year Experience (FYE) was initiated in September 2003 as a partnership between the Division of Academic Affairs and the Division of Student Services. The program has a history of continuous process improvement.

- A pilot cohort of 120 Illinois Centennial Honors College completed the program in academic year 2004-2005, with a mandatory First Year Experience program for all new incoming freshmen beginning in academic year 2005-2006.
- During 2006-2007, Western Illinois University participated in a yearlong self-study project— Foundations of Excellence in the First College Year. *A Strategic Plan for The First Year Experience at Western Illinois University* resulted from this work. It includes a list of action items that the committees determined would help to improve the current FYE program.
- Participation in FYE became a graduation requirement in fall 2008.

In academic year 2012-2013 the University added the Building Connections mentoring program to the FYE and conducted a review of the FYE under the leadership of Associate Provost Parsons. Changes for academic year 2013-2014 include clarifying program goals, requiring a university transition course and small section of a general education or pre-professional course, providing residents assistants with additional resource and referral training, branding the FYE, and enhancing educational components to FYE web and social media sites.

The effects of these changes will be evaluated as student retention and achievement data becomes available at mid-term, end of term, and beyond. Programmatic changes will be further evaluated if Western Illinois University is selected for institutional participation in the Higher Learning Commission-North Central Association of Colleges and Schools new Academy on Student Persistence and Completion. This Academy is described in *Western Illinois University Board of Trustees Report No. 13.10/5*.

- c) Evaluate the feasibility and need for a Transfer Year Experience and/or enhanced support structures on each campus.

Institutional participation in the Commission’s new Academy on Student Persistence and Completion will inform Transfer Year Experience and/or support structures need(s) on each campus.

- d) Enhance academic and student support structures on the Quad Cities Campus, particularly as enrollment increases and the campus serves more traditional-aged students.

The Provost and Vice President for Quad Cities and Planning developed a two-phase growth plan for new state funding to support the new facilities and enrollment growth. *Western Illinois University Board of Trustees Resolution No. 13.10/4* discusses this recommendation to the State.

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

- a) Provide institutional resources and assistance to support the research, scholarly/creative activities, and grants of faculty and staff.

Western Illinois University faculty and staff actively engage in professional inquiry. For calendar year 2012, this includes 29 book publications, 337 chapter/monograph/refereed articles, 1,260 creative activities (1,155 domestic and 105international), and 937 conference presentations (858 domestic and 79 international). External awards received for Fiscal Year 2013 total over \$9.7 million, up \$771,507 (8.6 percent) from Fiscal Year 2012.

| | |
|--------------------------------------------------------|--------------------|
| Total University | <u>\$9,721,478</u> |
| Arts and Sciences | \$744,343 |
| Business and Technology | 359,323 |
| Education and Human Services | 1,153,966 |
| Fine Arts and Communication | 296,439 |
| University Libraries | 5,000 |
| Distance Learning, International Studies, and Outreach | 1,000 |
| Administrative Services | 2,406,692 |
| Provost’s Office | |

| | |
|----------------------------------------------------------|-----------|
| Center for the Application of Instructional Technologies | 1,441,369 |
| Illinois Institute for Rural Affairs | 2,386,109 |
| Quad Cities and Planning | 908,329 |
| Student Services | 17,908 |

The Office of Sponsored Projects supports the scholarly activity of Western Illinois University faculty and staff by serving as a liaison with governmental agencies; providing information regarding funding opportunities and awards administration; coordinating the preparation, clearance, review, and submission of proposals; engaging in post-award administration; presenting grant-related workshops and outreach to faculty; and administering University Research Council Faculty Grants.

The Center for Innovation in Teaching and Research (CITR) supports faculty through workshops, guest lectures, collaborative projects with WIU research support offices, and an annual Faculty Research Symposium.

- The Research Collaboration Database is designed to help faculty, staff and students locate researchers from across campus with similar research interests to form collaborative working relationships.
- Faculty are encouraged to contact CITR when exploring a new research topic or looking for research collaboration opportunities. CITR organizes networking events and programs to assist in research collaboration across campus with the assistance of University Libraries, the Office of Sponsored Projects, Illinois Institute for Rural Affairs, and other offices.
- CITR sponsors a one-day Faculty Research Symposium each fall. The Symposium offers new and experienced faculty an opportunity to share their research “quests” with other faculty and students and to engage in research-related dialogue. Proposals are peer-reviewed and “best in track” travel stipends are provided to outstanding proposals.
- Throughout the year CITR schedules workshops, lectures, and brown bags on research and assessment topics such as SPSS, use of library databases, information searching, authentic assessment techniques, program evaluation, and other topics. Suggestions for research-related workshops and programming are encouraged through the CITR Feedback Form.

b) Support faculty sabbaticals as a means to advance research and scholarly agendas.

There were 25 sabbaticals awarded in 2011 and taken in 2012-2013 academic year. Additionally, there were 26 sabbaticals awarded in 2012 and taken in academic year 2013-2014.

c) Augment institutional resources to encourage and promote research, creative, and scholarly activities with special emphasis on new and junior faculty members.

In addition to mentoring and professional support at the school, department and college mentoring and those activities discussed above:

- Western Illinois 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.
- The University supports a number of experiential sites to enhance research and creative activities. This includes University Farms, the Alice Kibbe Life Sciences Station, Horn Field Campus, the Rodney and Bertha Fink Environmental Studies Field Laboratory and Conservancy, and the Ira and Reatha T. Post Wildlife Sanctuary (Vishnu Springs). Western also has access to the facilities at the Shedd Aquarium in Chicago, as well as the Figge Art Museum, Nahant Marsh, and Niabi Zoo in the Quad Cities.
- The Office of Sponsored Projects provides training on grant writing, funding searches, and grants management. They also sponsor an annual grant-writing full-day workshop for new faculty to increase familiarity with grant processes and resources.
- The Center for Innovation in Teaching and Research hosts an Annual WIU Symposium on Teaching, Research and Creative Activities each spring. This symposium highlights innovations in teaching, research and creative activities from across campus. Faculty present peer reviewed submissions to the campus community. The event is capped by a keynote address.
- Members of the Quad Cities Research and Scholarship Symposium provide interdisciplinary feedback for scholarship in progress and host scholarly presentations.
- The School of Graduate Studies awards \$12,000 professional development fund awards and approximately 500 graduate assistantships each semester.
- All Quad Cities employees have access to the programs and services of the Quad Cities Professional Development Network, which is a consortium of seven local institutions of higher education sharing in professional development activities for faculty and staff in the Quad Cities region.

d) Expand the summer stipend and University Research Council programs.

Each fall and spring semester, the Office of Sponsored Projects sponsors the University Research Council (URC) grant competition. Seed grants of up to \$5,000 are awarded to tenure-track faculty on a competitive basis. URC Awards for Fiscal Year 2014 will support faculty scholarship in Biological Sciences, Geography, History, and Sociology and Anthropology.

The Foundation and Development Office and OSP support the Summer Stipend program that provides up to 12 faculty members with summer support of up to \$3,500 each for research and scholarship in the summer. Faculty members have

used funds to work on new research projects, make significant curriculum changes, create a work of art, and/or design new instructional technique(s).

- e) Publicize the publications and grants of faculty and staff in new media, including the possible creation of an E-Journal for Western Illinois University.

Malpass Library maintains WIU author bibliographies and sponsors an annual Author Recognition Reception to celebrate those who have published materials during the year.

- f) Establish endowed professorships and chairs through the Comprehensive Campaign.

Faculty support, student scholarships, capital improvements, information and technologies and unrestricted gifts are funding priorities for the Higher Values in Higher Education fundraising campaign. As of June 2013, the University has raised 92 percent of its \$60 million fundraising goal.

- g) Support faculty and staff travel and other professional development opportunities.

Western Illinois University spent \$1.6 million in Fiscal Year 2012 to support faculty and staff travel. These funds support off-campus instruction and employee professional development. This includes over 900 employee presentations at conferences and instruction delivered in Macomb, Quad Cities, Chicago, Havana, Lombard, Springfield, and the University Center at Lake County.

University-wide professional development opportunities are responsive to employees needs. The Center for Innovation in Teaching and Research, Human Resources, and the Quad Cities Professional Development Network (a local consortium of seven higher education institutions) all conduct annual needs assessments to help determine programming options for participants. For example, and in responding to survey results, Human Resources provided software training, professional supervisor training, and the Administrative Professional certificate program.

Western Illinois University also supports departmental-specific and university-wide training for professional responsibilities. For example:

- Human Resources will engage in human resources management, labor relations, Family Medical Leave Act, and disability application training during Fiscal Year 2014.
- Facilities Management and Environmental Health Safety and Sustainability will engage in professional development opportunities through online safety materials.
- Purchasing participated in continuing education, including National Institute for Government Purchasing (NIGP) courses, P-Card conferences, and Business Enterprise Program training.

- Building Services completed *Facilities Management and Building Services Orientation/Training/Policies & Procedures Manual* and provided copy in all university buildings.

h) Engage undergraduate and graduate students in professional research.

The annual Undergraduate Research Day provides a public, university-wide forum for undergraduate research, scholarship and creative activity. Students from all academic disciplines are encouraged to submit their faculty mentored research, scholarship, or creative activity. One hundred and ninety seven students presented at the Spring 2013 event.

