

# WESTERN ILLINOIS UNIVERSITY BOARD OF TRUSTEES

October 3, 2014

## Report 14.10/7 Fiscal Year 2015 Strategic Plan Update

This is the third 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.

Part I of this *Update* provides a summary of institutional accomplishments for academic year 2013-2014 and plans for academic year 2014-2015. Items are coded as accomplished (A), ongoing initiative (O), in progress (IP), or planned (P).

Part II of this update provides a cumulative institutional summary of *Higher Values in Higher Education* accomplishments since the Western Illinois University Board of Trustees approved the plan for implementation in June 2012. This serves as record for future updating of the University's *Strategic Plan* and for progress reporting to the Higher Learning Commission-North Central Association of Colleges and Schools and other campus and external communities.

The analyses described above are descriptive in scope. The Board will receive its annual quantitative analysis of institutional effectiveness at its December 2014 meeting. The Fiscal Year 2015 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.

**Part I**  
**Annual Higher Values in Higher Education Accomplishments and Plans**  
**Academic Year 2013-2014**

**Goal 1: University Growth and Recruitment**

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

- 1) The University’s goal is to increase total student enrollment by 1-2% for fall 2015 (P).
- 2) The Vice President Student Services chairs the Enrollment Management Team that studies, suggests, and makes process improvements related to enrollment barriers, targets, and projections; cost containment; financial aid leveraging; Building Connections mentoring program; and new student orientation (O).
- 3) Western Commitment Scholarship ACT ranges and award amounts were increased for fall 2015 first-time freshmen. The first scholarship values for 2015 are guaranteed merit awards and may go as high as the second reported value based on need. (O).

ACT Values for Western Commitment Scholarship Awards Fall 2013 through Fall 2015 First-Time Freshmen Cohorts			
Fall 2013 and 2014 Cohorts		Fall 2015 Cohort	
ACT Score	Scholarship Values	ACT Score	Scholarship Values
32-36	\$10,000 + Room	30-36	\$10,000
29-31	\$3,000	27-29	\$3,000-\$7,000
25-28	\$2,000	24-26	\$2,500-\$6,000
22-24	\$1,000	20-23	\$2,000-\$5,000

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.

- 1) New educational opportunities in the Quad Cities for academic year 2014-2015 are a minor in Spanish, bachelor’s degree in Bilingual/Bicultural Education, and doctoral degree in environmental science (A).
- 2) The Quad Cities Financial Aid position was upgraded from Representative to Adviser Manager, which increases the purview of on-site services offered to students (A).
- 3) A grounds gardener and building service worker were hired. The opening of Riverfront Campus Phase II and closing of 60th Street represents an increase of 35,000 gross square feet and 10 acres of land and property (A).
- 4) University Technology is hiring a Director of Quad Cities Technology to oversee technological expansion and coordinate daily operations (IP).
- 5) The Provost and Vice President for Quad Cities continue to review and implement growth plans as new resources are received (O).

**Student Recruitment**

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

3a: *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.*

#### Regional Marketing and Awareness

- 1) Billboards featuring Think Purple, Signature Academic Programs, and Princeton Review Best Midwestern College ranking were featured in Beardstown, Bloomington, Chicago, Joliet, Macomb, Milan, Peoria, Quad Cities, Quincy, Saint Louis, Springfield, and along interstates 80 and 55 (A).
- 2) University Relations and University Television developed a series of five 30-second Think Purple, Think Success videos featuring three WIU students and two alumni (A).
- 3) Western Illinois University commercials aired in 25 Illinois, Iowa, Missouri and Wisconsin movie theaters during the holidays and on nine television stations during special events, premieres, and finales (A).
- 4) The University advertised in 15 Illinois and Iowa high school gymnasiums and stadiums (A).
- 5) The University renewed marketing displays at the Quad Cities International Airport serving over 750,000 passengers annually, and five highly trafficked shopping centers during the holiday season (A).
- 6) New “Stay Local, Go Far” commercials begin airing in the Quad Cities media market (A).
- 7) Quad Cities Marketing mobile applications were featured on WQAD and KWQC websites (A).
- 8) All shows on the WQPT 24x7x365 broadcast schedule now end with the tagline “WQPT is a public broadcasting service of Western Illinois University.” (A)
- 9) Between April 8, 2013 and April 10, 2014 there were 142 news articles about Western featured on Quad Cities Online, including information about new scholarships and recipients, degree programs, Phase II construction, alumni accomplishments, and editorials in support of the University (A).

#### National Marketing and Awareness

- 1) University Relations wrote over 600 press releases during academic year 2013-2014 (A).
- 2) University publications, news releases, and websites feature Western's national rankings and recognitions (e.g., U.S.News & World Report, Princeton Review, GI Jobs Magazine, etc.) (A).
- 3) University Relations and University Marketing promoted the University's advancement as national runner up in the National Collegiate Athletic Association's 6th Fan contest (A).
- 4) The *2014 Quad Cities View Book* received a silver award in the 2014 Collegiate Advertising Awards contest. With over 700 entrants, Western's production placed in the top 10% for quality, display, and content (A).
- 5) The Chronicle of Higher Education featured Western Illinois University, Missouri State University, and the University of North Carolina at Wilmington as the master's degree granting institutions with the most Fulbright Scholars named at their institution during 2013. The University had three faculty members and one teaching graduate assistant receive Fulbright awards during this time (A).
- 6) Western Illinois University stories appeared in 3,700 newspapers, blogs, and online publications throughout the United States during Fiscal Year 2014<sup>1</sup>.

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<sup>1</sup> Source: *Meltwater News*

- 7) Viewing of Western Illinois University news stories increased from 36,143 views in Fiscal Year 2013 to 38,824 views in Fiscal Year 2014<sup>2</sup> (A).
- 8) President Thomas established base marketing budgets for Macomb (\$400,000) and Quad Cities (\$100,000) effective for Fiscal Year 2015. University Marketing funds were previously based on available one-time funding (A).
- 9) President Thomas plans to develop, implement and maintain a Presidential Blog (P).

#### International Marketing and Awareness

- 1) The University invested \$250,000 in a digital marketing campaign (A).
- 2) University Relations added Instagram to the University's social media portfolio, yielding 1,207 followers (A).
- 3) Between Fiscal Years 2013 and 2014, there were increases in the number of Facebook fans, from 21,054 to 25,394; Twitter followers, from 3,127 to 4,926; and YouTube subscribers, from 395 to 511 (A).

#### Achievements of Students, Faculty, and Staff

- 1) Select billboard locations (discussed above) feature local students and their achievements (A).
- 2) Twelve honors students were nominated for Fulbright, Goldwater, Jack Kent Cooke, Rhodes, Truman, and Lagrant scholarships (A).
- 3) University Relations maintains a Faculty/Staff Experts database to promote university experts to the media (O).
- 4) WQPT used The Cities with Jim Mertens to conduct 10 subject matter expert interviews with Western Illinois University faculty and staff members (A).
- 5) With the number of web visits indicated parenthetically, Western Illinois University faculty members had national stories on social media (2,919), terrorism (3,331), and tornadoes and disaster recovery (6,854) (A).
- 6) Western Illinois University nationally recognized excellence in serving commuter students is demonstrated by:
  - (a) The Assistant Vice President for Quad Cities and Planning's selection as co-director of the National Clearinghouse for Commuter Programs (A).
  - (b) The Vice President for Quad Cities and Planning's successful application to host the spring 2015 National Association of Branch Campus Administrators conference in Moline (A).

#### Program Specific Marketing

- 1) The Provost provided funding for all academic departments and schools to update discipline-specific programmatic flat sheets (A).
- 2) Ads promoting Western's School of Nursing appeared in the Northwest Quarterly published in northern Illinois, southern Wisconsin, and Chicago (A).
- 3) The School of Agriculture's Open House was featured in The Lincoln Courier in March (A).

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<sup>2</sup> Source: Newswis

*3b: Strengthen internal marketing to increase campus awareness of the achievements of students, faculty, staff and alumni.*

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

*4a: 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.*

#### Undergraduate Student Inquires and Applications

- 1) The Assistant Vice President for Academic Affairs and Associate Provost met with all academic departments and schools to define and implement strategies to achieve university enrollment goals (A).
- 2) Beginning with Fiscal Year 2015 Consolidated Annual Reports, all academic departments will evaluate strategies to achieve enrollment goals (P).
- 3) As a result of Action 1 (above), the Office of the Provost and Academic Vice President developed a comprehensive campus-wide academic affairs recruitment and retention plan. The plan includes specific activities and initiatives that academic administrators, faculty, and staff will use to recruit and retain students in their respective academic units (A).
- 4) The Assistant Vice President Academic Affairs continues to work with public and private school systems to recruit students who are attending college preparatory high schools with rigorous academic standards (O).
- 5) Centennial Honors College established a Phi Theta Kappa Alumni Chapter and a Tau Sigma Chapter to recruit high-achieving transfer students from two- and four-year institutions (A).
- 6) Centennial Honors College signed an honors transfer articulation agreement with Highland Community College (A).
- 7) This was the second year the University supported Transfer Commitment Scholarships for high achieving transfer students with an Associates degree (O).

#### Graduate Student Inquires and Applications

- 1) The Associate Provost met with Provosts/Deans at 19 private colleges in Illinois, Iowa, and Missouri to promote Western's graduate programs and explore institutional partnerships (A).
- 2) Museum Studies is developing an integrated five-year degree with Wartburg College (IP).
- 3) The M.B.A. program is exploring a similar agreement with Augustana College (IP).
- 4) Staff from the School of Graduate Studies attended 30 recruitment fairs in Illinois, Iowa, Indiana, and Missouri during academic year 2013-2014, up from attendance at 21 recruitment fairs during academic year 2012-2013 (A).
- 5) The School of Graduate Studies and the Office of the Provost awarded 10 Graduate Recruitment Grants (\$500 each) to support school, departmental, and programmatic recruitment of graduate students (A).
- 6) Students are assisting with international graduate student recruitment in their homelands of France and Indonesia (O).

*4b: 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.*

- 1) Electronic distribution of admission files to graduate program personnel was implemented in January 2014. Programs now have access to student information in a more efficient manner to promote timely admissions decisions (A).
- 2) Given that students who experience campus have higher show rates than students who do not experience campus, Western Illinois University-Quad Cities now has four annual discover Western events, graduate recruitment fairs, discipline-specific events, and four new student orientation sessions (O).

*4c: Enhance the entrance to WIU by creating a Welcome Center in the 300 block of West University Drive in Macomb.*

The Grand Entrance to Western Illinois University at the corner of University Drive and Lafayette was completed and dedicated in December 2013 (A).

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

*5a: Support baccalaureate degree completion by documenting the effectiveness and growth plans for dual admission, dual enrollment, and other initiatives with community colleges.*

- 1) Western Illinois University developed dual enrollment agreements with Rivermont Collegiate Academy and Moline High School (A).
- 2) The Vice President for Quad Cities and Planning are exploring potential new and expanded partnerships with Alleman, Bettendorf, Davenport, Geneseo, Moline, Rock Island, and Rockridge High Schools; and with United Township Career Center, which serves high school students from nine areas in the Quad Cities region (IP).
- 3) The Vice Presidents for Quad Cities and Planning and Student Services, Assistant Vice President for Academic Affairs, Registrar, and University Budget Officer are exploring models to make dual enrollment agreements more competitive and favorable to high school students. Recommendations will be forwarded to the President’s Leadership Team (IP).
- 4) The Office of the Vice President for Quad Cities and Planning continues to develop agreements with community college partners. Status of these agreements is shown in the table below.

Status of Community College Partnerships				
	<u>Linkages</u>	<u>Reverse Transfer</u>	<u>Honor's</u>	<u>Degree Guides</u>
Black Hawk				
Eastern Iowa				
Highland				
Illinois Valley			IP	
Kirkwood			IP	
Rock Valley	IP	IP	IP	IP
Sauk Valley		IP	IP	

- 5) The University Linkages, dual community college enrollment program has grown from 26 students in fall 2011 to 127 students in fall 2013 (O).

*5b: Engage in initiatives designed to increase undergraduate and graduate student enrollment.*

*5c: 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.*

- 1) Military Advanced Education's 2014 *Guide to Military-Friendly Colleges & Universities* designated Western Illinois University as a "Top Military-Friendly University." Western was also named a "Military-Friendly School" by Victory Media (for the fifth consecutive year), is featured in *G.I. Jobs Guide to Military Friendly Schools*, and was selected as a "Best for Vets College" by *Military Times EDGE Magazine* for the fourth consecutive year (A).
- 2) Billing and Receivable certified 1,024 GI bill students for Academic Year 2013-2014 (A).
- 3) The Veterans Resource Center provided early outreach services to approximately 500 prospective and newly accepted student veterans (A).
- 4) Academic Advisement in the Quad Cities provides CLEP Testing for military personnel from the Rock Island Arsenal (A).

*5d: Increase student awareness of opportunities for completing a second bachelors, post-baccalaureate certificate, and/or graduate and professional studies at Western Illinois University.*

- 1) Western Illinois University-Quad Cities combines Career Services and Graduate Admissions events to reinforce links between educational and occupational aspirations (O).
- 2) The Vice President and Assistant Vice President for Quad Cities and Planning were on the writing team with representatives from all other Quad Cities postsecondary institutions that received a \$200,000 Lumina Foundation grant to implement strategies that are designed to increase postsecondary certificate and degree attainment levels of area residents. The Quad Cities was one of only 20 communities selected nationally to receive Lumina Funding (A).

*5e: 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.*

- 1) New Minors in Computer-Mediated Communication, Contemporary United States Studies, Information Technology, Fisheries, Teaching English to Speakers of Other Languages were established for the Macomb Campus (A).
- 2) A new minor in Spanish was established for the Quad Cities Campus (A).
- 3) New Undergraduate Certificates were established in Marketing Technologies and Integrated Marketing Communication for the Macomb Campus (A).
- 4) A new major in Bilingual/Bicultural Education was established for the Quad Cities Campus (A).
- 5) A new post-baccalaureate certificate in Business Analytics was established for the Macomb Campus (A).
- 6) New integrated baccalaureate/master's programs in Mathematics, Sociology, Law Enforcement and Justice Administration (LEJA) were established for the Macomb Campus (A).
- 7) The integrated LEJA program is offered on both the Macomb and Quad Cities Campus (A).

- 8) A new doctoral program in environmental science was established for the Quad Cities Campus (A).

*5f: Identify unserved and underserved populations and explore the feasibility of developing new/modified academic programs to meet their needs.*

- 1) Western Illinois University has 13 Higher Learning Commission-North Central Association of Colleges and Schools approved sites in Chicago, Davenport (IA), Grayslake, Havana, Lombard, Moline, Palatine, Peoria, Schaumburg, Springfield, Vernon Hills, and Washington (O).
- 2) Western Illinois University will have an off-campus location review of Peoria Manual High School and Central Intermediate School in Washington, IL, in fall 2014 (P). Effective academic year 2014-2015, the Higher Learning Commission completes a random sampling of institutional off-campus locations every five years for quality assurance reviews (O).
- 3) Western Illinois University signed a Linkages agreement with Highland Community College to expand educational access to residents of northwest Illinois and southern Wisconsin (A).
- 4) Western Illinois University offers the following distance degrees and certificates fully on-line to serve place bound and working professionals: Master's in Business Administration, Master's Instructional Design and Technology, Bachelor's in General Studies, four post-baccalaureate certificates in Instructional Design and Technology, M.S. Ed. in Elementary Education, and RN to BSN completion (O).
- 5) The University received Higher Learning Commission approval to add new distance programs with no Commission approvals required (A). Once the University receives appropriate institutional and Illinois Board of Higher Education approvals, it is now only required to notify the Commission.

*5g: 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.*

*5h: Increase contact with students who have dropped out and encourage degree completion by documenting structures, processes and results on both campuses.*

- 1) Student Services in Macomb and the Office of Academic Advising and Student Services in the Quad Cities have processes for establishing contact with former students who have dropped out to encourage degree completion (O).
- 2) The Enrollment Management Group Worked with Distance Learning to contact 1,106 former juniors and seniors from the last three academic years who did not complete degree requirements to encourage degree completion (A).

*5i: 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 and course (University 695) effective with students admitted in fall 2012 to improve exit option and degree completion rates. Three students enrolled in University 695 for spring 2014 and there are 18 enrolled for fall 2014 (as of August 31, 2014) (O).



Action 6: Increase campus diversity.

*6a: 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 groups<sup>3</sup>.*

- 1) The Office of Equal Opportunity and Access submits the University's annual Underrepresented Groups Report to the Illinois Board of Higher Education, which last published its statewide findings in May 2014 (O).
- 2) 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 (O).
- 3) 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 (O).

*6b: Document strategies used by academic departments and administrative units to increase minority student enrollment*

- 1) 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 and events, and engaging in recruitment, retention, and scholarship partnerships with local colleges, universities, businesses, and agencies (O).
- 2) The Fall 2013 Next Big Thing was hosted by Western Illinois University-Quad Cities and Eastern Iowa Community Colleges. Admissions, advising, student emissaries, and student affairs professionals provided 1,000 area high school students, including 750 minority students, with college financial planning, literacy, and selection workshops. Ebony Magazine Editor-in-Chief Amy Dubois Barnett delivered the keynote address (A).
- 3) Quad Cities Admissions and Student Services collaborate with the Minority Partnership Program, League of United Latin American Citizens, Minority Teachers Incentive Program, Quad Cities Scholars, and United Neighbors to advance minority student recruitment and retention (O).
- 4) Western Illinois University-Quad Cities sponsored its second annual Minority Scholarship Appeal in Spring 2014 (O).

*6c: 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 (O).

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<sup>3</sup> Illinois Public Act 85-283 defines underrepresented groups as minorities, females, and individuals with disabilities.

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

*7a: 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.*

*7b: Document strategies used by academic departments and administrative units to increase international student enrollment.*

- 1) Accounting and Finance developed an agreement with Xiamen University in China (A).
- 2) Educational Leadership developed a partnership with UNEB in Brazil (A).
- 3) Health Sciences developed a Memorandum of Understanding with Wollo University in Ethiopia (A).
- 4) Non-Credit Programs entered into the first sponsored-credit partnership with a foreign university, the Zhejiang Normal University Teacher Education School in China to deliver three Instructional Design and Technology courses to a group of Chinese students who spent fall 2103 in residence on the Macomb campus (A).
- 5) Centennial Honors College worked closely with International Studies to successfully recruit 10 students from the Thai Royal Academy to attend Western during academic year 2013-2014 (A).
- 6) Center for International Studies staff participated in recruiting trips to China, Indonesia, Iraq, Malaysia, Thailand, and Vietnam (A).
- 7) The Executive Director of Distance Learning, International Studies, and Outreach traveled to Myanmar for recruitment; participated in the State of Illinois Trade Mission to China; and was joined by President Thomas on a recruiting trip to South Korea (A).
- 8) President Thomas and the Executive Director of Distance Learning, International Studies, and Outreach establish and maintain embassy contacts and relationships in Washington, D.C. (O).
- 9) Western Illinois University hosted students from Denmark and representatives from South Korea, Japan, Myanmar, and South Korea (A).

*7c: Continue to provide a variety of quality education abroad and exchange programs, and increase the numbers of students participating, both outgoing and incoming.*

- 1) Study Abroad allows students to complement and enhance their classroom instruction by experiencing the culture and language of a host country. Western Illinois University offers opportunities for students to study abroad in over 50 countries by participating in faculty-led courses and/or by attending a partner institution (O).
- 2) Seventy students participated in seven faculty-led study abroad programs during academic year 2013-2014 (A).
- 3) Eight academic departments expanded 14 Memorandums of Understanding to provide increased exchange opportunities for members of Western Illinois University and campus communities from nine foreign countries (See Appendix A) (A).
- 4) Seven academic departments signed nine new Memorandums of University during academic year 2013-2014 that will provide even more exchange opportunities for members of Western Illinois University and colleges and universities from six countries (See Appendix B) (A).

- 5) One hundred and fifteen students participated in Study Abroad experiences during academic year 2013-2014 (A)
- 6) The Center for International Studies is collaborating with the Institute of International Education to develop and implement strategies to increase student participation (A).
- 7) Western's English as a Second Language (WESL) Institute provides an intensive program in academic English for international students who are preparing to enter an American college or university, and others needing ESL services (O).
- 8) WESL served students from Brazil, China, Japan Korea, Libya, Saudi Arabia, and Thailand during academic year 2013-2014 (A).
- 9) WESL's spring 2014 enrollment of 111 students represents an all-time high. Enrollment growth resulted from a new agreement with the Brazilian Scientific Mobility Program and a significant increase of Japanese students from Konan Women's University in Japan (A).

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

*8a: Enhance resources to support increased enrollment and support for Honors students on the Macomb Campus.*

- 1) This was the third year of Centennial Honors Scholarships (CHS) for new freshmen with a minimum 32 ACT composite score and a 3.5 high school grade point average. The number of new CHS recipients increased from 25 in fall 2012 to 45 in fall 2013 (O).
- 2) Centennial Honors College provided 25 honors courses and five Honors First Year Experience classes (O).
- 3) Faculty provided in-course honors courses offered at the school/departmental level (A).
- 4) The University Honors Council approved 10 new honors courses developed by faculty and staff from Art, Center for International Studies, Economics and Decision Sciences, Foreign Languages and Literatures, Health Sciences, History, Sociology and Anthropology, and University Libraries (A).
- 5) A second academic advisor was added to the Centennial Honors College staff (A).
- 6) Honors enrollment increased by 13%, from 1,219 students in academic year 2012-2013 to 1,374 students in academic year 2013-2014 (A).
- 7) Between spring 2013 and spring 2014, the number of in-course honors projects increased from 145 to 168, the number of completed Honors Theses increased from 21 to 28, and the number of graduating Honors Scholars increased from 68 to 105 (A).

*8b: Expand Honors opportunities offered by faculty and staff representing the Centennial Honors College for students at the Quad Cities Campus.*

- 1) Staff from Centennial Honors College and the Office of the Vice President for Quad Cities and Planning hosted a dinner to welcome and honor new Centennial Scholarship recipients and their families (A).
- 2) Centennial Honors College and the Office of the Vice President for Quad Cities and Planning hosted the annual Directors' meeting of the Honors Council of the Illinois Region at Riverfront Campus in fall 2013, with 15 institutions represented (A).

- 3) Centennial Honors College signed an Honors Transfer Articulation agreement with Highland Community College (A).
- 4) The Quad Cities Freshman Honors Cohort grew from seven new students in fall 2012 to 16 new students in fall 2013. All students in the Honors Cohort receive a four-year annually renewable Western Commitment Scholarship ranging between \$1,000-\$10,000 each year, based on entry qualifications and successful achievement of renewal criteria (A).
- 5) The University Honors Council established the “in-course” based program at the Quad Cities Campus to give all students on both campuses consistent access to a comprehensive honors experience (A).
- 6) Centennial Honors College reallocated time and supported travel of one academic advisor to serve students in the Quad Cities one day per week, with additional travel supported as student needs required (A).

Action 9: Enhance the affordability of Western Illinois University.

*9a: 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.*

- 1) The Western Illinois University Board of Trustees receives an Annual Report on Financial Aid Programs at the spring meeting. Over 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 2013-2014 (A).
- 2) Western Illinois University’s financial aid and scholarship programs are nationally recognized for students’ educational achievements.
  - (a) Washington Monthly placed the University in the top 275 master’s granting institutions nationally for social mobility (recruiting and graduating low-income students), research, and service (encouraging students to give back to their country) (A).
  - (b) Affordable Colleges Online ranked the University 29th in the top 39 schools profiled at [AffordableCollegesOnline.org](http://AffordableCollegesOnline.org). Graduates from these schools enjoy the largest earnings gap between non-degree holders, and earn more on average than graduates from other Illinois schools (A).
- 3) The Scholarship Office disbursed over \$1.5 million in competitive, academic scholarships to more than 2,000 students, automated scholarship application processes, and disseminated scholarship balances to departments to facilitate advertising and awarding of departmental scholarships (A).
- 4) An analysis of student employment by the Vice President for Student Services demonstrated a disproportionate number of seniors were receiving on-campus student employment (44 freshmen, 190 sophomores, 360 juniors, and 774 seniors) even though juniors and seniors qualify for more grants and loans than freshmen (A).
- 5) Based on the analysis mentioned above, position funds from 180 graduating seniors (average award of \$2,500) were reallocated to new freshmen to allow students opportunities to pay down university debt, maintain pre-registration eligibility, and to assist in freshmen retention (A).
- 6) Western Illinois University-Quad Cities received increased AmeriCorps grant funding to raise the number of program positions from 18 to 24. Upon successfully completing 900 volunteer hours

over 12 months (19 hours per week), student volunteers each receive a \$5,900 service reimbursement and a \$5,000 higher education voucher (A).

- 7) Western Illinois University received \$338,553 in Fiscal Year 2014 experiential education grant funding through successful applications submitted by Agriculture, Curriculum and Instruction, Illinois Institute for Rural Affairs, Office of the Vice President for Quad Cities and Planning, and Special Education. Examples of grant funding include student participation in the University's AmeriCorps Program, Peace Corps Fellows Program, and Grow Your Own Teacher Preparation Program (A).

*9b: Support and evaluate new Western Commitment Scholarships for high-achieving first-time freshmen.*

- 1) Western Illinois University introduced Western Commitment Scholarships (WCS) for the recruitment of fall 2012 new freshmen. Based on program results, values for fall 2015 WCS were revised as described in Goal 1, Action 1 (A).

*9c: Consider possible expansion of Western Commitment Scholarships to new transfer students.*

- 1) WIU introduced Western Commitment Transfer Scholarships and Book Awards for the recruitment of fall 2013 new transfer students. The number of new transfers with an associate's degree increased from 420 in Fall 2012 to 483 in Fall 2013 (A).

*9d: 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.*

- 1) The Quad Cities Financial Aid position was upgraded from Representative to Adviser Manager, to increase the purview on-site services provided at the Quad Cities Campus (A).
- 2) The Quad Cities AmeriCorps grant described in Goal 1, Action 9a increases student employment opportunities (A).

*9e: 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.*

- 1) 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 (O).
- 2) Three Quad Cities staff members presented Western Illinois University's Linkages Program at the 2014 annual meeting of the Higher Learning Commission-North Central Association of Colleges and Schools (A).

*9f: Support initiatives designed to increase student retention and rates [All faculty and staff].*

- 1) Student Development and Orientation hosted 11 two-day orientation/registration programs for 1,575 new freshmen and 3,204 family members, and two Transfer Registration programs for 134 transfer students and 275 family members (A).
- 2) Western Illinois University-Quad Cities hosted four new student orientation sessions (A).
- 3) The Macomb Campus continued the Building Connections Mentoring Program (O).

- 4) Western Illinois University introduced University 100 as a required First Year Experience course on both campuses (A).
- 5) First year residence hall staff from Bayliss, Henninger, and Tanner expanded first year experience programming to hosting weekly events every Tuesday night. Topics included time management, relationships, money management, and career development (A).
- 6) Western Illinois University-Quad Cities is exploring development of a transfer year experience based off of work from University Housing and Dining Services and other national best practices (IP).
- 7) Student Development and Orientation provided academic assistance to 1,681 students, helping with academic goals; developing positive relationships with faculty, staff, and peers; aiding in the interpretation of academic concerns and difficulties; and providing referrals where appropriate (A).
- 8) Student Development and Orientation offered opportunities for 119 students contemplating university withdrawal to explore options, alternatives, and consequences before making a final decision (A).
- 9) The University completed its first year in the Higher Learning Commission's Persistence and Completion Academy. Teams are analyzing inputs and the educational experience, and benchmarking best practices to support improved retention and graduation rates. All recommendations will be made to the President's Leadership Team (O).
- 10) The University fall-to-spring first-time freshmen retention rate increased from 82% of the fall 2012 cohort to 91% of the fall 2013 cohort (A).