In advance there are many events, departmental, and course events supporting undergraduate and graduate research activity. For example:

- University Libraries provides instruction sessions for courses on library utilization.
- Twenty nine students completed Honors Theses and 143 students completed Honors Projects.
- Seventy-eight faculty mentored 198 students on 155 research projects in the College of Arts and Sciences. Ten CAS students were chosen to receive Norman and Carmelita Teeter Undergraduate Research Awards (\$300 each) recognizing the most outstanding student research projects in the College of Arts and Sciences for the academic year.
- Undergraduate and graduate students presented their research projects and explained their findings at Physics Research Day. Awards were given for the best poster in the undergraduate and graduate category.
- The School of Engineering is engaged with Deere and Company to include student research in engineering, supply chain management, and collaborative design.
- Communication 400-level courses contain a research requirement.
- The Infant and Preschool Center serves 33 infants, toddlers, and preschool children and serves as a laboratory/training site for Western Illinois University students. Approximately 500 students utilize the Center for observation and direct contact with children.
- The Graduate Council created a six-member ad hoc committee to develop a Graduate Research Week that supports a culture of research and implements a Graduate Research Day for students to present their research and creative activities.

i) Host domestic and international visiting scholars, executives, and artists in residence programs.

See Goal 1, Action 7b of this *Report*.

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

- a) Support economic and cultural development of our host communities and regions.

Students from Economics 535, Small Community Development, studied the feasibility of a business incubator in downtown Macomb. They wrote a report and presented their findings to officials from the City of Macomb and the Macomb Chamber of Commerce and Downtown Development Corporation.

The Illinois Institute for Rural Affairs spent \$2.1 million in external funding to support instruction; assistantships and internships; applied research; and technical assistance to agencies, businesses, and residents in rural Illinois.

The Illinois Law Enforcement Training and Standards Board Executive Institute (ILETSB) celebrated 20 years of service to Illinois law enforcement leaders through provision of advanced study, research, instruction, and administrative technical assistance. ILETSB is funded through external grants totaling more than \$20 million lifetime, has provided 13,839 education and training workshops and seminars attended by 117,766 law enforcement practitioners.

Western's Quad Cities growth and expansion is 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. Vice President Rives chairs the Project Management Team that approves and oversees construction within downtown Moline.

Vice President Rives was named as one of the top 50 community leaders by the Quad Cities Chamber of Commerce and asked to serve on the Regional Opportunities (planning) Council (ROC). The ROC is implementing strategies to advance the Quad Cities in Policom's Metropolitan Statistical Area national ratings of economic achievement. With the growth of educational opportunities and partnerships in the Quad Cities, the community has advanced in national Policom ratings, from the 49th percentile in 2008 to the 71st percentile in 2013.

Western Illinois University continues to pursue funding for the Performing Arts Center to enhance the cultural opportunities for residents in western Illinois and beyond.

Many organizations and units support diversity and educational opportunities for the campus and external communities. This includes 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 to name just a few.

The University provides the Macomb campus and surrounding community with diverse and high-quality cultural entertainment and educational opportunities through the College of Fine Arts and Communication, Bureau of Cultural Affairs, and the Performing Arts Society. Examples of increased local and regional demand for cultural opportunities include Theatre and Dance selling 3,848 tickets, a 12 percent increase in ticket sales; the Bureau of Cultural Affairs selling 4,077 tickets, a 56 percent increase in ticket sales, and the School of Music providing 143 performances to 4,193 attendees.

- b) Respond to emerging needs in the state and region, including the Governor's initiatives, "P-20" (preschool through graduate school) partnership initiatives, and other initiatives consistent with the academic and regional mission of the University.

Two key initiatives in the *Illinois Public Agenda*, the statewide strategic plan for Illinois higher education are P-20 partnerships and increased educational access. Western Illinois University is advancing priorities and goals in these areas.

- Western Illinois University-Quad Cities received an annually renewable \$100,000 AmeriCorps Grant that will pair 19 volunteers with local social service agencies and schools to help advance pre-school and kindergarten readiness. This program contributes to the Quad Cities community goal of increasing primary retention rates by five percent in the next 10 years.
 - "Art for Gifted and Talented Students" introduced elementary and junior high students to various forms of visual art expression.
 - Geography, Mathematics, Physics, Non-Credit Programs, and Distance Learning, provided a variety of opportunities for high school students to gain exposure and experience to science and mathematics.
 - Linkages agreements between Western Illinois University and regional community colleges enable students to take courses at both institutions at the same time, thereby eliminating "transfer shock" and saving students up to 25 percent of their college costs. Participating institutions work closely to promote student success through shared advising, registration, and financial aid responsibilities.
 - Academic Affairs continues increasing educational opportunities for place bound residents by increasing distance education opportunities, and encouraging former WIU students who did not graduate to return to the University and complete degree requirements to increase the number of citizens postsecondary credentials.
- c) Advance support of teacher and professional education by supporting those seeking initial or subsequent certification or who have questions about certification; endorsements; or other teacher, school service personnel, or administrative matters.

The Center for Preparation of Education Professionals serves as the institutional contact for questions related to advising of undergraduate teacher education programs, field and clinical (student teaching) experiences, and certification processes. Staff work with students, alumni, and members of external communities seeking initial or subsequent certification or who have questions about certification; endorsements; or other teacher, school service personnel, or administrative matters.

- d) Use university public service centers, institutes, and broadcasting services to provide community services.

The Center for the Application of Information Technologies, 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, School of Distance Learning, International Education and Outreach, Tri States Public Radio, University Television, U.S. Bank Writing Center, Veterans Resource Center, Western English as a Second Language, Western Survey Research Center, WQPT-Quad Cities Public Television all provide public service to our host communities and regions. For example:

- Non-Credit Programs offers courses, conferences, and youth programs to meet continuing education needs of adults, organizations, and children.
 - The Macomb Learning is Forever program is affiliated with the Elderhostel Institute Network, a national organization of over 150 similar groups devoted to adult education. The University provided over 90 non-credit courses with over 1,400 enrollments during academic year 2012-2013.
 - Tri States Public Radio serves the region through local news and music programming, NPR offerings, Celebration Concerts, Audio Information Service, and sponsorship of local events, e.g. Al Sears Jazz Festival and McDonough County Choral Society.
 - The Small Business Development Center of the Illinois Institute for Rural Affairs served 162 clients and assisted them in receiving \$3.9 million in funding, while generating 93 new jobs and retaining 39 existing jobs.
 - As a public broadcasting service of Western Illinois University, WQPT-Quad Cities Public Television serves 600,000 residents of Western Illinois and Eastern Iowa, providing access to cultural and educational programming, 24x7, 365 days a year.
 - WQPT staff provide literacy and child development workshops, visit preschools and elementary classrooms throughout the Quad Cities region, distribute free books and learning materials to students whose families cannot afford them, sponsor professional development opportunities for early childhood educators, and host numerous station events and community activities that bring families together.
- e) Deliver high-quality, value-adding management and professional development programs to businesses and industries in the western Illinois region.

The Illinois Institute for Rural Affairs' Illinois Small Business Development Center (SBDC) is one of over 40 Illinois Small Business Development Centers and more than 1,100 SBDCs nationwide. The SBDC offers business counseling, innovations and technology transfer, and management and workforce training. The Illinois Small Business Development Center at Western serves 12 counties. It is part of the Illinois Entrepreneurship Network, which works to strengthen and expand the Illinois economy.

The Quad Cities Executive Studies Center provides graduate school placement examination preparation, supervisory training, and customized workshops for business and industry.

The School of Engineering supports the Quad City Manufacturing Lab, which serves as a national resource for research and development of advanced materials and manufacturing technology for commercial and military applications.

- f) Deliver community outreach initiatives through the Western Illinois University digital library, historical archive projects, and grant projects on the delivery of services and resources to the University and surrounding communities through collaboration with regional partners.

University Archives and Special Collections include records of university administrative offices and faculty and student organizations, publications issued by the university, student newspapers, yearbooks, faculty publications and papers, master's theses, photographs, oral history tapes, and memorabilia related to the University.

Special Collections contains a variety of materials that are rare, unique, or of regional interest. Most notable are the Center for Regional Authors, Baxter-Snyder Center for Icarian Studies, and Center for Hancock County History. Also located in this area is the Illinois Regional Archives Depository Center that maintains government records for 16-counties in western Illinois and microfilm copies of state and federal censuses.

- g) Continue to support public-private partnerships to advance new and enhanced services to students, faculty, and staff in our host communities.

The City of Moline and Renew Moline are engaged in \$82 million in private development that will support housing, restaurants, and retail next to the Western Illinois University-Quad Cities Riverfront Campus.

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

Western Illinois University provides strong information technology infrastructure and user support. For Example:

- University Technology upgraded operating systems, completed course migrations to Desire2Learn, planned for Zimbra 8.0X upgrade, implemented wireless control systems, responded to maintenance and repair, retired and replaced computers, and scanned and secured servers and computers.
- The Center for Innovation in Teaching and Research conducted 42 workshops for faculty and staff on Desire2Learn (D2L), and hosted faculty forums on D2L implementation.
- The School of Distance Learning, International Studies, and Outreach collaborated with academic departments and the Center for Application of Information Technologies to modify an automated online course evaluation tool.