### **Employee Recruitment**

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

*10a: Use annual Underrepresented Groups Reports to document outcomes of institutional plans to recruit faculty and staff from traditionally underrepresented groups in higher education.*

- 1) The Office of Equal Opportunity and Access prepares annual Underrepresented Groups Reports for the University, and submits these reports to the Illinois Board of Higher Education (A).
- 2) All vice presidential areas continued to pursue diversity in hiring practices. For example, Academic Affairs supports the Minority Fellow Dissertation Award, Underrepresented Post Doctorate Award, and the Underrepresented Visiting Professor Award to promote diversity (O).
- 3) The Campus Climate, Celebrating Diversity, Public Relations, and Workforce Diversity Initiatives subcommittees of the University Diversity Council support employee recruitment initiatives (O).

*10b: Establish a committee to promote the strengths of Western Illinois University to assist in faculty and staff recruitment.*

#### **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.**

*11a: Negotiate and administer contracts that support salary increases for negotiated employees, and administer similar resources for non-negotiated employees.*

- 1) All eligible faculty and staff received a 2.0% salary increase for Fiscal Year 2015. These salary increases were funded by internal reallocations across all vice presidential areas totaling \$2.6 million (A).
- 2) The University engaged in discussions, conducted negotiations and/or agreed to a contractual services agreement with the American Federation of State, County, and Municipal Employees (Clerical Unit and Building Service Unit); International Union of Operating Engineers, Local 399 (Landscape Maintenance Unit); International Alliance of Theatrical Stage Employees and Moving Picture Machine Operators; and the University Professionals of Illinois (A).

*11b: Complete and administer market equity reviews and salary minima in accordance with contractual agreements.*

- 1) Academic Affairs reallocated \$634,394 to support Fiscal Year 2015 salary minima in accordance with contractual agreements with the University Professionals of Illinois (A).
- 2) Western Illinois University has staff collective bargaining agreements and/or a contractual services agreement with the American Federation of State, County and Municipal Employees; Illinois Fraternal Order of Police Labor Council; International Alliance of Theatrical Stage Employees and Moving Picture Machine Operators; International Union of Operating Engineers; Pipe Trade District Council; and University Professionals of Illinois (O).

*11c: Allocate resources to support market equity reviews and salary minima for non-negotiated staff.*

- 1) Human Resources periodically reviews salary equity based on classification structures and peer data (O).
- 2) Human Resources processed seven Starting Salary Adjustments (SSAs). Four employees were eligible for SSAs. Two employees received the maximum increase of 10 percent and two employees received increases ranging from three to eight percent (A).

Action 12: Reward professional achievements of faculty and staff.

*12a: Implement negotiated contractual agreements with the University Professionals of Illinois for Professional Achievement Awards.*

Academic Affairs reallocated \$319,271 to support 221 Fiscal Year 2015 Professional Achievement Awards earned by Western Illinois University faculty and academic support professionals (A).

*12b: Support faculty promotions and tenure, as well as promotions for civil service and administrative/professional staff.*

- 1) The Western Illinois University Board of Trustees granted 32 faculty members tenure at its June 2014 meeting (A).
- 2) Fifty-eight Western Illinois University faculty members received promotions, effective fall 2014 (A).
- 3) Forty-seven civil service employees received reclassification audits (A).

*12c: Continue to support faculty and staff awards recognizing excellence at the department, college, and university levels.*

- 1) Examples of academic year 2013-2014 award recipients include:
  - (a) Ms. Emily Brooks, Quad Cities Admissions, Western Illinois University-Quad Cities Award for Personal Growth.
  - (b) Dr. Katrina Daytner, Professor, Educational and Interdisciplinary Studies; Provost's Award for Academic Excellence in University/Community Service.
  - (c) Ms. Cheryl Hutchins, Family and Consumer Sciences; Outstanding Academic Adviser.
  - (d) Dr. James Kenny, Professor, Management and Marketing; Provost's Award for Academic Excellence in Teaching.
  - (e) Dr. In Lee, Professor, Computer Science; Provost's Award for Academic Excellence in Scholarly/Creative/Performative/Professional Activities
  - (f) Dr. Kristi Mindrup, Assistant Vice President, Quad Cities and Planning, and Mr. Bill Brewer, Assistant Director of Physical Plant, Western Illinois University-Quad Cities Award for Educational Opportunity.
  - (g) Ms. Beth Oakley, Student Services, Civil Service Employee of the Year.
  - (h) Dr. Win Phippen, Professor, Agriculture; Provost's Award for Academic Excellence in Teaching with Technology.
  - (i) Dr. David Rohall, Professor of Sociology and Anthropology, was named Western Illinois University's 2014 Distinguished Faculty Lecturer.
  - (j) Dr. Alphonso Simpson, Professor, African American Studies; Provost's Award for Academic Excellence in Multicultural Teaching.
  - (k) Dr. Susan Stewart, Professor, Management and Marketing, Western Illinois University-Quad Cities Award for Academic Excellence.
  - (l) Dr. Jeanette Thomas, Professor, Biological Sciences, Western Illinois University-Quad Cities Award for Social Responsibility.
  - (m) Mr. Curtis Williams, Quad Cities Student Affairs, Council of Administrative Personnel Employee of the Year.

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

*13a: 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.*

- 1) Human Resources (HR) assists University employees with domestic partner benefit administration, benefits workshops, 403(b) compliance, and the University's long-term disability policy (O).
- 2) HR handled multiple benefit choice periods to clarify benefits updates at the state level (A).
- 3) HR provided updates and made campus-wide presentations on retirement and benefits options (A).

*13b: 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 2014.



*13c: Continue to investigate childcare options on the Quad Cities campus.*

- 1) A \$50,000 donation was received. However, childcare was placed on hold pending completion of other university priorities.
- 2) An off-campus childcare website was developed to serve as an information resource for students and their families (A).

*13d: 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.

*1a: Continue to support contractual agreements that place instruction as the highest priority of faculty.*

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

*1b: 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 2013 expenditures for Academic Affairs and Students Services totals \$145.4 million, or 63 percent expenditures from all sources of funds (A).

<u>(In Thousands of \$)</u>	<u>FY2011</u>	<u>FY2012</u>	<u>FY2013</u>
Instruction	\$74,708.8	\$79,449.2	\$77,370.8
Organized Research	3,078.5	6,074.1	3,540.3
Public Service	14,250.9	14,774.0	12,694.3
Academic Support	8,228.4	8,701.9	8,925.6
Student Services	42,381.8	41,066.6	42,830.7
Institutional Support	8,983.7	9,277.7	9,473.6
O&M of Physical Plant	28,294.0	30,200.5	30,446.2
Independent Operations	34,260.0	34,944.1	38,651.4
CMS Group Health Insurance	2,648.0	2,724.2	2,735.9
FICA/Medicare	1,508.2	1,564.6	1,602.4
Total	\$218,342.3	\$228,776.9	\$228,271.2

*1c: Support interdisciplinary course, program, institute, and center development and sustainability.*

- 1) The University 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, and Environmental Science) (A).

- 2) The first sports broadcasting students were accepted into the 4+1 Integrated Bachelor's/Master's program with Kinesiology (A).
- 3) The Illinois Board of Higher Education and the Higher Learning Commission approved Western Illinois University 's first Ph.D. program in Environmental Science with an emphasis on large river ecosystems. Faculty from biological sciences, geography, mathematics and the College of Arts and Sciences Dean's Office, in collaboration with the U.S. Army Corps of Engineers, U.S. Fish and Wildlife Service, and River Action developed the program (A).
- 4) The Mission is also reflected in the many centers and institutes, including the Center for Best Practices in Early Childhood Education, Center for Innovation in Teaching and Research, Illinois Institute for Rural Affairs, and Institute for Environmental Studies (O).

*Id: 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.*

- 1) 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 (O).
- 2) The Associate Provost, Assessment Facilitator, Student Learning Assessment Committee, and Institutional Research and Planning support assessment initiatives (O).
- 3) Economics and Decision Sciences' assessment processes was described as "Best Practice" in General Education Assessment by the University Assessment Committee (A).

*Ie: Use the academic program review process to ensure the provision of high-quality, viable academic programs and services.*

- 1) During academic year 2013-2014, academic program and center reviews were completed for Family and Consumer Sciences, Sociology, and the Illinois Institute for Rural Affairs, in addition to an initial three-year review of the post baccalaureate certificate in Teaching English to Speakers of Other Languages (A).
- 2) The academic year 2014-2015 program review schedule includes the following (P):
  - (a) Degree reviews in College Student Personnel, Counselor Education, Geography, Instructional Design and Technology, Meteorology, Political Science, and School Psychology.
  - (b) Post Baccalaureate Certificate Reviews in Community Development, Instructional Design and Technology, and Police Executive Administration.
  - (c) Initial three-year initial degree review for the Bachelor of Science in Information Systems.
  - (d) Center Reviews for the Center for Best Practices in Early Childhood Education and the temporary Center for the Study of Masculinities and Men's Development.
- 3) Effective academic year 2014-2015, President Thomas will engage in short- and long-term planning with the Provost and others as appropriate by evaluating program review and accreditation reports along with departmental plans to address issues of quality, viability, and sustainability (P).
- 4) Beginning in 2015 and in addition to the standard reports provided to the Board of Trustees each June, the Provost's Office will add a report with summaries of findings for each program review completed during the academic year (P).

*If: 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.

The next scheduled accreditation visit is in 2018 (P).

- 2) National Collegiate Athletic Association.

The NCAA suspended its certification/self study program following a comprehensive review and governance change. However, the new Institutional Performance Program (IPP) holds universities and administrators accountable to issues that directly impact student-athlete welfare and sound operating principles (O).

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

- (a) Western Illinois University's academic programs maintain discipline-specific accreditation from 17 agencies (O).

- (b) The International Association of Counseling Services accredits the University Counseling Center (O).

- (c) The Accreditation Association for Ambulatory Health Care accredits Beu Health Center (O).

- (d) The Department of Chemistry is preparing for accreditation by the American Academy of Forensic Sciences (IP).

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

- (a) The next reaffirmation of accreditation visit will occur in academic year 2020-2021 (P).

- (b) In maintaining its relationship with the Commission, the University:

- (i) Received distance education approvals with no prior Commission approvals required (A).

- (ii) Received approval to establish the Ph.D. in Environmental Science (A).

- (iii) Received State of Iowa approval to continue hosting Museum Studies and offering distance education in Iowa through November 2015 (A).

- (iv) Initiated processes for closing 60th Street as a branch campus and opening Riverfront as a branch campus (IP).

- (v) Federal requirements stipulate that WIU will have a branch campus evaluation visit within six months of opening Riverfront Campus (IP).

- (vi) Prepared to host off-campus location reviews at Central Intermediate School in Washington, Illinois, and Peoria Manual High School in September 2014 (IP).

- (vii) Adopted a *Formal Definition of a Credit Hour Policy*. The University Registrar led this initiative to ensure compliance with accreditation requirements at the undergraduate and graduate levels (A).

- (viii) Completed year one participation in the Persistence and Completion Academy (A).

- (ix) Prepared a long-term accreditation planning calendar for the University that includes: Quality Initiative Proposal Submission (due anytime between September 2015 and August 2018), Quality Initiative Report Submission (due anytime between September 2017 and August 2019), and the next ten Assurance Review, Comprehensive Evaluation, and Reaffirmation of Accreditation (Academic Year 2020-2021) (P).

Action 2: Focus on the individual learner.

*2a: 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 (O).

*2b: Provide, evaluate, and improve the First Year Experience (FYE).*

- 1) Based on a comprehensive review, the following changes were implemented for the FYE in academic year 2013-2014: Clarifying program goals, requiring a university transition course (University 100) 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 (A).
- 2) Preliminary evaluation of program changes has been favorable. The first-time fall-to-spring freshmen retention rate increased from 82 percent for the fall 2012 cohort to 91 percent for the fall 2013 cohort (A).

*2c: Evaluate the feasibility and need for a Transfer Year Experience and/or enhanced support structures on each campus.*

- 1) University Housing and Dining Services is revising the Transfer Year Experience on the Macomb Campus (IP).
- 2) Feasibility and need for Transfer Year Experience on the Quad Cities Campus and/or enhanced student support structures on both campuses are being evaluated as part of the Academy for Student Persistence and Completion (IP).

*2d: 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 new facilities, faculty, support structures, and enrollment growth. *Annual Operating Recommendations* provided to the Illinois Board of Higher Education, and presented at today's Western Illinois University Board of Trustees meeting, overview the plan and needs.

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

3a: Provide institutional resources and assistance to support the research, scholarly/creative activities, and grants of faculty and staff.

- 1) During academic year 2013-2014, faculty and staff published 19 books, 372 book chapters and refereed articles, presented at 1,026 conferences, and generated 1,115 creative activities (A).
- 2) Values for external awards for faculty and staff research increased from \$9.7 million in Fiscal Year 2013 to \$9.9 million in Fiscal Year 2014 (A).

Total University	<u>\$9,857,298</u>
Arts and Sciences	\$860,483
Business and Technology	276,380
Education and Human Services	2,142,491
Fine Arts and Communication	262,325
University Libraries	1,200
Administrative Services	2,065,060
Provost's Office	
Center for the Application of Instructional Technologies	1,574,679
Illinois Institute for Rural Affairs	876,370
Quad Cities and Planning	904,810
Student Services	\$893,500

- 3) The Office of Sponsored Projects (OSP) supports the scholarly activity of 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 administering University Research Council Faculty Grants (O).
- 4) During academic year 2013-2014, OSP implemented the *Occupational Health & Safety Plan* for the Animal Subjects in Research Program, revised the Institutional Review Board form for the review of research conducted with human subjects, continued to update the human subject's policy and procedure manual, submitted the University's annual report for research integrity and non-compliance to the Office of Research Integrity, and submitted the Institutional Animal Care and Use Committee annual review to the Office of Laboratory Animal Welfare (A).
- 5) The Center for Innovation in Teaching and Research supports faculty research through workshops, guest lectures, collaborative projects with support offices, and an annual Faculty Research Symposium (O).
- 6) Document and Publication Services helped Aquatic Mammals achieve a Thomson Reuters impact factor rating for frequency of journal citation—a rating that the journal editors have tried to achieve since 2005 (A).

3b: Support faculty sabbaticals as a means to advance research and scholarly agendas.

- 1) Twenty-six faculty members took sabbaticals during academic year 2013-2014 (A).
- 2) Twenty-five faculty members are taking sabbaticals during academic year 2014-2015 (IP).

3c: Augment institutional resources to encourage and promote research, creative, and scholarly activities with special emphasis on new and junior faculty members.

- 1) 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 (O).

- 2) University experiential sites supporting research 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 (O).
- 3) Western 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 (A).
- 4) The Office of Sponsored Projects provides training on grant writing, funding searches, and grants management. They also sponsor an annual grant-writing workshop for new faculty to increase familiarity with grant processes and resources (O).
- 5) The Center for Innovation in Teaching and Research hosts an Annual WIU Symposium on Teaching, Research and Creative Activities. Faculty present peer reviewed submissions, and the Symposium includes a keynote address (O).
- 6) Members of the Quad Cities Research and Scholarship Symposium provide interdisciplinary feedback for scholarship in progress and host scholarly presentations (O).
- 7) The School of Graduate Studies awards \$12,000 professional development fund awards and approximately 500 graduate assistantships each semester (O).
- 8) Many Quad Cities employees participate in the programs and services of the Quad Cities Professional Development Network, a consortium of seven local institutions of higher education sharing in professional development activities (O).

*3d: Expand the summer stipend and University Research Council programs.*

- 1) Each fall and spring semester, the Office of Sponsored Projects (OSP) 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 (O).
- 2) Fiscal Year 2015 URC Awards will support faculty scholarship in Art, Biological Sciences, Chemistry, History, Mathematics, and Psychology (A).
- 3) 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. 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) (O).

*3e: 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 (O).

*3f: Establish endowed professorships and chairs through the Comprehensive Campaign.*

*3g: Support faculty and staff travel and other professional development opportunities.*

- 1) Western Illinois University spent \$1.6 million in Fiscal Year 2013 to support faculty and staff travel. These funds also support off-campus instruction at 13 locations and employee professional development (A).

- 2) The Center for Innovation in Teaching and Research, Human Resources, and the Quad Cities Professional Development Network all conduct annual needs assessments to help determine programming options for participants (O).

*3h: Engage undergraduate and graduate students in professional research.*

- 1) The Provost's Consolidated Annual Report documents efforts across colleges (O).
- 2) The annual Undergraduate Research Day provides a university-wide forum for undergraduate research, scholarship and creative activity (O).
- 3) In Spring 2014, 214 student participants made 154 poster presentations, 25 podium presentations, and five performance presentations. Ninety-eight faculty mentors from 29 academic disciplines supported the students' work (A).
- 4) The 2015 Thomas E. Helm Undergraduate Research Day is scheduled for April 15<sup>th</sup> (P).
- 5) Centennial Honors College is exploring the possibility of hosting an Undergraduate Research Day in the Quad Cities with the Colleges (IP).
- 6) The University's first Graduate Research Conference at was held in February 2014 as part of Graduate Research Week in Macomb. The event featured presentations by 65 WIU graduate students, 32 podium presentations, 32 poster sessions, and two theatrical performances (A).
- 7) The second annual Graduate Research Conference is scheduled for Friday, March 6, 2015 (P).

*3i: Host domestic and international visiting scholars, executives, and artists in residence programs.*

WIU alumna Nancy Cardea, senior vice president and compliance officer for the Leo Burnett advertising agency, was named in October as the 2013 Executive in Residence for the College of Business and Technology (CBT) (A).

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

*4a: Support economic and cultural development of our host communities and regions.*

Economic Development

- 1) Through the Illinois Institute for Rural Affairs:
  - (a) MAPPING (Management and Planning Programs in Non-Metro Groups) provided strategic visioning programs to help eight communities plan future community economic development, and raise \$1.3 million through fundraisers and grants (A).
  - (b) The Small Business Development Center worked with 207 clients and helped them receive \$1.7 million in loans and additional equity, generating 61 new jobs and retaining 28 existing jobs (A).
  - (c) The Procurement Technical Assistance Center assisted 183 businesses secure over \$34.9 million in government contracts, and creating or retaining 446 jobs (A).
- 2) 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. The Vice President for Quad Cities and Planning chairs the Project Management Team that approves and oversees construction within downtown Moline (O).
- 3) The Vice President for Quad Cities and Planning 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 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 (A).

- 4) The Assistant Dean for the College of Business and Technology in the Quad Cities represents the University in the successful return of passenger rail service to the Quad Cities. Phase I of the retail development will be completed by fall 2014 and rail service will be restored in 2016 (O).
- 5) The Assistant Dean for the College of Business and Technology in the Quad Cities and two faculty members participate in task forces creating the Quad Cities Manufacturing Innovation Hub (O).

#### Cultural Development

- 1) Western Illinois University successful receipt of state capital funding for the Center for Performing Arts will enhance the cultural opportunities for residents in western Illinois and beyond (A).
- 2) Organizations and units supporting diversity and educational opportunities 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 (O).
- 3) 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 (O). For example, Music presented 150 performances during academic year 2013-2014, and Theatre produced 12 studio and six main stage productions (A).

*4b: 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.*

- 1) Western Illinois University-Quad Cities AmeriCorps grant improves school readiness of regional youth (O).
- 2) Curriculum and Instruction provided literacy webinars throughout the state, partnered with Regional Offices of Education to enhance science instruction, sponsored the PreK-8 Science Update Conference, offered after-school tutoring services through field based courses and the America Reads Program, and maintained the Children's Literature Examination Center (A).
- 3) The Maurice G. Kellogg Science Education Center and Curriculum and Instruction hosted a regional competition for the Illinois Science Olympiad. Three hundred students from nine middle schools and 12 high schools participated in 46 events. Twenty-five WIU faculty members from eight departments and three colleges assisted with this event (A).
- 4) Curriculum and Instruction, the Dean's Office in the College of Education and Human Services, the Office of the Vice President for Quad Cities and Planning, and WQPT are preparing a grant for the Carver Trust to increase K-8 retention and graduation rates by utilizing Public Broadcasting Systems Learning Media Resources in a flipped classroom model (IP).
- 5) Educational Leadership participates in a \$4.6 million grant from the U.S. Department of Education to study the effectiveness of a new principal preparation program in high-need schools (IP).
- 6) The Center for the Application of Information Technologies (CAIT) supported its online GED preparation curriculum in 14 states (O).



- 7) Linkages agreements between Western Illinois University and regional community colleges promotes increased retention rates and saves students up to 25 percent of their college costs (O).
- 8) CAIT's Data and Information System Illinois (DAISI) web-based application tracks course offerings and daily student activity in adult education programs. Over 58,000 students from 99 statewide adult education programs and the City Colleges of Chicago utilize this system (O).
- 9) The Vice President for Quad Cities and Planning was appointed to the Achieve Quad Cities Leadership Cabinet, which supports improved retention and graduation rates at all educational levels in the Quad Cities (A).

*4c: 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 undergraduate teacher education programs, field and clinical (student teaching) experiences, and certification processes (O).

*4d: 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 all provide public service to our host communities and regions (O).

*4e: Deliver high-quality, value-adding management and professional development programs to businesses and industries in the western Illinois region.*

- 1) The Illinois Institute for Rural Affairs' Illinois Small Business Development Center (SBDC) is part of a statewide and national network with 40 centers in Illinois and 1,100 nationwide. Western's SBDC offers business counseling, innovation and technology transfer, and management and workforce training; serves 12 counties; and is part of the Illinois Entrepreneurship Network to strengthen and expand Illinois' economy (O).
- 2) The Quad Cities Executive Studies Center provides graduate school placement examination preparation, supervisory training, and customized workshops for business and industry (O).
- 3) 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 (O).

*4f: 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.*

- 1) University Libraries is Actively involved in digitization efforts to serve distance learners (O).

- 2) 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 (O).
- 3) Special Collections contains a variety of materials that are rare, unique, and of regional interest. Examples include the Center for Regional Authors, Baxter-Snyder Center for Icarian Studies, Center for Hancock County History, as well as the Illinois Regional Archives Depository Center that maintains government records for 16-counties in western Illinois and microfilm copies of state and federal censuses (O).

*4g: Continue to support public-private partnerships to advance new and enhanced services to students, faculty, and staff in our host communities.*

- 1) 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 (O).
- 2) The Mills, privately owned student apartments, opened Phase I with 292 beds in August 2014 (A).

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

*5a: 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.*

- 1) University Technology purchased 1,184 new computers for Academic Affairs valued at \$1.1 million during academic year 2013-2014 (A).
- 2) The Vice President for Quad Cities and Planning reallocated \$60,000 to maintain four-year technology rotations for staff computers, printers, and classroom technology at Western Illinois University-Quad Cities (A).
- 3) Phase II of Riverfront Campus will feature all new technology supported by project funds from the Illinois Capital Development Board (A).

*5b: Accelerate the multiyear electronic classroom upgrade program for general instructional and two-way audio-video classrooms on both campuses.*

- 1) University Technology upgraded 27 electronic classrooms on the Macomb Campus (A).
- 2) Phase II of the Quad Cities Riverfront Campus features 17 electronic classrooms and five two-way audio-video classrooms. All new technologies are supported by project funds from the Illinois Capital Development Board (A).
- 3) Within Knoblauch Hall, Engineering Technology added six computers to room 105; re-purposed 24 computers in B43 (machining lab); purchased discipline-specific software for rooms 105, 106, B34, B43, and B51; and installed computer connections in room 342 (A).
- 4) Communication completed installation of electronic classroom equipment in Memorial Hall rooms 338 and 339, and purchased videoconferencing equipment (A).

*5c: Engage faculty and staff in technology planning and advisory committees.*

- 1) IT Governance, the Internet Technology Advisory Group, Technology Security Committee, University Technology Advisory Group, and Web Accessibility Committee all have faculty and/or staff representation (O).
- 2) IT Governance was launched in March 2014 following President's Leadership Team approval. The Faculty Senate, Student Government Association in Macomb, Chairs Council, Registrar's Office, Vice Presidents, and President Thomas appointed representatives to serve on its working groups (O).

*5d: Update the Institutional Strategic Plan for Technology.*

- 1) A new *Information Technology Strategic Plan* was approved at the October 2013 Western Illinois University Board of Trustees meeting (A).
- 2) The Executive Director of University Technology (CIO) is working with the University Technology Advisory Group (UTAG), IT Governance, and University Technology to create the 2014-2019 Information Technology Strategic Plan (IP).
- 3) Information Technology Strategic Plans will be updated annually and the Board of Trustees will continue to receive quarterly technology updates from the CIO (P).

*5e: 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.*

- 1) Recently completed bonded projects include Phase II Steam Line project, Thompson Hall renovation, and Phase I of University Union renovation (A).
- 2) Business and Financial Services will renew the University's Financial Advisor and Bond Counsel contracts during Fiscal Year 2015 (P).

*5f: Implement goals and priorities from the Institutional Strategic Plan for Technology. (Note: Since writing this item, the Institutional Strategic Plan for Technology has been replaced with annually updated Information Technology Strategic Plans)*

- 1) Status of the *Institutional Strategic Plan for Technology* was discussed at the October 2013 Western Illinois University Board of Trustees meeting, *Resolution No. 13.10/9* (A).
- 2) University Technology's academic year 2013-2014 accomplishments from the *Information Technology Strategic Plan* include enabling wireless access in all residence hall rooms, centralizing technology staffing, launching a new university website with responsive design, updating the University's mobile application, and virtualizing Zimbra servers (A).
- 3) *Institutional Strategic Plan for Technology* goals and priorities currently being implemented include advancing the Business Intelligence and Data Warehouse project, hiring a consultant to evaluate the University's ERP and business processes, conducting an independent review of technology infrastructure, completing a comprehensive security assessment, issuing an RFP to determine the best way to implement VoIP, and determining whether to retain Desire2Learn when the contract expires (IP).
- 4) Two new reports provide summary and detailed information about Information Technology Strategic Plan and University Technology projects. These reports are automatically updated nightly and are available at [www.wiu.edu/university\\_technology/other\\_info/projects.php](http://www.wiu.edu/university_technology/other_info/projects.php) (O).

*5g: Enhance technology disaster recovery for Western Illinois University by implementing business continuity.*

Distributed File Services replication between the Macomb and Quad Cities campuses ensures full redundancy and business continuity. All data in Group Shares (S: drives) are actively replicated on both campuses (O).

*5h: 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 supports collaboration and planning between librarians and academic departments. Faculty and staff work together to identify, collect, and provide access to information that supports teaching and research, program review, and new degree, certificate, and center proposals (O).

*5i: Increase application of appropriate technology to remove barriers for using physical and virtual library resources and services.*

- 1) 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 (O).
- 2) 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 (O).
- 3) 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 (O).
- 4) 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 (O).
- 5) 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 (O).
- 6) Interlibrary Loan request forms for books, articles and other materials are available online (O).

*5j: Augment user-centered library services and resources to lead the development of information literacy, gauge and improve student learning, enhance scholarly productivity, and meet institutional transformation demands.*

- 1) 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 (O).
- 2) 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 (O).

- 3) University Libraries and Moline Public Libraries signed an agreement in August 2014 that allows reciprocal use of library resources for Western students and Moline residents (A).

### **Goal 3: Provide Educational Opportunity**

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

*1a: 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*

- 1) Western Illinois University accepts advanced placement credit according to policies and procedures defined in the *Undergraduate Catalog* (O).
- 2) 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 (O).
- 3) As a military friendly institution, Western Illinois University-Quad Cities provides a college placement-testing center on the Rock Island Arsenal (O).

*1b: Establish departmental standards for the awarding of credit for prior learning and life experiences where appropriate to the discipline.*

The Bachelor's in General Studies provides opportunities to earn prior learning credit according to policies and procedures defined in the *Undergraduate Catalog* (O).

*1c: Participate in all facets of the Illinois Articulation Initiative (IAI) to promote successful student transfer.*

The University is a full participant in all panels of the Illinois Articulation Initiative (O).