- Administrative Information Management Systems (AIMS) developed programs and processes in support of new university initiatives, including grade replacement, financial aid, teacher education, ACH loan payments, Phonathon, early grade warning processing, u.achieve, emergency notification, u.select, NCAA compliance, housing contract renewal, and grade processing.
- AIMS collaborated with Business Services on a number of projects, including electronic receipt for child support deductions, new IRS reporting for health insurance on W2's, and electronic preregistration authorization statements.

At the departmental level:

- Beu Health Center implemented secure patient portal that allows students secure access to make on-line appointments, retrieve bills, access immunization records, and communicate via secure emails with healthcare staff. Other technology improvements include a new e-mail appointment reminder system that reduced no-show appointments to 3.1 percent.
 - Beu Health Center and McDonough District Hospital established a Virtual Private Network (VPN) connection that allows for secure sharing of radiological images between facilities.
 - The School of Engineering (SOE) is testing VM Ware and other methods to allow engineering students access to critical engineering software for pursuing their studies when the campus is closed. This SOE is also researching use of a super-computing cluster for dual use in research and providing access.
 - Advancement and Public Services will replace cellphone and landline usage with Voice Over Internet Protocol, implement mobile device functionality for online giving, and continue to develop web and social media.
 - University Housing and Dining Services also successfully introduced its first building with digital signage. The Corbin and Olson Dining Center has digital menu signage at each platform station and an informational screen was added at the entrance of Corbin and Olson.
- a) Continue implementation of the multiyear faculty and staff computer upgrade program that will ultimately establish and maintain a four-year computer rotation program of new computers for instructional units within Academic Affairs.

Colleges and departments upgraded faculty and staff computers as funds have been available. For example, the College of Education and Human Services replaced 42 faculty and staff computers.

Vice President Rives reallocated \$82,000 to maintain four-year technology rotations for staff computers, printers, and classroom technology at Western Illinois University-Quad Cities 60th Street Campus. Phase II of Riverfront

Campus will feature all new technology supported by project funds from the Illinois Capital Development Board.

In addition to office computers, the Riverfront Faculty Commons in Room 220 was created as an interdisciplinary faculty workspace and collaboration area. It features a conference table, storage, six laptop workstations, and networked printing facilities.

- b) Accelerate the multiyear electronic classroom upgrade program for general instructional and two-way audio-video classrooms on both campuses.

Electronic classroom upgrades for academic year 2012-2013 include the following.

- University Technology partnered Biology to upgrade Wagoner Hall 271 (video conference room) and Wagoner Hall 272 (14 or 15 computers and instructor's station).
- University Housing and Dining Services partnered with University Technology and Facilities Management to introduce Tanner Hall 350 (converted from a lounge into an electronic classroom), and Corbin Hall 1032 (a general use room)
- University Technology partnered with the College of Business and Technology to upgrade technology and install a podium and desk in Stipes Hall 121.
- The College of Education and Human Services enhanced classroom capability in the Science Education Lab Horrabin 62, and along with Western Illinois University-Quad Cities provides iPad technology.
- Engineering Technology purchased 24 new computers for Knoblauch 106 laboratory, and re-purposed 60 Macintosh computers for Knoblauch 34B and 51B. The Department also shared 10 Macintosh computers with Economics for a learning lab on the second floor of Stipes Hall and used end of year and operating budget to secure state of the art software on a permanent basis.
- Room 138 at Western Illinois University-Quad Cities 60th Street was re-purposed from a staging area to an instructional computer laboratory with 18 workstations and instructor podium.
- Western Illinois University-Quad Cities Riverfront Room 110 was upgraded from a basic conference room to a video conference room to meet student and faculty needs.
- Riverfront Room 122 was re-purposed into a physics laboratory. The room includes workbenches, enhanced dual-platform iMac workstations, discipline specific software, and a dedicated switch.

- c) Engage faculty and staff in technology planning and advisory committees.

The Internet Technology Advisory Group, Technology Cabinet, Technology Security Committee, University Technology Advisory Group, and Web Accessibility Committee all have faculty and/or staff representation.

Western Illinois University-Quad Cities employees participated in the University Technology Advisory Group, Digital Signage Exploration Team, Web Accessibility Committee, Mobile Computing Task Force, Lab Committee, and Phase II Technology Planning Team.

- d) Update the *Institutional Strategic Plan for Technology*.

An update to the *Institutional Strategic Plan for Technology* was presented at today's Western Illinois University Board of Trustees meeting, *Resolution No. 13.10/9*.

- e) Assure long-term bonding plans for facilities, infrastructure, telecommunications, and technology needs are consistent with *Campus Master Plans* on the two campuses of Western Illinois University.

Current bonded projects include Phase II on the Steam Line project, Thompson Hall and University Union renovation.

- f) Implement goals and priorities from the *Institutional Strategic Plan for Technology*.

Status of the *Institutional Strategic Plan for Technology* will be discussed at today's Western Illinois University Board of Trustees meeting, *Resolution No. 13.10/9*.

- g) Enhance technology disaster recovery for Western Illinois University by implementing business continuity.

See action f (above).

- h) Improve the alignment between academic needs for program accreditation/support and offering of library resources and services through outreach and collaboration with other campus entities.

The Library Liaison Program helps establish and maintain an open channel of communication between librarians and the 43 academic departments. As liaisons, librarians help fulfill the Libraries mission of identifying, collecting and providing access to information in support of teaching and research at Western Illinois University.

Western Illinois University's and the Illinois Board of Higher Education's new degree approval and program review processes, which are critical components to achieving and maintaining accreditation, engage programs and University Libraries in important planning actions (e.g., institutional commitments to resources necessary for the unit, interaction/collaboration with the library, role of the unit in determination/selection of library resources, etc.).

- i) Increase application of appropriate technology to remove barriers for using physical and virtual library resources and services.

Technology used to increase access to library resources includes:

- WestCat indexes University Libraries collection of books, recordings, government documents and other library materials. In addition, I-Share provides information about, the location of, and the ability to request materials located in 64 other Illinois academic libraries.
 - The Periodicals Holdings List is a listing of both the print/microform periodicals available on the shelves of the Western Illinois University Libraries, and the full-text e-titles available via databases purchased by the Libraries. This resource currently indexes over 19,000 unique periodical titles.
 - The library subscribes to more than 125 electronic databases covering general, multidisciplinary and discipline specific areas. In addition to indexing and abstracting resources, the databases also supply full-text articles from over 13,000 journals, magazines and newspapers.
 - Many WIU full-text library databases provide Persistent Link capabilities at the article and/or citation level, allowing faculty to include direct links to articles in syllabi, bibliographies, and other resources.
 - The Government/Legal Information Unit houses federal and Illinois documents, maps, and legal reference materials. In addition to print holdings, this unit provides a central referral point to many Web-based sources of government and legal information.
 - Interlibrary Loan request forms for books, articles and other materials are available online.
- j) Augment user-centered library services and resources to lead the development of information literacy at Western Illinois University, gauge and improve student learning, enhance scholarly productivity, and meet institutional transformation demands.

Reference librarians provide in-person, telephone and e-mail reference assistance to the campus community. Reference library faculty are available at the reference desk 67 hours a week, including nights and weekends. In addition, students, faculty, and staff can make appointments to see librarians for help with more complex research problems. Group instruction is available for university classes.

Faculty may make arrangements for a librarian to introduce information resources to their classes. Instructional sessions familiarize students with general and specialized resources in both print and online formats. Library faculty highlight the most effective databases and search strategies for specific disciplines or courses. Librarians help design library research assignments, either in conjunction with, or independent of, an instructional session.

Goal 3: Provide Educational Opportunity

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

- a) Continue to grant academic credit for students successfully completing external examinations through the College Level Examination Program, College Entrance Examination Board, Proficiency Examination Program, and the Defense Activity for Nontraditional Education Support

Western Illinois University accepts advanced placement credit according to policies and procedures defined in the *Undergraduate Catalog*. The University, through the Bachelor of Arts in General Studies program, is a member of the Defense Acquisition University and accepts military credit in accordance with University and School of Distance Learning, International Studies and Outreach policies and procedures. As a military friendly institution, Western Illinois University-Quad Cities provides a college placement-testing center on the Rock Island Arsenal.

- b) Establish departmental standards for the awarding of credit for prior learning and life experiences where appropriate to the discipline.

The General Studies bachelor's degree provides opportunities to earn prior learning credit according to policies and procedures defined in the *Undergraduate Catalog*.

- c) Participate in all facets of the Illinois Articulation Initiative (IAI) to promote successful student transfer.

WIU is a full participant in all panels of the Illinois Articulation Initiative.

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

- a) Explore the use of credit or non-credit "short courses" that teach specific sets of skills or knowledge. While not the traditional semester in length, these courses are intended for those who are already working but need to update their skills.