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

*2a: Explore the use of credit or non-credit "short courses" that teach specific sets of skills or knowledge.*

- 1) Non-Credit Programs offers courses, conferences, workshops and other programs to meet the professional development and continuing education needs of individuals and organizations (O).
- 2) Non-Credit programs partnered with Mathematics, Agriculture, Curriculum and Instruction, Instructional Design and Technology Law Enforcement and Justice Administration, along with the Bureau/Henry Stark Regional Office of Education, the Rock Island Regional Office of Education, FCAE (Facilitating Coordination in Agricultural Education), Dunlap School District #323, and the Zhejiang Normal University Teacher Education School to deliver sponsored-credit to diverse learners (A).

*2b: Promote consistency between time of day (morning, afternoon, and evening) scheduling between Western Illinois University-Quad Cities and primary feeder community colleges.*

- 1) The Assistant Vice President for Quad Cities and Planning prepares an annual report for use by Academic Affairs in providing scheduling coordination between Macomb, Quad Cities, and primary feeder community colleges (O).
- 2) The Assistant Vice President for Quad Cities and Planning, Quad Cities Assistant Deans, Quad Cities Student Affairs coordinates Quad Cities course and facilities scheduling in collaboration Macomb departments and Colleges (O).
- 3) During academic year 2014-2015, the Scheduling Coordination Team will ensure consistency between Macomb and Quad Cities block scheduling (IP).

*2c: Develop a semester and summer calendar for identifying when courses are subject to cancellation.*

The *University Timeline* is developed through a partnership expressed in the *Western Illinois University-University Professionals of Illinois 2011-2015 Agreement*, and includes timely workload consultation at all stages between Chairs and the faculty (O).

*2d: 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.*

- 1) Academic Affairs supported the same number of fall (261) and spring (257) courses for the last two years (academic years 2012-2013 and 2013-2014), added seat capacity as course enrollments warranted, and maintained the ability to identify Quad Cities students enrolled in on-line courses (O).
- 2) 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. These programs are specifically targeted to working professionals (O).

*2e: 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.*

- 1) Western Illinois University offers alternative semester lengths through Weekend Academy, alternative summer semester lengths, irregularly scheduled courses, and sponsored credit courses. For example, the University currently has 3,188 course sections scheduled for fall 2014 (excluding 313 that have been cancelled and 52 currently on hold). Of this total, 112 (3.5% of all Fall 2014 course sections) are weekend and irregularly scheduled courses (A).
- 2) President Thomas charged the Provost and Academic Affairs with identifying courses and programs where irregularly scheduled courses are feasible and would produce demand. The goal is to offer 10% of courses next year in either an online or irregularly scheduled format and evaluate changes as part of the program review process (P).

*2f: Expand summer school offerings on both campuses to meet student needs.*

The number of course sections decreased by 28 sections or 4.3 percent, from 674 course sections in summer 2013 to 646 course sections in summer 2014.

*2g: Implement accelerated degree and certificate options where appropriate to the discipline.*

- 1) The University established new integrated baccalaureate and master's degree programs in Mathematics, Sociology, and Law Enforcement and Justice Administration. The first two programs are available in Macomb, and the third is available on both campuses (A).
- 2) The Offices of Distance Learning and Vice President for Quad Cities and Planning led development of a reverse transfer agreement that allows students to earn a bachelors in general studies from Western Illinois University and a doctorate in chiropractic from Palmer College of Chiropractic in an accelerated manner (A).
- 3) Centennial Honors College is leading exploration of a 3+3 agreement with the University of Iowa Law School (IP).

2h: Continue to provide flexibility in scheduling so that students may pursue the education abroad opportunities offered through WIU.

The Vice President of Quad Cities and Planning is chairing task forces on both campuses to evaluate Western Illinois University's potential participation in the National Student Exchange (NSE) program. NSE is a network of inter-university exchange sending and receiving students from the United States, Canada, Guam, Puerto Rico, and the U.S. Virgin Islands. Recommendations will be made to the President's Leadership Team (IP).

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

*3a: 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.*

- 1) The University provides all of these opportunities to students (O).
- 2) A graduate research day was added in academic year 2013-2014 (A).

*3b: 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.*

- 1) The Western Illinois University chapter of Golden Key (an academic honorary society) is now housed in the Centennial Honors College. This society recognizes and encourages academic achievement and campus leadership across all academic disciplines. In November 2013, Golden Key inducted 74 new members (A).
- 2) The Macomb Campus supports over 250 registered student organizations and honorary societies, and the Quad Cities Campus supports an additional 23 (O).
- 3) Office of Student Activities introduced Rocky Unleashed, a new student leadership program. Thirty-four students completed the program that featured sessions on defining values, time/priority management, professionalism, conflict management, and collaboration (A).
- 4) The University held the first Greek Life Emerging Leader Retreat in fall 2013 with over 100 participants (A).

- 5) The “Honors Mentor Program” increased the number of Honors Mentors from 4 to 11. These mentors served 50 prospective honors students during academic year 2013-2014 (A).
- 6) Quad Cities faculty and staff intentionally built mentoring into the campus culture. It is infused into student recruitment, New Student Orientation, University 100, academic advising, student organizations and activities, and student work experiences (O).

3c: Engage students as active participants in university shared governance.

- 1) Student Government Associations (SGA) on both campuses participate in university planning, student fee setting and allocations, and participate at quarterly Western Illinois University Board of Trustees meetings (O).
- 2) During academic year 2014-2015, President Thomas plans to meet once each semester with SGA Leadership, and to meet with students at each residence hall complex (P).

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

*4a: Provide comprehensive academic and counseling services.*

- 1) Academic Advisors from the University Advising and Academic Service Center, colleges, and departments 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 college transitions (O).
- 2) The University Counseling Center 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, and relaxation (O).
- 3) Student Development and Orientation provided support and acted as crisis intervention contact and liaison for 2,289 students (A).

*4b: Develop a comprehensive substance abuse educational program.*

- 1) The Beu Health Center provides a comprehensive substance abuse educational program, and completes biennial assessment reporting, as required by the *Drug-Free Schools and Communities Act Amendments of 1989* (O).
- 2) Alcohol and Other Drugs Prevention and Peer Educators provided 50 educational events, including Safe Tailgating, Root Beer Olympics, Club Wetzel, and classroom presentations reaching 2,385 participants (A).
- 3) The Student Health 101 Digital Magazine had 6,114 visits, with topics on Health/Wellness, nutrition, alcohol and other drugs, violence prevention, safe choices, and financial health (A).
- 4) Greek Life established Greeks United to Advocate for Responsible Decisions (A).
- 5) 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 (O).
- 6) 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 (O).



*4c: Provide late night and alternative programming to promote healthy lifestyles.*

- 1) Student Services Late Night Programming included WestFest, Rocky 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, and edutainment-based speakers (A).
- 2) Inter-Hall Council programs had record participation at Club Wetzel, Graffiti Dance Party, Karaoke Night, and Finals Study Break (A).
- 3) Western Illinois University-Quad Cities had record participation (92 participants) at Casino night (A).

*4d: Evaluate and develop strategies for addressing physical and program barriers for students and employees with disabilities.*

- 1) 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 (O).
- 2) The Disability Resource Center (DRC) saw an increase of students with disabilities seeking resources from 533 students in Fiscal Year 2013 to 608 students in Fiscal Year 2014 (A).
- 3) DRC formed a focus group to inform campus master planning; partnered with Facilities Management, Equal Opportunity and Access, Public Safety, and the Office of the Vice President for Administrative Services to improve responsiveness to winter weather conditions; and provided training on Universal Design to faculty and staff (A).
- 4) The number of students receiving accommodations from Western Illinois University-Quad Cities increased from 15 in fall 2012 to 29 in fall 2013 (A).
- 5) The Assistant Director of Quad Cities Student Affairs co-hosted the 2013 Bi-State Diversity Conference for students with disabilities. Fifty participants learned about programs, services, resources, and new assistive technologies available at local colleges and universities (A).

*4e: Formulate plans to ensure university compliance with Illinois Board of Higher Education and legislative mandates for web accessibility for individuals with disabilities.*

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

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

*5a: Use 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.*

- 1) The University administered the National Survey of Student Engagement (NSSE) in spring 2014 (A).

- 2) NSSE results have been shared with the University's three Persistence and Completion Teams for the Higher Learning Commission (A).
- 3) The 2015 NSSE will analyze results at the university- and campus-level to promote institutional and campus-based planning (P).

*5b: 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 (O).

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

*6a: Achieve scholarship (and other) goals for the Macomb and Quad Cities campuses as part of the comprehensive campaign for Western Illinois University.*

See Goal 5, Action 3b of this Report.

*6b: Identify new sources of financial aid for students enrolled at the University.*

- 1) Due to State of Illinois Monetary Assistance Program (MAP) grant reductions, Financial Aid conducted a successful campaign to increase the number of early Free Applications for Federal Student Assistance (FAFSA) applications, resulting in a 25% increase in applications by March 1, and WIU students receiving \$1 million more in MAP funding than last year (A).
- 2) The University developed a need-based work program for new freshman. During academic year, 185 new academic year 2014-2015 freshmen are receiving a \$2,500 in financial assistance (A).
- 3) Other new sources of financial aid previously described in this report include expanded values for Western Commitment Scholarships, increased scholarship support, expansion of the Quad Cities AmeriCorps program, and achieving comprehensive fundraising targets (A).

*6c: Support new and enhanced strategies for reducing the amount of student indebtedness upon graduation.*

Participation in the Linkages program was extended to Highland College (A).

*6d: 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.*

- 1) Financial Aid developed a brochure for prospective students that includes FAFSA application facts and helpful hints, guidance on paying for college, types and sources of financial aid, reminders, and contact information (A).
- 2) To assist students and parents, Financial Aid developed a worksheet discussing how to pay expenses not covered by financial aid. It details loan programs and the university payment plan, and produces an estimate of monthly payments with options to enroll in the payment program (A).

- 3) 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 (O).

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

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

###### *1a: Offer comprehensive personal, health and wellness counseling, services and programs.*

- 1) Beu Health Center is an accredited, full-service medical clinic providing outpatient health care and health and wellness education to students. All Beu physicians maintain board certifications and all clinical staff are certified in CPR, First Aid, Basic Life Support, and Advanced Cardiac Life (O).
- 2) During academic year 2013-2014, Beu provided 13,106 patient visits, 3,659 immunizations, 7,688 laboratory tests, and filled 7,738 prescriptions (A).
- 3) The Center for Military/Academic Transitions and Health served 31 veterans, up 35% from last year (A).
- 4) Health Education Outreach provided through 78 presentations/outreach events reaching 1,630 participants in residence halls, Greek housing, classrooms, and other campus venues on a variety of health and wellness topics including sexual health, nutrition, body image, stress management, sleep wellness, financial wellness, and caffeine/energy drink awareness (A).
- 5) The Western Illinois University Speech-Language-Hearing Clinic provides free services for WIU employees and retirees (O).
- 6) There were 273,520 card swipes at the entrance to the Spencer Student Recreation Center in the last year, showing strong interest and demand for Campus Recreation programs and services (A).
- 7) The University supports 38 Sport Clubs, up from 29 last year (A).
- 8) Recreational Sports Programs offers an average of 55 group exercise or fitness classes each week (A).
- 9) Western Well supported the annual Jackie Thompson Wellness Lecture, Western Walks, Leathernecks in Training, Rocky Bikes, and information on healthy eating (O).

###### *1b: Increase student, faculty, and staff health, wellness and recreational activities and services provided by the University.*

- 1) Campus Recreation increased student health initiatives by collaborating with the Beu Health Center, Counseling Center, Dietetics, Employee Wellness, Fitness Services, Health Education, Kinesiology, and the Veterans Resource Center (A).
- 2) Campus Recreation extended Aquatics Center hours, and is now open 62% of the time that the entire Recreation Center is open (A).
- 3) The number of participants in the University's Fallen Soldiers 5K event increased from 310 in fall 2012 to 457 in fall 2013 (A).
- 4) Western Well supported Personal Training, Family Swim, Kayak Tours of Lake Argyle, and Blood Glucose/Body Composition Screenings (A).

- 5) 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 Quad Cities Facilities coordinates Western Well and Western Walks events (O).

*1c: Expand health, wellness, and recreational partnerships with local/regional providers to address needs and services for students, faculty and staff.*

- 1) Human Resources supported over 1,700 area retirees in the transition from the state insurance plan to Medicare Part C; provided a system presentation with over 1,100 retirees in attendance; and engaged in individual meetings to help retirees understand health insurance changes (A).
- 2) 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 (O).
- 3) The Chancellor and Dean of Unity Point's Trinity College of Nursing and Health Sciences serves on the Quad Cities Planning and Advisory Board as a means to increase partnerships between the two institutions (O).

*1d: Continue to expand healthy choice options in vendor carts and machines on the Quad Cities Campus.*

- 1) All catered lunch service now includes healthy alternatives, and vending machines include more healthy alternatives (O).
- 2) Water bottle filling machines were installed in Riverfront Phase II buildings (A).

*1e: 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.*

*1f: 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.*

- 1) Western Walks utilizes the Ben Butterworth Parkway (O).
- 2) The Quad Cities Student Government Association assists the Moline Parks and Recreation Department with planning activities (IP).
- 3) Students showing their Western Illinois University identification card receive a 50% reduction in monthly Quad Cities Two Rivers YMCA membership rates (O).

## Action 2: Promote ethical decision-making and personal responsibility

*2a: Support the global perspective, social responsibility, and ethics in the curriculum and co-curricular programs, services, and events.*

- 1) 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 worldviews. 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 (O).

- 2) 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 (O).
- 3) Students are responsible for upholding their ethical responsibilities as stated in the *Student Code of Conduct* and University Policies and Procedures, including the *Student Academic Integrity Policy*, *Student Responsibility Statement*, and *Anti-Harassment Policy* (O).

*2b: Sustain full student, faculty, and staff compliance with annual ethics and anti sexual harassment training.*

- 1) All Western Illinois University employees annually complete an ethics test and sexual harassment prevention training (O).
- 2) Purchasing facilitated three training sessions on Vendor Communication Reporting to both campuses (A).
- 3) During Fiscal Year 2015, Business and Financial Services will serve on ad hoc committees to further the economic interests of the University and to ensure compliance with *Board of Trustees Guidelines*, *Illinois Procurement Code*, Executive Ethics Commission rules, and state laws (P).

### Action 3: Enhance student and community engagement.

*3a: 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.*

*3b: Sponsor University-theme programming and events for students, faculty, staff, and the community.*

- 1) The academic year 2013-2014 University Theme was Food and Drink: Mind, Body and Soul. Chef Jeff Henderson, Food Network personality and author of *Cooking: My Journey from the Streets to the Stove*, hosted a Macomb cooking demonstration and discussion about his work (A).
- 2) The Visiting Lecture Committee and Sociology and Anthropology sponsored Roberto Barrios, Associate Professor of Anthropology at Southern Illinois University, lecture *Criollos, Creoles and the Mobile Taquerias: Affect and Space in Post-Katrina New Orleans* for the campus and external communities (A).
- 3) The 27th Annual Mary Olive Woods Lecture, sponsored by Philosophy and Religious Studies, featured A. Whitney Sandford, Associate Professor of Religion from the University of Florida. Her September lecture was titled *Bread, Labor, Food, Freedom and the Mainstreaming of Sustainability* (A).
- 4) The academic year 2014-2015 Theme is Ethics: A Foundation for Personal Growth and Social Responsibility (IP).

*3c: Provide programming in the First Year Experience that is integrated with the University theme.*

- 1) During the First Year Experience, freshmen take two FYE courses in their first semester—University100 and a “Y” section of a general education or introductory course in a specific major. These special courses are limited to freshmen and offer a small class size of approximately 22 students. Content of the annual University Theme is integrated into these classes (O).

- 2) All First Year students in Macomb live in the same environment and attend FYE sessions offered in the residence halls, and many of these students attend University Theme events together (O).

*3d: 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.*

- 1) Student and Community engagement forums continued in fall 2013 and spring 2014 (A).
- 2) Student and Community engagement forums are planned for fall 2014 and spring 2015 (P).

*3e: Support high-profile University speakers on both the Macomb and Quad Cities campuses to increase campus and community engagement and collaboration.*

- 1) High profile annual university events include the *State of The University Address* by President Thomas, Town Hall Meetings with President Thomas, University Theme Speakers, Distinguished Faculty Lecture, and the Environmental Summit/Share Fair (O).
- 2) The University Theme Committee supported Chef Jeff Henderson (A).
- 3) The College of Arts and Sciences offered signature lectures, including the John Hallwas Liberal Arts Lecture, Liaison Day, Biology Day, Morrow Lecture, Maurine Magliocco Lecture Series, Robert Gabler Lecture, Mary Olive Wood Lecture, Constitution Day, and Colloquia Series (O).

*3f: Provide the campus and surrounding communities with a diverse season of quality cultural entertainment opportunities.*

- 1) The University received state funding to construct the Center for Performing Arts. Design is complete and construction services are in the bidding process (A).
- 2) 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 provide cultural opportunities for the campus and external communities (O).
- 3) The University provides the Macomb campus and surrounding community with diverse, high-quality cultural entertainment and educational opportunities through the College of Fine Arts and Communication, Bureau of Cultural Affairs, and the Performing Arts Society (O).
- 4) Tri States Public Radio (TSPR), an outreach service of the College of Fine Arts and Communication, serves 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 (O).
- 5) Western Illinois University-Quad Cities provided the campus and community with events for Banned Book Week, Cinco de Mayo, Dios de los Muertos, Trip to the Art Institute in Chicago, and participation in the Valentine Gayla (A).
- 6) 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 offers an array of entertaining and educational programs for children, families, educators, and child care providers. Staff 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 (O).

*3g: Support a broad-based National Collegiate Athletic Association (NCAA) Division I and Football Championship Series varsity intercollegiate athletics program.*

- 1) Western Illinois University's Division I athletic program provides 10 sports each for men and women. Four hundred and thirty student-athletes participate in 20 sport programs (O).
- 2) The University awarded \$3.6 million in athletics scholarships, with 93 student-athletes receiving full grant-in-aid (A).
- 3) Western's student athletes are successful in the classroom, competition, and in the community.
  - (a) The department's cumulative grade point average (GPA) is 3.07, and five percent of student athletes have a 4.0 GPA (A).
  - (b) Fifty-six student-athletes earned Academic All-Conference Honors in the Summit League and/or Missouri Valley Football Conference (A).
  - (c) Jimmy Holtschlag (Football) became the 11th football student-athlete to earn Capital One/CoSIDA Academic All-America honors, earning a spot on the Second Team. He is one of two Leathernecks all-time to earn All-Missouri Valley Football Conference honors for three years and he was named to the First Team Academic All-MVFC for three years, as well (A).
  - (d) Jimmy Holtschlag received a NCAA postgraduate scholarship, the first Leatherneck to earn this distinction in ten years (A).
  - (e) Ashley Luke became the first women's basketball player in program's history to earn Academic All-America honors. She was the only sophomore among the 15 Division I student-athletes honored. She is a Third Team Academic All-America selection (A).
  - (f) Thirty-four student-athletes earned All-Conference honors (A).
  - (g) Men's Soccer advanced to the Summit League Tournament championship game for the third consecutive year, and for the seventh time in the last 10 years (A).
  - (h) Volleyball qualified for the Summit League postseason tournament for the first time since 2007 (A).
  - (i) Student-athletes performed 1,143 hours of community service, and collected \$6,639 for local and regional charities (A).

*3h: Demonstrate strict adherence to NCAA operating principles related to governance and rules compliance, academic integrity, equity, and student-athlete welfare.*

- 1) 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 (O).
- 2) The NCAA Coordinator participated in the NCAA Regional Rules Seminar in June 2014 to receive updates of academic rules and best practices for application (A).
- 3) The University will continue fulfilling all required reports to demonstrate institutional complacence with NCAA requirements (O).

*3i: 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.*

*3j: Host selected athletic events in the Quad Cities to increase community engagement and support for the University and its athletic program.*

*3k: Expand student activities and establish resource and referral service for parents on the Quad Cities Campus.*

The Assistant Director of the Quad Cities Office of Academic Advising and Student Services has been assigned this responsibility, and two campus Volunteers in Service To America members will support these initiatives during academic year 2014-2015 (IP).

*3l: Form a student-led task force to look at strategies for increasing school spirit and pride.*

- 1) University Relations asked students, alumni, faculty, and staff to Instagram photos showing school pride for Purple and Gold Day in April. The photos were shared on Facebook (A).
- 2) University Marketing provided Think Purple clings, window perforations, and banners to local businesses and campus departments (O).
- 3) University 100 students from the Quad Cities attended a Leatherneck football or basketball game (O).
- 4) The Quad Cities Student Government Association (SGA) organized Quad Cities Cares Week with a Student Organization Fair, Volunteer Fair, and Donation Fair (A).
- 5) Members of the Quad Cities SGA serve as hosts for New Student Orientation sessions each semester (O).
- 6) The Quad Cities SGA plans to continue the activities discussed above for academic year 2014-2015, and add Welcome Week and Homecoming Week events to increase school spirit (P).

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

*4a: Support the use of release time, tuition waivers, and other University benefits for faculty and staff to advance their educational pursuits.*

- 1) 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 (O).
- 2) Two hundred and twenty-one faculty and academic support professionals received Professional Achievement Awards totaling \$319,271 during Fiscal Year 2014 (A).

*4b: Sustain the University's Affirmative Action Internship Program.*

- 1) Affirmative Action Interns were placed in Centennial Honors College; Facilities Management; Government Relations; President's Office; Provost's Office; and the School of Distance Learning, International Studies, and Outreach during 2013-2014 academic year (A).
- 2) An Affirmative Action Intern has been placed in the College of Education and Human Services Advising Office for academic year 2014-2015 (IP).

*4c: Develop new and enhanced programs and services specifically designed for the specific professional development needs of faculty and staff.*



- 1) The Center for Innovation in Teaching and Research (CITR), Human Resources (HR), and the Quad Cities Professional Development Network all use needs analyses to inform programming (O).
- 2) CITR provided 186 programs in Macomb and 25 in the Quad Cities. Monthly attendance during academic year 2013-2014 ranged from 7,273 in December 2013 to 41,353 in September 2013 (A).
- 3) Ninety-eight employees completed HR's Professional Supervisor Certificate Program, and 122 employees have taken sessions toward certificate completion (O).
- 4) HR will implement a new Administrative Professional Certificate Program and a new Supervisor Orientation Program during academic year 2014-2015 (P).
- 5) Facilities Management required occupational safety and health administration training for 286 employees (A).

*4d: 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.*

See Goal 2, Actions 4c-4e.

*4e: Enhance opportunities for lifelong learning of senior citizens.*

- 1) The LIFE (Learning is Forever) program had 685 enrollments during Fall 2013. LIFE is a member-directed, self-sustaining local adult education organization that provides a wide selection of special-interest non-credit courses, with administrative support provided as a public service by Non-Credit Programs (A).
- 2) During academic year 2014-2015 five Retired Senior Volunteer Program of Eastern Iowa and Western Illinois volunteers will assist the School of Engineering and the Quad Cities Campus with tutoring, class presentations, event management, and other responsibilities that match volunteer interests with institutional needs (IP).

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

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

*1a: Support service learning, internships, student teaching, simulations, and other forms of experiential learning that promote civic engagement.*

- 1) All departments and schools support these activities, examples from the Provost's Consolidated Annual Report include:
  - (a) Accounting and Finance student groups worked with Angel Tree, the Kiwanis Pancake Breakfast, the Kiwanis playground project, and the Accounting Challenge for local high schools (A).
  - (b) The Accounting Society in the Quad Cities did volunteer tax preparation for low-income residents (A).
  - (c) Art, Broadcasting, Music and Theatre and Dance students serve local and regional communities through art work/gallery exhibits, broadcast programming, concerts, workshops, master classes, and productions (O).

- (d) Health Sciences; Social Work; Law Enforcement and Justice Administration; Kinesiology; and Recreation, Park and Tourism Administration have successful internship completion as part of degree requirements (O).
- (e) Sociology and Anthropology faculty supervised six students engaging in service-learning projects with Mosaic and Macomb Parks, 18 students working with Special Olympics, and a graduate student working at the Community Foundation of the Great River Bend (A).
- (f) Teacher Education candidates must complete a minimum 12 credit hours (16 weeks) of student teaching experience to meet graduation requirements (O).
- (g) Thirty-one Bachelors if General Studies students completed internships during academic year 2013-2014 (A).

*Ib: Engage in activities associated with the American Democracy Project.*

- 1) Dr. Jana Dietz from Political Science leads planning, supported by Quad Cities staff, for “Ready to Run” campaign training in the Quad Cities during academic year 2014-2015 (IP).
- 2) The Centennial Honors College is the primary 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 (P).

*Ic: Actively participate in the annual Federal Constitution Day on both campuses.*

- 1) The Centennial Honors College organizes federally mandated U.S. Constitution Day observances (O).
- 2) On September 17, 2013, there was a panel discussion on Freedom of the Press, with 60 honors students displaying research posters in the Garden Lounge of Malpass Library (A).

*Id: Support student, faculty, and staff actions that are consistent with the University’s Carnegie Foundation Community Engagement Classification.*

- 1) Western Illinois University maintains Carnegie Foundation Community Engagement Classification. Western is one of only three Illinois public universities and one of only 310 institutions nationally to receive this distinction (O).
- 2) Western’s community engagement initiatives include College of Fine Arts and Communication concerts and performances, Geographic Information Systems Center, Go West public transit system, Illinois Institute for Rural Affairs’ economic and community development services, Peace Corps Fellows Program, Quad Cities AmeriCorps Program, Tri States Public Radio, University Television, Western’s All Volunteer Effort, and WQPT-Quad Cities Public Television (O).

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

*2a: 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.*

- 1) The IACD partnership between Eastern Illinois University, Elmhurst College, Illinois State University, McHenry College, and Western Illinois University supports classroom diversity from

preschool through postsecondary education. Educational resources and publications are available from the IACD's website, [www.wiu.edu/iacd](http://www.wiu.edu/iacd) (O).

- 2) The partner institutions also support an annual institute. The 2014 Institute theme was Using Drama in the Classroom to Explore Social Justice Issues. Janice Mandell and several graduates of the St. Paul (MN) Central Touring Theatre Company facilitated a workshop on this topic (A).

*2b: Support actions associated with the institutional commitment to internationalization of the curriculum.*

- 1) The College of Business and Technology maintains international accreditation from Association to Advance Collegiate Schools of Business (O).
- 2) The University supports Fulbright scholarships, visiting scholars, Global studies in General Education and degree requirements, international articulation agreements, study abroad participation, and provides travel funds for faculty and staff to present research and creative activities internationally (O).

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

*3a: 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 Liaison Program links members of the Alumni Council with representatives of academic departments and administrative units. Standing agenda items at Alumni Council meetings are Liaison reports and recommendations for the continued advancement of University goals and priorities (O).

*3b: Support the comprehensive campaign for scholarships, faculty support, capital improvement, and information technologies on the Macomb and Quad Cities campuses.*

- 1) The University's current comprehensive campaign ended in December 2013, surpassing its goal by raising \$62.1 million, increasing the University's endowment from \$16 million to \$40 million, and expanding the total asset base to \$55 million (A).
- 2) The Vice President for Advancement and Public Services is working with the colleges and administrative units to set post-campaign goals (IP).

*3c: Achieve the comprehensive campaign goal of increasing the percent of alumni giving to the University.*

- 1) Alumni annual giving decreased from 5.1% to 4.8% between Fiscal Years 2013 and 2014.
- 2) In developing the infrastructure to increase alumni giving:
  - (a) Prospect Management and Research utilized new software to build a predictive model of donor propensity for 115,502 alumni, and to document fundraising progress (A).
  - (b) Foundation and Development mailed financial planning advice to older alumni, and expanded methods of giving through social media and texting (A).
  - (c) The WIU Philanthropy Club was established to assist in creating a culture of giving among current students (A).

- (d) Annual Giving engaged 556 first-time donors in the Phonathon, and increased direct mail revenue College of Business and Technology by 15%, 23% for the College of Fine Arts and Communication, and 43% for the Bachelor of Arts in General Studies program (A).

*3d: Continue cultivation of donors to support the Target Western Forward athletics facilities plan and the construction of new and renovation of existing facilities.*

While the Target Western Forward is completed, the cultivation of donors continues. For example, the current number of Leatherneck Club members (650) is the most since 2003 (A).