Non-Credit Programs offers courses, conferences, workshops and other programs to meet the professional development and continuing education needs of individuals and organizations. This includes:

- Juvenile Justice Certification training for police officers throughout Illinois in cooperation with Law Enforcement and Justice Administration and Illinois State Police Mobile Training Units.
- "Commodities Markets and Futures Trading-Technical Analysis," as an on-line professional development certificate for brokers, grain merchants, farmers, and any business that buys/sells commodities.
- Specific credit-bearing graduate courses to teachers and other professionals whose participation is sponsored by external agencies such as school districts or Regional Offices of Education. Continuing Professional Development Units for teachers and Continuing Education

Units for licensure or certification for a variety of professions are offered in conjunction with many programs.

- b) Promote consistency between time of day (morning, afternoon, and evening) scheduling between Western Illinois University-Quad Cities and primary feeder community colleges.

Assistant Vice President for Quad Cities and Planning Mindrup prepares an annual report for use by Academic Affairs in providing scheduling coordination with the Quad Cities and primary feeder community colleges.

- c) Develop a semester and summer calendar for identifying when courses are subject to cancellation [*Provost's Office*].
- d) Maintain course-offering goals in the Quad Cities, including the continued ability for all degree programs to be fully completed on-site or through distance modalities.

All undergraduate majors and minors can be completed in two years at Western Illinois University-Quad Cities. All graduate programs can be completed in three years and only four graduate programs cannot be completed in two years.

- e) Study alternatives to the traditional 16-week semester (e.g., four- or eight-week semesters, hybrid instruction, etc.) on the Quad Cities campus that are responsive to student needs.

Western Illinois University provides select courses that are less than the traditional 16-week semester as designed by schools and departments. There are 121 irregular course sections scheduled for fall 2012.

Western Illinois University also utilizes a weekend academy format (classes for a typical course are held on three weekends) to serve the needs of practicing professionals. There are 62 weekend academy courses scheduled for fall 2013.

- f) Expand summer school offerings on both campuses to meet student needs.

Summer school offerings have been increased to meet student needs. Total sections offered increased by 151 sections (33 percent) from 462 in summer 2010 to 613 in summer 2013.

- g) Implement accelerated degree and certificate options where appropriate to the discipline.

Recreation, Park and Tourism Administration's accelerated bachelors degree programs offered in the Quad Cities received national attention from the *Wall Street Journal* and *University Business* as a best practice in innovation and affordability.

Western Illinois University also offers five year integrated baccalaureate and master's degree programs in Accountancy; Business Administration; Chemistry; Computer Science; Economics; Instructional Design and Technology; Liberal

Arts and Sciences; Museum Studies; Physics; Recreation, Park and Tourism Administration; and Sport Management.

- h) Continue to provide flexibility in scheduling so that students may pursue the education abroad opportunities offered through WIU.

In the last year, the number of Study Abroad student participants increased 17 percent from 159 students to 186 students. The number of student abroad students participating in faculty led programs increased 34 percent, from 94 students to 126 students.

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

- a) Promote experiential learning 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.

WIU provides all of these opportunities to students with the exception of a university supported graduate student research day. It is currently under development.

- b) Provide opportunities for student development and learning outside the classroom through involvement, leadership, and co-curricular experiences in environments that are supportive, challenging, and inclusive.

The Macomb Campus supports over 250 registered student organizations and honorary societies, and the Quad Cities Campus supports an additional 23. Each organization is highly engaged in out of class experiences, student governance, conferences, diversity initiatives, and other activities.

- c) Engage students as active participants in university shared governance [*All Administrative Units, Student Government Associations, Inter-Hall Council*].

The Inter-Hall Council is a student run organization that acts as the governing body of the students living in the residence halls. Members represent the views and concerns of all students living in the halls to administration and provide programming for all students. Each hall selects representatives to speak on behalf of all the students living in that hall and bring important issues to hall governments.

Student Government Associations (SGA) on both campuses are actively engaged in issues effecting students, participate in university planning, student fee setting and allocations, and are represented at Western Illinois University Board of Trustees meetings.

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

- a) Provide comprehensive academic and counseling services.

Academic Advisors from the University Advising and Academic Service Center, colleges and departments, and Western Illinois University-Quad Cities are full-time academic support professionals committed to student success. In addition to assisting with course selection, advisors help students explore major and career options and facilitate their transition to college life.

The University Counseling Center (UCC) provides career, vocational, psychological, and learning assessments, in addition to a wide array of educational life enhancement programs. This includes programming on study skills, sexual assault prevention, healthy relationships, relaxation, and other issues. UCC became a member of the Center for Collegiate Mental Health during academic year 2012-2013. This multidisciplinary, member-driven, research center focuses on providing current information on the mental health of college students in order to serve the needs of mental health providers, administrators, researchers, and the public.

Demand for UCC services continues to increase. Comparing academic year 2011-2012 to 2012-2013, there were increases in the number of:

- Students receiving counseling services, up 12 percent from 729 to 818.
- Individual sessions provided, up nine percent from 2,451 to 2,662.
- Group counseling contact hours, up 60 percent from 491 to 784.
- Testing hours for students seeking assessment services for Attention Deficit/Hyperactivity Disorder and Learning Disabilities, up 29 percent from 102.75 to 132.25.

In addition, 960 students participating in educational programs, and 397 students received study skills assistance. The latter were in jeopardy of losing their financial aid because of poor academic performance.

The Career Development Center (CDC) prepares individuals to market themselves to prospective employers. During academic year 2012-2013, CDC developed and updated “how-to” videos on various career related topics to YouTube, purchased an eRecruiting on-line registration system, incorporated weekly in-service workshops for staff, and created Captain Career Services, a super-hero, for marketing purposes.

Students, alumni, employers, and faculty heavily utilize CDC services. In addition to the 12 Pre-Employment Preparation Classes serving 276 students, there were 4,089 student visits to the CDC; 1,271 alumni registered with the eRecruiting system; and 455 attendees at the WIU Fall Career Fair, 677 at the Law Enforcement Justice & Administration Career Fair, and 472 at the WIU Spring Career Fair.

- b) Develop a comprehensive substance abuse educational program.

The Beu Health Center a comprehensive substance abuse educational program. This year marked a Biennial Assessment and Report year – as required by the *Drug-Free Schools and Communities Act Amendments of 1989*.

The Alcohol and Other Drugs (AOD) Resource Center provided 940 hours of service in 763 appointments for initial assessments, student judicial assessments, treatment, early intervention, DUI services, and comprehensive evaluations.

Student Services held educational programs and social opportunities designed to encourage student veteran participation in programs promoting personal wellness, maintenance of healthy lifestyles, and minimizing self-medicating behaviors. Western Illinois University-Quad Cities partners with Unity Point Health Systems, the 5th largest medical provider in the nation, to offer resources and referrals to community-based health providers.

- c) Provide late night and alternative programming to promote healthy lifestyles.

Beu Health Center's Alcohol and Other Drug Resource Center prevention outreach efforts included conducting or collaborating in 40 educational and alternative events, supported by Battling Alcohol Consequences (peer educators) and Step Up Bystander Program training.

Late Night Programming included WestFest, Friday Nights Rec After Dark, outdoor movies, Sandburg Theatre movie events, Homecoming, Speed Dating, Comedy Showcases, Game Night, Bingo nights, dance/disco/club events, diverse Coffeehouse music and poetry events (also sponsored at Western Illinois University-Quad Cities), Edutainment-based speakers, and intentional program collaborations. Inter-Hall Council programs had record participation in events such as Club Wetzell, Graffiti Dance Party, Karaoke Night, and Finals Study Break.

The 7th Annual First Night Fun became Rocky After Dark: First Night was held during opening weekend. Through collaboration between University Housing and Dining Services, Student Development and Orientation, Campus Recreation, Student Government Association, and Inter-Hall Council, over 2,000 students enjoyed a carnival, live music, and fun giveaways.

- d) Evaluate and develop strategies for addressing physical and program barriers for students and employees with disabilities.

Disability Resource Center prepares faculty and staff to assist students with disabilities inside and outside of the classroom. Faculty Partnerships for Accessible Solutions encourages faculty to implement Universal Design. DRC saw an 85 percent increase in eligible students.

In addition to providing text conversion, note-taking, and exam accommodations for 32 Quad Cities students, Audrey Adamson, Associate Director Western Illinois University-Quad Cities Student Services, sponsored Celebrating Disability Culture Day, co-hosted the Bi-State Diversity Conference for Students with Disabilities, and by developed a disability resources video for high school students who are considering attending college. Audrey also coordinates instructional accommodation with faculty.

The Director of Equal Opportunity and Access is also the Campus Compliance Coordinator for the *Americans with Disabilities Act*. This includes monitoring and assisting academic and professional areas with personnel recruitment, hiring, and other employment practices.

Both campuses continue to work closely with the ADA Advisory Committee to evaluate and develop strategies for addressing physical and program barriers for students and employees with disabilities.

- e) Formulate plans to ensure university compliance with Illinois Board of Higher Education and legislative mandates for web accessibility for individuals with disabilities.

The University's Web Accessibility Committee coordinates institutional compliance with academic departments and administrative units on web accessibility requirements. All Western Illinois University web pages are in the Content Management System and meet University accessibility requirements, including those with video captioning.