*3e: 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.*

- 1) The President, Alumni Association, Foundation, Western Illinois University-Quad Cities, all colleges, numerous departments, and University Libraries all utilize the expertise of external boards (O).
- 2) The Career Development Center established a Faculty Advisory Board and the Career Development Advisory Board during academic year 2013-2014 (A).

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

*4a: 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.*

- 1) The Office of Public Safety 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 (O).
- 2) University Relations provides timely warning messages and updates to the campus and external communities (O).
- 3) University Relations and the Office of the Vice President for Administrative Services provide announcements on Western's Emergency Alert System (O).
- 4) Western Illinois University-Quad Cities has stationed security for all hours of campus operation (O).

*4b: 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 individuals with disabilities (O).

*4c: Complete a five-year review/update of the Macomb Campus Master Plan.*

Action completed in 2012.

*4d: Engage in programming studies to give precision in cost estimates before requesting inclusion in the University's capital requests to the state.*

- 1) Facilities Management and the Provost's Office led a Macomb Campus Space Study to determine needs and efficiencies in construction and renovation (A).

- 2) Facilities Management and the Provost's Office led an update to the Currens Hall/Science Complex Study (A).
- 3) The Assistant Vice President for Quad Cities and Assistant Director of Physical Plant led a programming study for Phase III of the Western Illinois University-Quad Cities Riverfront Campus (A).

*4e: 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.*

- 1) Governor Quinn announced the release of \$60 million for the construction of the Center for Performing Arts in Macomb on April 23, 2014 (A).
- 2) Kenneth and Lorraine Epperson pledged a seven-figure gift for the center. The 5,000 square-foot iconic lobby will be named in their honor (A).
- 3) Herb and Nancy Strong donated funds for the purchase of a Concert Grand Piano upon the completion of the Center for the Performing Arts (A).
- 4) The University's highest state-funded capital priorities will be presented at today's Western Illinois University Board of Trustees meeting. See *Resolution No. 14.10/5* for additional details (A).

*4f: Document annual master plan accomplishments and the application of institutional resources to address permanent improvements (deferred maintenance) and capital renewal.*

- 1) 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 (O).
- 2) The December 2014 Report to the Western Illinois University Board of Trustees will include accomplishments related to capital funding, Grand Entry completion, Hanson Field video scoreboard installation, steam line completion, University Union Phase I grand re-opening, new greenhouse, and Riverfront Campus Phase II grand opening (A).
- 3) Facilities Management engaged in classroom, hallway, and lobby improvements totaling \$175,000. These funds supported improvements to 20 classrooms and hallways and entrances in nine buildings (A).
- 4) Western Illinois University received legislative approval for the sale and retention of the proceeds of 60th Street (A).
- 5) The University will vacate 60<sup>th</sup> Street, return furniture to the Macomb Campus and Central Management Services, and place the facility on the market by the end of the fall 2014 semester (IP).
- 6) Based upon the success of the *Macomb Campus Master Plan*, Vice President Rives and Facilities Management Director Coker were asked to be discussants with staff from the University of Nebraska-Omaha and the Smith Group JJR on master plan opportunities and challenges in comprehensive universities. This presentation was made at the fall 2013 Midwest Society of College and University Planning in Saint Louis (A).

Action 5: Reinforce institutional commitments to environmental sustainability.

*5a: Strive to achieve Leadership in Energy and Environmental Design (LEED) certification in new construction and major renovations.*

- 1) The Center for Performing Arts is designed as a LEED Silver certified facility (A).
- 2) Western Illinois University-Quad Cities received Silver LEED certification for Phase I of the Riverfront Campus (A).
- 3) Western Illinois University-Quad Cities is pursuing LEED Gold certification for Riverfront Campus Phases II and III (IP).

*5b: Support educational opportunities designed to raise awareness of social, environmental and sustainability issues.*

- 1) University sustainability programming includes Sustainability luncheons, Coneflower Project, Recyclemania, and the Environmental Summit (O).
- 2) The Sustainability Committee established criteria to fund student research and projects related to enhancing sustainability (A).
- 3) The Sustainability Committee works closely with Facilities Management and campus community to develop goals and initiatives to meet institutional sustainability commitments stated in the *Strategic Plan, Talloires Declaration, and Illinois Campus Sustainability Compact* (O).
- 4) Facilities Management hosted the first Campus Sustainability Day, with 120 faculty, staff, and students in attendance (A).
- 5) Facilities Management and Quad Cities Facilities installed new bottle fill stations at seven campus locations; created an *Emerald Ash Borer Readiness Plan*; and is purchasing more green products and equipment for Building Service Workers (A).
- 6) Facilities Management will purchase dispensing systems to control over usage of chemicals (P).

*5c: Achieve statewide, regional, and national leadership in environmental sustainability within all aspects of University operations.*

- 1) The Illinois Institute for Rural Affairs:
  - (1) Partners with Illinois State University on the Illinois Wind for Schools project. Staff and students work with three to five middle and/or high schools per year, and offer a summer workshop for other schools who wish to incorporate wind energy into their curriculum (O).
  - (2) Represents Western Illinois University in the Illinois Renewable Energy Alliance and the Illinois Ethanol Research Advisory Board (O).
  - (3) Leads the Illinois Biomass Working Group (IBWG), the primary statewide public-private partnership for advancing biomass energy development (O).
  - (4) Received a two-year, \$97,000 United States Department of Agriculture Federal-State Market Improvement Program grant to conduct marketing research in the residential biomass heating sector (A).

- (5) Received a five-year, \$75,000 contract from Kansas State University to coordinate the United States Environmental Protection Agency Technical Assistance to Brownfields program in downstate Illinois, providing technical assistance to communities on reuse and redevelopment of brownfield sites (A).
- 2) Western Illinois University-Quad Cities serves as home to the University's new doctoral program in environmental sciences (A).
- 3) Western Illinois University is an active participant in national initiatives and organizations committed to advancing sustainability, including APPA (Leadership in Higher Education Facilities), Association for the Advancement of Sustainability in Higher Education, Society for College and University Planning, and United States Green Building Council (O).
- 4) Western Illinois University was designated a Tree Campus USA by the Arbor Day Foundation for the second consecutive year. The University achieved its designation by maintaining a tree advisory committee, having a campus tree care plan, dedicating annual expenditures toward trees, hosting an Arbor Day observance, and sponsoring student service-learning projects (A).
- 5) The Summer 2013 edition of *Sustainable Construction* featured the cover story regarding Western Illinois University's sustainable construction practices for its Riverfront Campus. The article is available at [www.nxtbook.com/nxtbooks/cygnus/sc\\_2013summer/#/8](http://www.nxtbook.com/nxtbooks/cygnus/sc_2013summer/#/8) (A).

## **Goal 6: Demonstrate Accountability**

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

Reported in Goal 1, Action 1.

### 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.

The University's Performance Indicator Dashboard is available at [www.wiu.edu/university\\_planning](http://www.wiu.edu/university_planning) (O).

### Action 3: Document goal achievement and support of our values by continuing to provide:

*3a: Monthly strategic planning updates that summarize current strategic plan actions in progress and accomplishments.*

The Vice President for Quad Cities and Planning provides monthly Strategic Plan Updates to the Western Illinois University Board of Trustees and campus community. Copies are available at [www.wiu.edu/university\\_planning](http://www.wiu.edu/university_planning) (O).

*3b: Annual strategic planning updates that summarize the status of strategic plan actions and the results from implementation.*

The Vice President for Quad Cities and Planning provides an annual *Strategic Plan Update* at the fall Western Illinois University Board of Trustees meeting. Copies of these *Updates* are available at [www.wiu.edu/university\\_planning](http://www.wiu.edu/university_planning) (O).

*3c: 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 made by the vice presidents and areas that report to the president (O).

*3d: Annual performance reports to document institutional performance on Strategic Plan indicators compared to peer institutions.*

The Vice President for Quad Cities and Planning provides an annual *Performance Report* at the December Western Illinois University Board of Trustees meeting. Copies of past *Reports* are available at [www.wiu.edu/university\\_planning](http://www.wiu.edu/university_planning) (O).



**Part II**  
**Cumulative Strategic Plan Accomplishments**  
**June 2012-October 2014**

The following accomplishments are a result of successful implementation of goals and priorities from *Higher Values in Higher Education 2012-2022*. The reporting specifically focuses on new initiatives called for in the University's *Strategic Plan* when adopted by the Western Illinois University Board of Trustees in June 2012. This reporting shows changes resulting from the continued successful implementation of *Higher Values in High Education*, and complements the annual reporting discussed in the first section of this *Update*.

**Goal 1: University Growth and Recruitment**

In achieving University growth and recruitment goals, institutional accomplishments focused on:

- Raising undergraduate admissions standards (effective for fall 2014 freshmen).
- Developing an Academic Affairs Recruitment and Retention Plan for all departments and schools (academic year 2013-2014), and beginning annual evaluation processes for college and departmental plans (academic year 2014-2015).
- Implementing Western Commitment Scholarships for first-time freshmen (effective with the fall 2012 new student cohort), and Western Commitment Transfer Scholarships for new transfers (effective with the fall 2013 new student cohort).
- Revising Western Commitment Scholarship eligibility values and award amounts (effective for fall 2015 freshmen).
- Establishing an academic administrative structure in the Quad Cities, with the creation of Assistant Dean Positions.
  - College of Business and Technology (academic year 2011-2012).
  - College of Arts and Sciences and College of Education and Human Services (academic year 2013-2014).
- Creating base marketing budgets for the Macomb and Quad Cities campuses (effective for Fiscal Year 2015).
- Constructing of the Grand Entrance to the Macomb Campus on the corner of University Drive and Lafayette (dedicated in December 2013).
- Signing:
  - Dual enrollment agreements with Rivermont Collegiate Academy and Moline High School (academic year 2013-2014).
  - Linkages Agreements with Sauk Valley College (academic year 2012-2013), and Highland Community College (academic year 2013-2014).
  - Honors Agreements with Highland Community College (academic year 2013-2014).
- Establishing:
  - New Minors in Macomb:
    - Communication Sciences and Disorders, Criminalistics, and Network Technologies (academic year 2013-2014).
    - Computer-Mediated Communication, Contemporary United States Studies, Information Technology, Fisheries, and Teaching English to Speakers of Other Languages (academic year 2013-2014).
  - New minor in the Quad Cities:
    - Spanish (academic year 2013-2014).
  - New undergraduate certificates in Macomb:

- Marketing Technologies and Integrated Marketing Communication (academic year 2013-2014).
  - New major in Macomb:
    - Fire Protection Services (academic year 2012-2013).
  - New major in the Quad Cities:
    - Bilingual/Bicultural Education (academic year 2013-2014).
  - New post-baccalaureate certificates for Macomb:
    - Business Administration, and Supply Chain Management (academic year 2012-2013).
    - Business Analytics (academic year 2013-2014).
  - New post-baccalaureate certificates in the Quad Cities:
    - Business Administration, and Supply Chain Management (academic year 2012-2013).
  - New integrated baccalaureate/master's programs in Macomb:
    - Broadcasting and Sports Management, and Instructional Design and Technology (academic year 2012-2013).
    - Mathematics, Sociology, Law Enforcement and Justice Administration (academic year 2013-2014).
  - New integrated baccalaureate/master's programs in the Quad Cities:
    - Recreation, Park and Tourism Administration and Museum Studies (academic year 2012-2013).
    - Law Enforcement and Justice Administration (academic year 2013-2014).
  - New doctoral program in the Quad Cities:
    - Environmental science (academic year 2013-2014).
- Receiving Higher Learning Commission approval to add new distance programs with no Commission approvals required (academic year 2013-2014).
- Implementing a Continuous Enrollment Policy effective with students admitted in fall 2012 to improve exit option and degree completion rates.
  - Fall 2014 enrollment as of August 31, 2014: 18 Macomb students and two Quad Cities students.
- Supporting:
  - Western Commitment Freshmen Enrollment.
    - Fall 2012: 439.
    - Fall 2013: 455.
  - Western Commitment Transfer Enrollment.
    - Fall 2012: 420.
    - Fall 2013: 483.
  - Linkages Enrollment.
    - Fall 2012: 104.
    - Fall 2013: 137.
  - Study Abroad Enrollment.
    - Academic year 2012-2013: 158.
    - Academic year 2013-2014: 115.
  - Western's English as a Second Language Institute Enrollment.
    - Fiscal Year 2013: 212.
    - Fiscal Year 2014: 283.

- Centennial Honors College Enrollment.
  - Academic year 2012-2013: 1,219.
  - Academic year 2013-2014: 1,374.
- Quad Cities Freshmen Honors Cohort Enrollment.
  - Fall 2012: 7.
  - Fall 2013: 16.
  - Fall 2014 as of August 31, 2014: 30.
- Receiving experiential education grant funding.
  - Fiscal Year 2014: \$338,553.
- Providing faculty and staff salary increases.
  - Fiscal Year 2014: 3.5% (funded by \$4.4 million in internal reallocations).
  - Fiscal Year 2015: 2.0% (funded by \$2.6 million in internal reallocations).
- Reallocating funds to support:
  - Salary minima in accordance with contractual agreements with the University Professionals of Illinois.
    - Fiscal Year 2014: \$558,411.
    - Fiscal Year 2015: \$634,394
  - Professional Achievement Awards (PAAs).
    - Fiscal Year 2014: \$312,662 to support 217 PAAs.
    - Fiscal Year 2015: \$319,271 to support 221 PAAs.
- Earning:
  - Tenure.
    - June 2013: 22 faculty members.
    - June 2014: 32 faculty members.
  - Promotions.
    - Fall 2013: 27 faculty members.
    - Fall 2014: 58 faculty members.
  - Civil Service reclassifications.
    - Fiscal Year 2013: 64 staff members.
    - Fiscal Year 2014: 47 staff members.

## **Goal 2: Enrich Academic Excellence**

The University demonstrates its commitment to academic excellence by:

- Maintaining the largest expenditures for instruction and instructional support.
  - Fiscal Year 2012: \$150.1 million, 65.6% of all expenditures.
  - Fiscal Year 2013: \$145.4 million, 63.8% of all expenditures.
- Naming Economics and Decision Sciences' assessment processes as "Best Practice" in General Education Assessment by the University Assessment Committee (academic year 2013-2014).
- Completing Program Reviews:
  - Academic year 2012-2013: 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.
  - Academic year 2013-2014: Academic Programs in Family and Consumer Sciences, Sociology, and the Illinois Institute for Rural Affairs, in addition to an initial three-year

review of the post baccalaureate certificate in Teaching English to Speakers of Other Languages.

- Maintaining ongoing relationships with discipline-specific agencies that accredit the University's academic programs, where appropriate to the discipline<sup>4</sup>:
  - Academic Year 2013-2014: 16 agencies accredit programs at the University.
  - Academic Year 2014-2015: 17 agencies accredit programs at the University.
- Maintaining an on-gong relationship with Higher Learning Commission-North Central Association of Colleges and Schools.
  - Academic Year 2012-2013 actions:
    - Applying to the Persistence and Completion Academy.
    - Applying for Commission approval to establish the Ph.D. in Environmental Science.
    - Remaining current on new accreditation criteria and processes.
  - Academic Year 2013-2014 actions:
    - Receiving distance education approvals with no prior Commission approvals required.
    - Receiving approval to establish the Ph.D. in Environmental Science.
    - Receiving State of Iowa approval to continue hosting Museum Studies and offering distance education in Iowa through November 2015.
    - Initiating processes for closing 60th Street as a branch campus and opening Riverfront as a branch campus.
    - Preparing to host an onsite campus evaluation visit for Western Illinois University-Quad Cities.
    - Preparing to host off-campus location reviews at Central Intermediate School in Washington, Illinois, and Peoria Manual High School in September 2014.
    - Adopting a *Formal Definition of a Credit Hour Policy*.
    - Completing year one participation in the Persistence and Completion Academy.
    - Preparing a long-term accreditation planning calendar for the University.
- Implementing changes to the First Year Experience (academic year 2013-2014).
  - Clarifying program goals.
  - Requiring a university transition course (University 100) and small section of a general education or pre-professional course.
  - Providing residents assistants with additional resource and referral training.
  - Branding the FYE.
  - Enhancing educational components to FYE web and social media sites.
- Supporting scholarly activity.
  - Academic year 2012-2013: Faculty and staff published 29 books, 337 chapter/monograph/refereed articles, presented at 937 conferences, and generated 1,260 creative activities.
  - Academic year 2013-2014: faculty and staff published 19 books, 372 book chapters and refereed articles, presented at 1,026 conferences, and generated 1,115 creative activities.
- Securing external awards for faculty and staff research.
  - Fiscal Year 2013: \$9.7 million.
  - Fiscal Year 2014: \$9.9 million.

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

- Providing faculty sabbaticals.
  - Academic Year 2013-2014: 26 sabbaticals.
  - Academic Year 2014-2015: 25 sabbaticals.
- Investing in faculty and staff travel.
  - Fiscal Year 2012: \$1.6 million.
  - Fiscal Year 2013: \$1.6 million.
- Supporting the annual Undergraduate Research Day.
  - Spring 2013: 197 student participants.
  - Spring 2014: 214 student participants.
- Establishing the Graduate Research Conference (Academic year 2013-2014)
  - Spring 2014: 65 student participants.
- Continuing to host Executives in Residence in the College of Business and Technology.
  - Academic Year 2012-2013: Kim Ekena, Vice President of Marketing, American River Transportation Company.
  - Academic Year 2013-2014: Nancy Cardea, Senior Vice President and Compliance Officer, Leo Burnett advertising agency.
- Opening the Western Illinois University-Quad Cities Riverfront Campus, as part of the City of Moline's economic re-development plans to develop a \$100 million taxable base and attract 2,000 new and existing jobs.
  - Phase I opened January 2012.
  - Phase II opened August 2014.
- Receiving \$60 million in state capital funding to construct the Center for Performing Arts on the Macomb Campus (April 2014).
- Purchasing 1,184 new computers for Academic Affairs valued at \$1.1 million (academic year 2013-2014).
- Reallocating resources to maintain four-year technology rotations at Western Illinois University-Quad Cities.
  - Fiscal Year 2013: \$82,000.
  - Fiscal Year 2014: \$60,000.
- Upgrading 27 electronic classrooms on the Macomb Campus (academic year 2013-2014).
- Launching the 2013-2018 Information Technology Strategic Plan (October 2013).
- Establishing IT Governance (March 2014).
- Enabling wireless access in all residence hall rooms, centralizing technology staffing, launching the new university website with responsive design, updating the University's mobile application, and virtualizing Zimbra servers (academic year 2013-2014).
- Signing an agreement with Moline Public that allows reciprocal use of library resources for Western students and Moline residents (August 2014).

### **Goal 3: Provide Educational Opportunity**

The University extended educational opportunity by:

- Ensuring consistency between Macomb and Quad Cities block scheduling (academic year 2014-2015).
- Maintaining the same number of fall (261) and spring (257) courses for Quad Cities students (academic years 2012-2013, 2013-2014).

- Establishing:
  - Eight new minors, two undergraduate certificates, one major, three post-baccalaureate certificates, and five integrated degree programs for the Macomb Campus (academic years 2012-2013 and 2013-2014).
  - One new minor, one major, two post-baccalaureate certificates, two integrated degree programs, and one doctoral program for the Quad Cities Campus.
- Singing:
  - Dual Enrollment Agreements with Moline High School and Rivermont Collegiate Academy (academic year 2013-2014).
  - Linkages and Honors agreements.
    - Sauk Valley College (academic year 2012-2013)
    - Highland College (spring 2014)
  - Accelerated Bachelors in General Studies/Doctorate in Chiropractic with Palmer College of Chiropractic (May 2014).
- Serving students with disabilities on the Macomb Campus.
  - Fiscal Year 2013: 533 students.
  - Fiscal Year 2014: 608 students.
- Serving students with disabilities on the Quad Cities Campus.
  - Fiscal Year 2013: 15 students.
  - Fiscal Year 2014: 29 students.
- Exploring:
  - National Student Exchange participation on both campuses (academic year 2013-2014).
  - Partnership with the University of Iowa School of Law in a 3+3 articulation agreement.
- Adding a Graduate Research Conference with 65 student participants (spring 2014).
- Reallocating financial aid funds from senior year positions to freshmen year positions (effective for academic year 2014-2015 freshmen).

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

The University Supported Personal Growth by:

- Providing:
  - Student health services at Beu Health Center.
    - Academic year 2013-2014: 13,106 patient visits, 3,659 immunizations, 7,688 laboratory tests, and filled 7,738 prescriptions.
  - In demand Campus Recreation services.
    - Academic Year 2013-2014: 273,520 card swipes entrances to the Spencer Student Recreation Center.
  - Sport Clubs.
    - 38 in academic year 2013-2014.
    - 29 in academic year 2012-2013.
- Supporting University Theme Years with Key Note Speakers.
  - Academic Year Theme 2012-2013: War and Peace: From Personal Conflict to Global Resolution, featuring:
    - Haider Hamza, Iraqi journalist, scholar and activist. He lived through the 2003 US-led invasion of his country with his family near Babylon, South of Baghdad.

- Arun Gandhi, “Lessons Learned from My Grandfather: Non-Violence in a Violent World.”
    - Peter Bergen, “MANHUNT: The Ten-Year Search for Bin Laden - from 9/11 to Abbottabad.”
    - Joseph Sebarenzi, Former Head of the Rwanda Parliament and Genocide Survivor. “A message of Peace & Reconciliation.”
  - Academic Year 2013-2014 Theme: Food and Drink: Mind, Body and Soul, featuring Chef Jeff Henderson, Food Network personality and author of *Cooking: My Journey from the Streets to the Stove*.
- Promoting a comprehensive Division I athletic program with students successful in the classroom and in competition.
  - Academic Year 2012-2013 highlights:
    - 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.
    - 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.
  - Academic Year 2013-2014 highlights:
    - The University awarded \$3.6 million in athletics scholarships, with 93 student-athletes receiving full grant-in-aid.
    - The department’s cumulative grade point average was 3.07, and five percent of student athletes have a 4.0 GPA.
    - Fifty-six student-athletes earned Academic All-Conference Honors in the Summit League and/or Missouri Valley Football Conference.
    - Men’s Soccer advanced to the Summit League Tournament championship game for the third consecutive year.
    - Volleyball qualified for the Summit League postseason tournament for the first time since 2007.
    - Student-athletes performed 1,143 hours of community service, and collected \$6,639 for local and regional charities.
- Continuing placements in the University’s Affirmative Action Internship Program.
  - Academic Year 2014-2015: College of Education and Human Services Advising Office
  - Academic Year 2013-2014: Centennial Honors College; Facilities Management; Government Relations; President’s Office; Provost’s Office; and the School of Distance Learning, International Studies, and Outreach.
- Offering on-campus professional development opportunities.
  - Academic Year 2014-2015 highlights:
    - The Center for Innovation in Teaching and Research provided 186 programs in Macomb and 25 in the Quad Cities.
    - Ninety-eight employees completed Human Resources’ Professional Supervisor Certificate Program, and 122 employees have taken sessions toward certificate completion.

- The LIFE (Learning is Forever) program had 685 enrollments in special-interest, non-credit courses.

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

The University supported social responsibility by:

- Hosting federally mandated U.S. Constitution Day observances on the Macomb Campus (fall 2012-fall 2014).
- Maintaining Carnegie Foundation Community Engagement Classification achieved in academic year 2010-2011 (academic year 2011-2012 to current).
- Supporting Illinois Association for Cultural Diversity (IACD) theme year research and programming.
  - The summer 2014 conference focused on Using Drama in the Classroom to Explore Social Justice Issues.
- Completing the comprehensive campaign, surpassing the University's \$60 million goal by \$2.1 million, increasing the endowment from \$16 million to \$40 million, and expanding the total asset base to \$55 million (December 2013).
- Building a culture of annual alumni.
  - Fiscal Year 2013 alumni giving rate: 5.1%.
  - Fiscal Year 2014 annual alumni giving rate 4.8%.
- Completing programming studies.
  - Macomb Campus Space Study, Currens Hall/Science Complex Study, Western Illinois University-Quad Cities Riverfront Campus Phase III (academic year 2013-2014).
- Updating the *Macomb Campus Master Plan*.
  - Completed (academic year 2012-2013).
- Achieving Master Plan goals and priorities.
  - Calendar Year 2014 Accomplishments: Grand Entry completion, Hanson Field video scoreboard installation, steam line completion, University Union Phase I grand re-opening, new greenhouse, and Riverfront Campus Phase II grand opening.
- Facilities Management engaged in classroom, hallway, and lobby improvements totaling \$175,000. These funds supported improvements to 20 classrooms and hallways and entrances in nine buildings (academic year 2013-2014).
- Demonstrating sustainability:
  - Receiving Silver Leadership in Energy and Environmental Design certification for Phase I of the Riverfront Campus (January 2013).
  - Achieving Tree Campus USA by the Arbor Day Foundation (academic years 2013-2014, 2014-2015).

### **Goal 6: Demonstrate Accountability**

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

- 1) Maintaining the University's Performance Indicator Dashboard.



- 2) Providing monthly Strategic Plan Updates, an annual Strategic Plan Update, and an Annual Performance Report.
- 3) Presenting annual planning and accomplishment presentations made by the vice presidents and areas that report to the president each spring.

## Appendix A

Eight academic departments expanded 14 Memorandums of Understanding to provide increased exchange opportunities for members of Western Illinois University and campus communities from nine foreign countries.

<u>Academic Department(s)</u>	<u>Partner Institution</u>	<u>Country</u>	<u>Opportunity</u>
Center for International Studies	Charles Sturt University	Australia	Student exchange
Center for International Studies	Mahidol University International College	Thailand	Student exchange
Political Science	Universidad Católica de Salta	Argentina	Partnerships
Political Science	Universidad Católica De Córdoba	Argentina	Study abroad
Political Science	Universidad Nacional de La Plata	Argentina	Partnerships
Law Enforcement & Justice Administration	Vladimir State University	Russia	Partnerships
Law Enforcement & Justice Administration	Federal State Budgetary Educational Establishment of Higher Education Vocational Training “Moscow State Ivan Fyedorov Univeristy of Printing Arts”	Russia	Partnerships
Center for International Studies	Zhejiang Water Conservancy and Hydropower College	China	Partnerships
Accounting & Finance	Chung-Ang University	Korea	Student transfer to earn Accounting degrees
Center for International Studies	International Language and Business Centre	Myanmar	Partnerships
History	Yasar University	Turkey	Student exchange
Geography, Curriculum & Instruction	Jeju National University	South Korea	Possible dual degree and/or transfer agreement(s)
Center for International Studies	St. Joseph’s School	Botswana	Adopt-a-school activity
Center for International Studies, Agriculture	Botswana College of Agriculture	Botswana	Partnerships

## Appendix B

Seven academic departments signed nine new Memorandums of University during academic year 2013-2014 that will provide even more exchange opportunities for members of Western Illinois University and colleges and universities from six countries.

### MOUs signed during 2013/2014

Music	Universidad Federale de Bahia	Brazil	Music tours and collaborations
Music and Educational leadership	Universidad de Estada de Bahia	Brazil	Instructional collaboration; music, WESL
Center for International Studies	Donghai College	China	WESL and student/faculty exchanges
Law Enforcement & Justice Administration	Saint Petersburg Institute of Qualification Improvement of the Federal Service of Punishment Execution Personnel	Russia	Partnership activities
Law Enforcement & Justice Administration	Federal State-Funded Educational Institution of Higher Professional Education "Financial University under the Government of the Russia Federation	Russia	MOU for possible partnership activities
Accounting & Finance	Xiamen University Institute for Financial and Accounting Studies	China	Allow students from Xiamen to transfer to WIU for MAcc degrees
Center for International Studies	James Cook University	Australia	Renewed study abroad agreement
Accounting & Finance	Chiba University of Commerce	Japan	Allow students to transfer to WIU for MAcc degrees
Health Sciences	Wollo University	Ethiopia	MOU for grant applied for by partner school