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

- a) Use local results from the National Survey of Student Engagement and other national surveys in planning and evaluating initiatives designed to increase student involvement, retention and graduation rates.
- b) Assist student organizations in the planning, implementation, and evaluation of cultural, social, educational and service programs.

All WIU registered student organizations are assigned a faculty and/or staff adviser to assist with event planning and implementation.

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

- a) Achieve scholarship (and other) goals for the Macomb and Quad Cities campuses as part of the comprehensive campaign for Western Illinois University.

See Goal 2, Action 3f of this *Report*.

- b) Identify new sources of financial aid for students enrolled at the University.

Western Illinois University-Quad Cities received a new, annually renewable, \$100,000 AmeriCorps grant to focus on school readiness. Grant funding provides participants with up to a \$5,900 stipend and \$5,000 educational voucher for program completion.

Western Illinois University-Quad Cities is partnering with Augustana College, Black Hawk College, Eastern Iowa Community Colleges, and Saint Ambrose University on a Lumina Grant proposal to support paid internships and degree completion.

- c) Support new and enhanced strategies for reducing the amount of student indebtedness upon graduation.

The Temporary Assistance for Needy Families (TANF) program awarded \$174,602 to assist parents of minor children in achieving their educational goals. The average TANF assistance in academic year 2012-2013 was \$4,595.

Participation in the Linkages program that was recently extended to Sauk Valley College saves students up to 25% of their total college costs and eliminates unmet financial need for Quad Cities students.

- d) Provide opportunities for students and their families to learn about financing the costs of higher education and engaging students in fiscally responsible practices for expenditure of financial aid and scholarship awards.

To increase user-friendliness, the Financial Aid Office developed an interactive webpage to explain all components of the financial aid award letter in detail.

The Student Assistance and Parent Service Center engaged in efforts to educate parents on financial aid, STARS, e-mail, and other university resources. A net price calculator is also available on Macomb and Quad Cities web pages.

All Western Illinois University-Quad Cities admissions events, new student orientations, and special events such as the recruitment event with the Quad Cities Minority Partnership include sessions on financial planning and literacy.

Goal 4: Support Personal Growth

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

- a) Offer comprehensive personal, health and wellness counseling, services and programs.

Beu Health Center is an accredited, full-service medical clinic providing outpatient health care, student health insurance, and health and wellness education to students. The Center maintains the highest standards of excellence in service provision, and was re-accredited by the Association for Accreditation in Ambulatory Healthcare.

All Beu physicians maintain board certifications and all clinical staff are certified in CPR, First Aid, Basic Life Support, and Advanced Cardiac Life. There were increases in inpatient visits, up three percent; laboratory activity, up eight percent; and pharmacy activity, up 41 percent in the last year.

Campus Recreation collaborated with Fitness Services, Beu Health Center, Employee Wellness, Kinesiology, Health Education, Veterans Resource Center, and University Counseling Center to increase student wellness activities. Additionally, Campus Recreation Accessibility Committee was formed and meets monthly to help develop an inviting and inclusive environment in facilities

and programming. There were 273,520 card swipes the entrance to the Spencer Student Recreation Center in the last year, showing strong interest and demand for Campus Recreation programs and services.

Human Resources sponsors Western Well to recognize employee health and wellness as important to the long-term success and well-being of Western Illinois University as a whole and to promote health and wellness through a wide variety of programs and services offered to University faculty and staff, including the annual Jackie Thompson Wellness Lecture, Western Walks, Leathernecks in Training, Rocky Bikes, and information on healthy eating.

The Western Illinois University Speech-Language-Hearing Clinic provides free speech-language-hearing services for WIU employees and retirees.

Campus Recreation offers group fitness, personal training, and wellness services, including chair massage, blood pressure and Tanita scale screenings, and Health Fair. Interest in these activities continues to increase. Group fitness attendance increased by 31 percent from 12,819 participants in 2010 to 12,253 participants in 2012.

- b) Increase student, faculty, and staff health, wellness and recreational activities and services provided by the University.

Beu Health Center and the Heart of Illinois HIV/AIDS Center provided free HIV testing, counseling, and education to students. The AOD Resource Center provided 468 hours of service for initial assessments, student judicial assessments, treatment, early intervention, DUI services, and comprehensive evaluations.

The Western Illinois University-Quad Cities Student Government Association supports blood and bone marrow drives, the Counseling Association sponsors manage your stress week before final examinations, and Bill Brewer coordinates Western Well and Western Walks events.

Western Well supported Western Walks, Leathernecks in Training, Rocky Bikes, Personal Training, Family Swim, Kayak Tours of Lake Argyle, and Blood Glucose/Body Composition Screenings.

Campus Recreation co-sponsored Big Pink Volleyball with Thompson Hall. There were 197 teams with 1,397 participants raising \$9,782. Donations were split between McDonough District Hospital and the Susan G. Komen Foundation. Campus Recreation also supported 5,768 students participating in 41 intramural sports; 29 sport clubs with 515 members, and 10,083 patrons using the Aquatics Center.

- c) Expand health, wellness, and recreational partnerships with local/regional providers to address needs and services for students, faculty and staff.

Vice President Rives joined the Quad Cities Health Initiative Board (QCHI), which focuses on access to dental care, nutrition and exercise patterns, heat

related illness prevention, children's health insurance, tobacco use, and teenage pregnancy.

Western Illinois University-Quad Cities continues to partner with Beu Health Center and Unity Point Health Services to bring needed services to students, faculty, and staff. The Chancellor and Dean of Unity Point's Trinity College of Nursing and Health Sciences joined the Quad Cities and Planning External Advisory Board as a means to increase partnerships between Western and Trinity.

- d) Continue to expand healthy choice options in vendor carts and machines on the Quad Cities Campus.

All catered lunch service now includes healthy alternatives, vending machines include more healthy alternatives, and a water bottle filling machine was installed at Riverfront.

- e) Evaluate the feasibility of establishing sports clubs and other areas of campus recreation such as intramural sports, fitness, aquatics, and outdoor pursuits in the Quad Cities as the campus continues to grow.
- f) Utilize the location of the Riverfront Campus adjacent to the Mississippi River and a community bike and pedestrian trail system as a means to increase health, wellness, educational, and community activities [*Quad Cities Faculty and Staff*].

Western Walks utilizes the Ben Butterworth Parkway. Additionally, a Recreation, Park and Tourism Administration class completed a survey on potential uses of the Ben Butterworth Parkway. Results of this survey will be included in future campus planning.

Action 2. Promote ethical decision making and personal responsibility

- a) Support the global perspective, social responsibility, and ethics in the curriculum and co-curricular programs, services, and events.

Through Multicultural and Cross-Cultural Study requirements in the University's General Education curriculum, students develop an understanding of diversity in the United States and the larger world as a complex network of interdependent societies, cultures, histories, and world views. The courses offered challenge narrow conceptions of Self and Other by fostering in students an appreciation for cultural diversity, as well as the critical ability to discern the impact of large-scale cultural and historical forces on their lives.

Baccalaureate degree candidates are required to complete the Foreign Language/Global Issues requirement established for their major. Sample courses fulfilling this requirement include: Global Economic Poverty Issues, Studies in Non-Western Literature, the Holocaust, Modern Middle East, Global Social Network, and Fundamentals of International Relations.

Opportunities for learning and expressing social responsibility inside and outside of the classroom are expressed in Goal 5 of this *Report*. Western Illinois

University students are responsible for upholding their ethical responsibilities as stated in the *Student Code of Conduct* and *University Policies and Procedures*, with the latter including the *Student Academic Integrity Policy*, *Student Responsibility Statement*, and *Anti-Harassment Policy*.

- b) Sustain full student, faculty, and staff compliance with annual ethics and anti sexual harassment training.

All Western Illinois University employees annually complete an ethics test and sexual harassment prevention training.

Action 3. Enhance student and community engagement.

- a) Coordinate across vice presidential areas actions designed to increase student participation in and appreciation of cultural, artistic, intellectual, and leadership events on and off campus.
- Casa Latina established the “Wise Latina Series”, a series of events/programs to enhance and empower Latina students and the “Brotherhood Project”, a Latino Male Mentorship program to encourage male students to become leaders through a series of workshops, service projects, discussions and leadership opportunities.
 - The fraternity/sorority community contributed 6,046 hours of service and \$44,300 to philanthropy (up from \$38,231 last year). Alpha Gamma Rho received the University Award for Outstanding Philanthropy by a Group or Organization.
 - The Liberal Arts and Sciences Student Organization in the Quad Cities, Museum Studies Program, and Graduate Experience in Museum Studies Student Organization sponsored student trips to regional museums. All members of the Western Illinois University community also receive free admission to the Figge Art Museum as a result of institutional membership.
 - The Office of Student Activities provided a wide variety of programs, services, and experiences that assist WIU students in exploring and developing their leadership abilities.
 - Western’s All Volunteer Effort assisted in local and regional events. Ms. Kelsey Kowalski received the Ralph H. Wagoner Award for Outstanding Volunteer Service.
 - Western Illinois University student athletes engaged in 1,700 hours of community service, and raising \$12,685 for charity.

Western Illinois University supports Blue Key: An honorary fraternity for junior, senior, and graduate students who have combined academic achievement and co-curricular involvement. Blue Key recognizes and honors students who have earned a minimum 3.0 grade point average and shown outstanding qualities of scholarship, service, and leadership.

The University also supports Who's Who Among Students in American Universities & Colleges. Student selection is based on scholarship, participation and leadership in academic and extra-curricular activities, and overall service to the University and community. Full-time juniors, seniors and graduate students with at least a 3.0 cumulative Grade Point Average are eligible to apply. Forty-eight of 65 WIU students who applied were selected for the national leadership award (up from 13 out of 15 in 2011).

- b) Sponsor University-theme programming and events for students, faculty, staff, and the community.

Academic Year 2012-2013 theme was "War and Peace: From Personal Conflict to Global Resolution." Faculty and staff included the theme in classroom and campus programming.

As part of the Theme Speakers Series, four internationally renown speakers were on campus to discuss topics related to this year's theme, including Haider Hamza, an Iraqi journalist, scholar and activist; Arun Gandhi, grandson of the legendary peacemaker and spiritual leader Mahatma Gandhi; Peter Bergen, a journalist who is one of the few Westerners to interview Osama bin Laden; and Joseph Sebarenzi, former head of the Rwanda Parliament and genocide survivor.

Academic Year 2013-2014 marks the 11th year of the University Theme. This year's theme "Food and Drink: Mind, Body and Soul." The University Theme Committee is currently in discussions with documentary film makers, a nationally renowned chef, food authors, and others about visiting in 2013-2014. Additionally:

- The Visiting Lecture Committee and the Department of Sociology and Anthropology brought Roberto Barrios, Associate Professor of Anthropology at Southern Illinois University to Campus on August 28th to discuss how food cultures change after natural disasters. His lecture "Criollos, Creoles and the Mobile Taquerias: Affect and space in post-Katrina New Orleans" was free and open to the public.
- The 27th Annual Mary Olive Woods Lecture, sponsored by the Department of Philosophy and Religious Studies featured A. Whitney Sandford, Associate Professor of Religion from the University of Florida. Her September 19th lecture was titled "Bread, Labor, Food, Freedom and the Mainstreaming of Sustainability."

- c) Provide programming in the First Year Experience that is integrated with the University theme.

FYE participation begins with Summer Orientation and Registration (SOAR). In academic year 2012-2013, Student Development and Orientation (SDO) provided 11 two-day orientation/registration programs for 1,668 new freshmen and 2,635 family members and two transfer registration programs for 191 transfer students and 320 family members.

SDO also administered the College Student Inventory to 98 percent of incoming freshmen, results were used to help inform individual strategies for the Building Connections freshmen mentoring program.

In addition to classroom and mentoring activities, all First Year students live in the same environment. FYE sessions offered in the residence halls allow first year students to meet, live, and transition into college life together.

- d) Create on the Quad Cities Campus a student and community engagement forum that involves the Student Government Association and registered student organizations to discuss event planning, evaluation, and coordination, as well as the need for new and expanded registered student organizations as the campus continues to grow.

Quad Cities Student Services hosted the first Student Organization Fair in fall 2012. The Fair increased student awareness about co-curricular opportunities, and existing student groups collaborated on shared programming and costs.

- e) Support high-profile University speakers on both the Macomb and Quad Cities campuses to increase campus and community engagement and collaboration.

Using the University, College of Arts and Sciences, and WQPT as examples, there are many high-profile speakers and events on both campuses.

- High profile university events include the State of The University Address by President Thomas, Town Hall Meetings with President Thomas, University Theme Speakers, Phase II Riverfront Phase II Groundbreaking, Distinguished Faculty Lecture, and the Environmental Summit/Share Fair.
 - The College of Arts and Sciences offered signature lectures, conferences and projects, including the John Hallwas Liberal Arts Lecture, Liaison Day, Biology Day, Morrow Lecture, Maurine Magliocco Lecture Series, Ribert Gabler Lecture, The Annual History Conference, Annual Math teachers Conference, Mary Olive Wood Lecture, American Democracy Project and Constitution Day, Colloquia Series, and the Archaeology Field School.
 - WQPT's public affairs program *The Cities* hosted Archbishop Gene Robinson, Arun Ghandi, and Vice President Joe Biden.
- f) Provide the campus and surrounding communities with a diverse season of quality cultural entertainment opportunities.

Many organizations and units support diversity and educational opportunities for the campus and external communities. This includes 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 to name just a few.

The University provides the Macomb campus and surrounding community with diverse and high-quality cultural entertainment and educational opportunities

through the College of Fine Arts and Communication, Bureau of Cultural Affairs, and the Performing Arts Society.

Tri States Public Radio (TSPR) is an outreach service of the College of Fine Arts and Communication serving a listening radius that extends from Macomb to Keokuk, Galesburg, and beyond. TSPR provides award-winning National Public Radio news and locally produced programming. Listeners enjoy classical music, as well as the uniquely American sounds of jazz and folk music.

Western Illinois University-Quad Cities provided the campus and community with events for Banned Book Week, Cinco de Mayo, Dios de los Muertos, Discussion on Same Sex Marriage, Trip to the Art Institute in Chicago, and participation in the Valentine Gayla.

As a public broadcasting service of Western Illinois University, WQPT serves 600,000 residents of Western Illinois and Eastern Iowa and provides access to cultural and educational programming. WQPT also offers an array of entertaining and educational programs for children, families, educators and child care providers. Staff also provide literacy and child development workshops, visit preschools and elementary classrooms throughout the Quad Cities, and distribute free books and learning materials to students from lower socio-economic backgrounds.

- g) Support a broad-based National Collegiate Athletic Association (NCAA) Division I and Football Championship Series varsity intercollegiate athletics program. This includes funding commitments to support our athletic program at a level that allows student-athletes to be successful and competitive within our respective conferences and nationally.

Western Illinois University will continue to support its Division I athletic program that offers 10 sports each for men and women. Western's student athletes are successful in the classroom and in competition.

- The cumulative grade point average of student athletes was 3.03.
- Sixty-four student athletes earned Academic All-Conference Honors (Summit League and Missouri Valley Football Conference).
- Twenty-three student-athletes earned All-Conference honors.
- Jimmy Holtschlag (Football) was named to Missouri Valley Football Conference All-Academic Team and to the Football Championship Series All-Academic Team.
- Jeff Liles (Track/Field) was nominated for Rhodes Scholarship.
- Men's Soccer advanced to NCAA tournament for the sixth time in nine years.
- 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.

- Jim Molinari (Men's Basketball) was named as Summit League Coach of the Year, Insider.Com Coach of the Year, and was a finalist for Hugh Durham Mid-Major Coach of the Year

- h) Demonstrate strict adherence to NCAA operating principles related to governance and rules compliance, academic integrity, equity, and student-athlete welfare.

Western Illinois University is committed to supporting a broad-based athletic program, with 20 Division I sports for men and women. No Western team has ever violated NCAA operating principles. The University will continue fulfilling all required reports to demonstrate institutional complacence with NCAA requirements.

- i) Design and implement Western Illinois University's adaptation to the new five-year Summit League Plan being designed by the League presidents to increase academic and athletic success.

Western Illinois University will continue Phase II implementation of the Summit Plan.

In June 2012, Phase I of the *Summit Plan* was completed. It emphasized presidential leadership to advance the Summit League, its membership, and becoming one of the premier mid-major conferences in the country. The *Plan* focused on improving student-athlete well-being, academic performance, increasing home attendance, and improving the League's RPI in all sports. It also included evaluation and review of staffing, budgeting, scholarship allocations, media exposure, and scheduling, within the framework to improve the national prominence of the Summit League.

Western's implementation of the *Summit Plan* enhanced student-athlete service. This included hiring a second full-time academic advisor and the University's first full-time Director of Compliance.

- j) Host selected athletic events in the Quad Cities to increase community engagement and support for the University and its athletic program.
- k) Expand student activities and establish resource and referral service for parents on the Quad Cities Campus [*Quad Cities Student Services*].

The Assistant Director of the Quad Cities Office of Academic and Student Services has been assigned this responsibility.

- l) Form a student-led task force to look at strategies for increasing school spirit and pride [*Student Government Associations*].

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

- a) Support the use of release time, tuition waivers, and other University benefits for faculty and staff to advance their educational pursuits.

Western Illinois University supports release time, tuition waivers, educational leaves, professional achievement awards, promotion and tenure, position audits, and sabbaticals for faculty and staff to advance their educational pursuits and personal growth. For example, six Western Illinois University-Quad Cities employees are currently pursuing a bachelor's or master's degree; and Michael Weinrich earned his master's degree from the University of Maryland. These seven employees represent 13 percent of the staff at Western Illinois University-Quad Cities, and many other employees are pursuing professional certifications.

- b) Sustain the University's Affirmative Action Internship Program.

Western Illinois University will continue to support this program.

- c) Develop new and enhanced programs and services specifically designed for the specific professional development needs of faculty and staff.

The Center for Innovation in Teaching and Research, Human Resources, and the Quad Cities Professional Development Network all use needs analyses to determine and refine professional development programs and events.

- d) Address the regional mission of the University by continuing to provide professional development opportunities in academic disciplines to members of our host and external communities.

Goal 2, Action 4c-4e of this *Report* demonstrated the many professional development opportunities available to members of our host and external communities.

- e) Enhance opportunities for lifelong learning of senior citizens.

Goal 2, Action 4d of this *Report* showed how the LIFE Program is used to enhance opportunities for lifelong learning of senior citizens in the Macomb region.

Western Illinois University-Quad Cities and Retired Senior Volunteer Program of Eastern Iowa and Western Illinois signed a partnership agreement in spring 2013. RSVP volunteers assist with tutoring, class presentations, event management, and other responsibilities that match volunteer interests with institutional needs.

Goal 5: Promote Social Responsibility

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

- a) Support service learning, internships, student teaching, simulations, and other forms of experiential learning that promote civic engagement.

All colleges promoted opportunities for students to engage in service learning. Examples include course projects in English; Geography; Sociology; Health Sciences; and Recreation, Park and Tourism Administration. Western's English as a Second Language institute also increased course-based civic learning and service learning opportunities.

Internships are coordinated at the departmental/school level. To increase potential internship placement opportunities and student success field based placement, Career Services purchased an *eRecruiting* online registration system, and provided workshops, job postings, career fairs, and pre-employment preparation classes.

Each teacher education candidate must complete a minimum 12 credit hours (16 weeks) clinical (student teaching) experience to meet graduation requirements. The clinical (student teaching) experience semester provides direct teaching experience in a public school under the supervision, and with the guidance of, a highly qualified classroom mentor teacher and a University supervisor. Providing student teachers with quality student teaching experiences in school districts with outstanding teaching reputations is the primary objective of each field supervisor.

All academic programs promote civic engagement. For example:

- Art, Broadcasting, Music, and Theatre and Dance students serve local and regional communities through artwork and gallery exhibits, broadcast programming, concerts, workshops, master classes, and productions.
- Engineering students take core classes in mechanical design, materials, electronics, robotics, thermo-fluid dynamics, structural design, quality control and engineering management, and complete a senior capstone design experience with industrial partners.
- Museum Studies students focus on administration, collections management, exhibition development, education, community development, tourism, and fund raising. Emphasis is placed on practicum experiences involving such basic museum functions as exhibition, curatorial research, cataloging, acquisition, community service, education, and administration.
- Nursing is committed to educating future professional nurses who are clinically competent using evidence based practice as the norm, capable of critical thinking using information and information technology to design and redesign care and care systems, and ethically and legally accountable for their actions. The School offers a Bachelor of Science in Nursing (B.S.N.) for pre-licensure students, as well as an RN-BSN Completion Program for those students who are registered nurses.

b) Engage in activities associated with the American Democracy Project.

The Honors College is the prime facilitator of the university-wide Mock Presidential Election—The Road to the White House Starts at Western Illinois

University—the nation’s largest and most elaborate student-run simulation in the nation. The next Mock Presidential Election will be in academic year 2015-2016.

- c) Actively participate in the annual Federal Constitution Day on both campuses.

The Centennial Honors College organizes and promotes federally mandated U.S. Constitution Day observances. A unique feature of this year’s celebration was the inclusion of poster presentations by undergraduate students, including 20 freshmen Centennial Honors Scholars. Western Illinois University may be the only institution in the nation that sponsors such an event. Approximately 120 students participated in these combined events.

- d) Support student, faculty, and staff actions that are consistent with the University’s Carnegie Foundation Community Engagement Classification.

Western Illinois University was recently selected for the Carnegie Foundation's Community Engagement Classification. The University, which is one of three Illinois public universities to receive the distinction, joins 310 other institutions across the U.S. achieving the Community Engagement Classification since its 2006 debut.

According to the Carnegie Foundation for the Advancement of Teaching, Western's application documented “Excellent alignment among mission, culture, leadership, resources and practices that support dynamic and noteworthy community engagement.”

Western’s community engagement includes Tri States Public Radio, Go West transit system, and Geographic Information Systems Center. In addition, the College of Fine Arts and Communication offers concerts and performances, while the Illinois Institute for Rural Affairs at Western provides economic and community development services to businesses and communities throughout Illinois, and Western’s All Volunteer Effort supports community and regional needs.

Western Illinois University-Quad Cities hosts high profile events and speakers, supports community affairs activities and programs on WQPT, engages in public-private partnerships, participates in boards and agencies, and offers facilities for community use.

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

- a) Continue Western Illinois University’s participation in the Illinois Association for Cultural Diversity (IACD) with other Illinois colleges and universities to further awareness and understanding of the cultural diversity within and outside the United States.

The IACD, a partnership between Eastern Illinois University, Elmhurst College, Illinois State University, McHenry College, and Western Illinois University. The partner institutions support an annual institute in Macomb. The 2013 Institute theme was “Multicultural Education: Always Unfinished, Always Evolving.”

Distinguished Professor James A. Banks, Founding Director of the Center for Multicultural Education, at the University of Washington made the 2013 keynote address, “Diversity in America: Challenges and Opportunities for Educating Citizens in Global Times.”

Dr. Paul Gorski followed Dr. Banks with a presentation/workshop, “Creating an Equitable Learning and Working Environment: An Equity Literacy Approach.” Dr. Gorski is associate professor of integrative studies at George Mason University and the founder of EdChange, a coalition of educators and activists committed to educational equity and social justice.

In these and other sessions, participants focused on the increasing significance of cultural diversity in both P-12 and higher education. Additional resources and publications are available from the IACD’s website, www.wiu.edu/iacd.

- b) Support actions associated with the institutional commitment to internationalization of the curriculum.

In addition to the College of Business and Technology maintaining international accreditation from Association to Advance Collegiate Schools of Business, actions demonstrating a campus commitment to internationalization of the curriculum discussed earlier in this report include completing an audit of international activities, supporting Fulbright scholarships, hosting visiting scholars, requiring Global studies in General Education and degree requirements, expanding international articulation agreements and study abroad participation, and providing travel funds for faculty and staff to present research and creative activities internationally.

Additionally, the Center for Distance Learning, International Studies, and Outreach developed a five-year strategic plan for internationalizing the University and hosted International Education Week, which had 19 events and over 400 participants. The WESL program increased their enrollment to 94 students, a 27 percent increase from spring 2012. In responding to increased international enrollment, the Center for Innovation in Teaching and Research supported the seminar “Are you inter-culturally competent? Personal, professional, and scholarly uses of the Intercultural Development Inventory.”

Examples of the many activities occurring within schools, departments, and colleges include:

- Accounting and Finance hosted Distinguished Visiting Professor, Dr. Soon Suk Yoon from Korea. He is an internationally recognized educator, scholar, and professional with expertise in the areas of international financial accounting and International Financial Reporting Standards.
- English and Journalism provided eight courses on world literatures, the emergence of postcolonial studies, and media and international relations

- Music supported the President’s International String Quartet, the Wind Ensemble and Brazilian partnership, and recruitment of Korean piano graduate students.
- Recreation, Park and Tourism Administration offered its first cruise line industry course to the Caribbean with Disney Cruise Lines.

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

- a) Develop a plan for the Alumni Association that links the goals and actions of this strategic plan to the work of the Association.

The Alumni Association continues successful implementation of the priorities and goals in the *Alumni Association Strategic Plan*. The *Plan* receives continuing feedback through the Alumni Liaison Program that links members of the Alumni Council with academic departments and administrative units. A standing agenda item at Alumni Council meetings is Liaison reports and the continued advancement of University and Alumni Association goals and priorities.

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

Fundraising by many members of the Western Illinois University community, including the President, Vice Presidents, Deans, Department Chairs, Directors, Development Officers, Western Illinois University Foundation, Advancement and Public Services, Quad Cities and Planning Advisory Board have positioned the University for a successful conclusion of the \$60 million “Higher Values for Higher Education Campaign.”

Supporting these efforts, the Foundation and Development Office engages in prospect management, annual fund, and Phonathon and maintains donor relationships through timely acknowledgement letters; managing reports; coordinating the Foundation holiday card; attending Alumni Association events; and assisting with Foundation, Scholarship, Presidential Entertainment, and other special events.

The Foundation and Development Office also launched the *We Are Western* Faculty and Staff Giving Campaign, and engaged 300 new Annual Fund donors in the Phonathon. The Phonathon achieved a 70% fulfillment rate on all pledges.

- c) Achieve the comprehensive campaign goal of increasing the percent of alumni giving to the University.

In addition to achieving an alumni giving rate of six percent for academic year 2011-2012 alumni and implementing actions reported above, the Annual Fund and Phonathon:

- Expanded direct mail solicitation featuring students telling their personal stories about the impact of annual giving to current and potential donors.

- Earned Best Practice Status for the Annual fund Mail/Video Format from annual giving consultant Bob Burdenski.
 - Launched new giving partnerships via mobile and social media technologies.
 - Increased Phonathon pledges from married/partnered alumni by 44 percent and first year alumni by 400 percent.
- d) Continue cultivation of donors to support the *Target Western Forward* athletics facilities plan and the construction of new and renovation of existing facilities.

Completed projects include the new women's soccer locker room, Strength and Conditioning Center, enhancements to the Western Hall Athletic Training Room, and new wireless shot clocks in Brophy Hall Gym. In addition, Facilities Management instated lighting for flagpoles at Hanson Field and relocated kick off-locations to comply with the new NCAA regulations.

- e) Consult with external advisory boards to help advance the academic mission and service operations of Western Illinois University, in addition to the goals and actions of this strategic plan.

The President, Alumni Association, Foundation, Western Illinois University-Quad Cities, all colleges, numerous departments, and University Libraries all utilize the expertise of external boards..

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

- a) Support educational programs, services, and partnerships committed to the prevention of crime; protection of life and property; preservation of peace, order, and safety; and enforcement of laws and University policies.

The Office of Public Safety (OPS) promotes and enforces safety and security by responding to inquiries, conducting patrols, assisting motorists, staffing campus events, offering various safety classes, and answering medical calls for assistance through Western's Emergency Medical Service.

OPS received an Enforcement of Underage Drinking Law grant that funded 80 hours of additional overtime to enforce underage drinking laws. OPS will pursue Tier I accreditation from the Illinois Association of Police in Fiscal Year 2014.

University Relations Coordinated timely warning messages and updates per *Clery Act* regulations and the Office of the Vice President for Administrative Services provides announcements on Western's Emergency Alert System.

The Women's Center is implementing goals and objectives outlined in the Interpersonal Violence Prevention grant initiative, and applied for grant renewal.

Risk Management and Emergency Preparedness (RMEP) engaged in efforts supporting equipment loss prevention, campus safety, and emergency management. This includes providing Emergency Coordinator training,

participating on the Illinois Public Higher Education Cooperative, and facilitating emergency preparedness discussions with administrators, athletes, advisers, department chairs, and others. RMEP will continue these efforts, establish mutual aid agreements with local and regional first responders, and review and revise the campus-wide *Emergency Operations Plan* during Fiscal Year 2014.

Following successful practice on the Macomb Campus, Western Illinois University-Quad Cities maintains Emergency Consultation Team and a Student of Concern Committee. Additionally, Riverfront Campus, similar to the 60th Street Campus, has stationed security for all hours of campus operation.

- b) Implement accessibility standards in new construction and campus renovation projects.

Both campuses continue to work closely with the ADA Advisory Committee to evaluate and develop strategies for addressing physical and program barriers for students and employees with disabilities. Campus accessibility enhancements for Fiscal Year 2013 include *Americans with Disabilities Act (ADA)* enhancements to restrooms in Lincoln and Washington Halls, and new *ADA Door Operators* at several locations throughout campus.

- c) Complete a five-year review/update of the Macomb Campus Master Plan.

Vice President Rives and Facilities Management Director Coker co-chaired the review/update to the *Master Plan*. All campus governance groups endorsed the updated *Master Plan* and the Western Illinois University Board of Trustees unanimously approved implementation of the *Plan* in December 2012. Director Coker leads Master Plan implementation and conducts ongoing meetings with the Faculty Senate, Deans Council, Chairs Council, and building representatives to discuss campus projects.

- d) Engage in programming studies to give precision in cost estimates before requesting inclusion in the University's capital requests to the state.

Facilities Director Coker and Associate Provost Neumann are leading a space study to determine needs and efficiency opportunities. Results of this study will inform future capital construction and renovation. Assistant Quad Cities Facilities Management Director Brewer and Assistant Vice President Mindrup are leading a programming study for Phase III of the Western Illinois University-Quad Cities Riverfront Campus. Results will inform Phase III planning and design.

- e) Aggressively pursue state funding for the highest facility priorities identified on the *Campus Master Plans*, which include new facilities and funds to support deferred maintenance.

The University's highest state-funded capital priorities will be presented at today's Western Illinois University Board of Trustees meeting. See *Resolution No. 13.10/5* for additional details.

- f) Document annual master plan accomplishments and the application of institutional resources to address permanent improvements (deferred maintenance) and capital renewal.

Master Plan Updates for the Macomb and Quad Cities Campuses are provided to the Western Illinois University Board of Trustees and campus community annually in December. A sample of the materials that will be discussed this December includes: Bayliss, Simpkins, and Tanner Hall chiller replacements; electronic classroom enhancements; Currens Hall chemistry laboratory upgrades; Data Center upgrades; Grand Entrance construction; southwest campus parking study; steam line and electrical infrastructure enhancements; University Union renovation; and Western Illinois University-Quad Cities Riverfront Campus construction.

Action 5. Reinforce institutional commitments to environmental sustainability.

- a) Strive to achieve Leadership in Energy and Environmental Design (LEED) certification in new construction and major renovations.

Quad Cities Assistant Director of Facilities Management Bill Brewer submitted final Leadership in Energy and Environmental Design (LEED) silver certification for Phase I to the United States Green Building Council. Phases II and III will strive for LEED gold certification.

- b) Support educational opportunities designed to raise awareness of social, environmental and sustainability issues.

Examples of the many educational opportunities supporting sustainability include:

- Environmental Health and Safety and Sustainability (EHSS) presented at the *Coneflower Project: Infusing Sustainability Across the Curriculum* (a workshop designed to educate WIU faculty on how to increase sustainability in their classrooms). EHSS staff also made classroom presentations upon faculty request.
- EHSS supported Rocky Bikes, Rocky Sustains, and new campus-wide initiatives, including refilling stations, recycle receptacles, and social media awareness. EHSS also began iPhone application development for a GPS guided Western Illinois University nature path tour; and implemented a teaching garden to educate students, faculty, and staff about the benefits of gardening.
- Landscape Maintenance achieved Tree Campus USA designation, a program created in 2008 through the Arbor Day Foundation to honor colleges and universities for effective campus forest management that engages the campus community in conservation goals.
- Landscape Maintenance hosted We Care, a volunteer campus beautification program aimed at improving campus grounds with the help of students, faculty, and staff. Four semi-loads of mulch and compost were spread, and over 10,000 flower bulbs and 600 mums in

school colors were planted prior to Homecoming. Western Illinois University-Quad Cities also held fall and spring We Care events.

- Western Illinois University-Quad Cities will serve as the home for the University's new doctoral program in environmental sciences when approved by the Illinois the Higher Learning Commission-North Central Association of Colleges and Schools.
- c) Achieve statewide, regional, and national leadership in environmental sustainability within all aspects of University operations (e.g., the curriculum, community and co-curricular events, new construction, and administrative operations).

Western Illinois University hosted in Sustainability Share Fairs on both campuses. These Fairs are highly attended by students, faculty, staff, and regional community members.

EHSS successfully obtained Department of Commerce and Economic Opportunity (DCEO) Food Scrap Composting funding to expand the food composting program. It now includes pick-up of food scraps at the newly renovated Corbin-Olson Dining Center.

Western Illinois University is an active participant in national initiatives and organizations committed to advancing sustainability. The University's participation includes actions with the APPA (Leadership in Higher Education Facilities), Association for the Advancement of Sustainability in Higher Education, RecycleMania, Society for College and University Planning, and United States Green Building Council.

The Summer 2013 edition of *Sustainable Construction* (www.SustainableConstruction.com) featured the cover story "Studying in Sustainable Style: Western Illinois University achieves LEED Silver for Phase I [Quad Cities] renovation. New construction for Phase II underway." The article chronicles sustainable construction and renovation practices used in Riverfront Phases I and II.

Goal 6: Demonstrate Accountability

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

As described in Goal 1, Action 1 of this *Report*, all departments, schools, and colleges are setting enrollment management goals and the President's Leadership Team is reviewing and implementing strategies to increase the University's retention and graduation rates to levels that meet and exceed peer institutions.

- 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

Assistant to the Vice President for Quad Cities and Planning Fender maintains the University's Performance Indicator Dashboard. It is available at www.wiu.edu/university_planning.

- Action 3. Document goal achievement and support of our values by continuing to provide:
- a) Monthly strategic planning updates that summarize current strategic plan actions in progress and accomplishments.

Vice President Rives provides monthly *Strategic Plan Updates* to the Western Illinois University Board of Trustees and campus community. Distribution began in 2005 at the request of the Board. Copies are available at www.wiu.edu/university_planning.

- b) Annual strategic planning updates that summarize the status of strategic plan actions and the results from implementation.

Vice President Rives provides an annual *Strategic Plan Update* at the fall Western Illinois University Board of Trustees meeting. These *Updates* summarize annual plans and accomplishments related to *Higher Values in Higher Education*, and are available at www.wiu.edu/university_planning.

- c) Base the annual strategic planning updates on data provided in annual consolidated reports and annual planning and accomplishments presentations.

Source data for annual *Strategic Plan Updates* are information from Consolidated Annual Reports produced by all academic departments and administrative units and annual planning and accomplishment presentations prepared by the vice presidents and areas that report to the president.

- d) Annual performance reports to document institutional performance on Strategic Plan indicators compared to peer institutions.

Vice President Rives provides an annual *Performance Report* at the December Western Illinois University Board of Trustees meeting. These *Reports* evaluate the effects of Higher Values in Higher Education implementation by determining whether University Performance Indicators are moving in the desired direction, opposite direction, or showing no change. Copies of past *Reports* are available at www.wiu.edu/university_planning.