

WESTERN ILLINOIS UNIVERSITY
BOARD OF TRUSTEES
September 30, 2011

Report 11.9/7
Fiscal Year 2012 Strategic Plan Update

Academic year 2010-2011 was the third year of implementation for *Higher Values in Higher Education 2008-2018*. The plan contains six goals, 14 actions, and 131 priorities that were endorsed by all campus governance groups on both campuses and approved for implementation by the Western Illinois University Board of Trustees in June 2008.

Academic Year 2010-2011 was very successful with regard to implementation of the University's *Strategic Plan*. A total of 126 priorities (96.2 percent) had achievements, and 121 priorities (92.4 percent) have implementation plans for academic year 2011-2012.

<u>Goal/Action</u>	<u>Number of Priorities</u>	<u>Priorities with Achievements</u>	<u>Priorities with Plans</u>
Focused Recruitment and Retention	21	20	20
Achieve enrollment goals	9	9	9
Resources to recruit and retain excellent faculty and staff	12	11	11
Enrich Academic Excellence	23	23	21
Strong commitments to teaching and instruction	8	8	8
Strong commitments to scholarship, creative activities, and public service	7	7	6
Deliver a user-centered information technology infrastructure	8	8	7
Provide Educational Opportunities	28	27	24
Support student needs and timely degree completion	13	13	10
Support learning inside and outside the classroom	11	11	11
Provide statewide and national leadership in affordability	4	3	3
Support Personal Growth	19	18	18
Support learning inside and outside the classroom	11	11	11
Provide opportunities for lifelong learning	8	7	7
Promote Social Responsibility	28	26	26
Encourage diversity, personal development, and leadership	6	5	5
Use partnerships to advance the University's priorities and goals	6	6	6
Provide safe, accessible, and responsive campus environments	16	15	15
Demonstrate Accountability	12	12	12
Planning, budgeting and reporting to advance goals and priorities	12	12	12
	131	126	121

In the pages that follow, University accomplishments are noted in past tense and University plans are noted by either verbs in the future tense and/or counting ongoing processes. The source of data for these reports is the annual planning and accomplishment materials prepared by the vice

presidents and areas that report to the president. The new president and vice presidents also reviewed this *Report* prior to presenting to the Board to ensure the new leadership team for the University had a chance to review institutional goals and priorities.

Following the University's established accountability reporting processes, this *Report* provides a qualitative analysis showing how the University continues successful advancement of priorities and goals from the University's *Strategic Plan*. This is part of a two-phase approach.

In addition to this *Report*, the December Board of Trustees meeting materials will contain the Fiscal Year 2012 Performance Report to document how successful implementation of the *Strategic Plan* is advancing 50 Board-approved performance indicators, and how the University's performance compares to Western Illinois University peer groups.

The Board and campus community will also continue to receive monthly Strategic Plan Updates. These Updates summarize current *Higher Values in Higher Education* implementation and planning issues.

Goal 1: Focused Recruitment and Retention

Action 1. Achieve optimum controlled enrollment growth goals of 12,500 on the Macomb campus and 3,000 on the Quad Cities campus, both with high-achieving, motivated and diverse learners.

a) Allocating new and reallocated resources to support:

- (1) Academic programs and support services that attract students from the state, region, nation, and around the world to Western Illinois University
 - The University's academic programs and support services continue to receive national recognitions for quality, opportunity, and affordability. In the last year, Western received national recognitions as a top institution by U.S. News and World Report, the Princeton Review, G.I. Jobs Magazine, the Center for Student Opportunity, the Southern Regional Educational Board, the Education Trust, Washington Monthly, University Business, and Forbes Magazine.
 - The University offers 66 undergraduate degree programs and 37 graduate degree programs. These academic programs are supported by the services collections and holdings of University Libraries.
 - The University's system of libraries contains more than one million cataloged volumes, 1,000 current periodicals, 24 foreign and domestic newspapers, and access to more than 56,000 online periodicals, and computer resources worldwide.
 - In fall 2010, Western Illinois University-Macomb enrolled 11,224 students (89.8 percent of its enrollment goal) from 87 Illinois counties, 38 states, and 65 foreign countries. Western Illinois University-Quad Cities enrolled another 1,361 students (45.4 percent of its enrollment goal) from 46 Illinois counties, 16 states, and five foreign countries.
 - The University will continue allocating new and existing resources to support new and expanded academic programs as discussed in Goal 2, Actions 1b and 1c, and it will continue working with Noel Levitz to enhance recruiting processes.
- (2) Attention to the individual learner by maintaining student-to-faculty ratios at or below 17:1 and average class sizes of less than 25.
 - The student-to-faculty ratio is currently 16:1 on the Macomb Campus and 12:1 on the Quad Cities Campus. The average class size is 22 students in Macomb and there are no classes larger than 50 in the Quad Cities. The University will continue to maintain small student-to-faculty ratios and average class sizes to support the value of Academic Excellence and the commitment to the individual learner.
- (3) Opportunities and resources, as documented in annual *Underrepresented Groups Reports*, for the enhanced participation and achievement of students from traditionally underrepresented groups in higher education and in academic disciplines

- Minority student enrollment is 20 percent of on-campus enrollment in Macomb and 12 percent in the Quad Cities. Females account for 47 percent and 63 percent of these enrollments, respectively.
 - In continuing to diversify student recruitment and promote student achievement:
 - The University supports many offices and units charged with advancing, promoting, and celebrating diversity, and the needs of our students. These include, but are not limited to the Gwendolyn Brooks Cultural Center, Casa Latina Cultural Center, Center for International Studies, Multicultural Programs, the Women's Center, and the Western Organization for Women.
 - The University Diversity Council, co-chaired by the Director of Equal Opportunity and Access and the Assistant Vice President for Academic Affairs, makes recommendations to the Equal Opportunity and Access Office and the President regarding policy, campus initiatives, and programs in support of the University's Affirmative Action program.
 - The University supports the Web Accessibility Committee, Americans with Disabilities Advisory Committee, and the University Committee on Sexual Orientation.
 - The Disability Resource Center served 319 undergraduate students and 39 graduate students with disabilities during Fiscal Year 2011.
 - With a supportive campus environment, Western continues to diversify. Additionally, the University also experienced increases in the six-year graduation rates of Hispanic students (from 42.0 percent to 46.7 percent) and Asian students (from 42.5 percent to 51.5 percent).
 - The Office of Equal Opportunity and Access will continue to document the outcomes of plans designed to increase the participation and achievement of minorities, females, and individuals with disabilities.
- (4) Appropriate funding for broad-based programs (e.g., academics, student organizations, and intercollegiate athletics) at levels that allow students to be successful.
- Macomb and Quad Cities students have access to and participate in a broad range of professional, social, and cultural organizations that enhance their college experience in and out of the classroom. More than 200 student organizations on the Macomb campus and 19 registered student organizations and professional honorary associations on the Quad Cities Campus represent a wide range of interests.
 - Intercollegiate athletics supports 10 varsity sports for men and another 10 varsity sports for women at the NCAA Division I level (FCS in football). Both men's and women's athletic teams compete in the Summit League. Football competes in the Missouri Football Valley Conference.

- The University will continue to provide these and many more learning opportunities inside and outside the classroom to be consistent with the values of educational opportunity and personal growth.
- (5) Promoting the University's statewide, regional, and national leadership in affordability and cost predictability for undergraduate and graduate education.
 - Western Illinois University remains the only Illinois public university to guarantee undergraduate and graduate tuition, fees, room and board provided that the student maintains continuous fall/spring enrollment.
 - Western was one of only four Illinois public universities selected to provide dual enrollment opportunities for community college students by the Illinois Student Assistance Commission. On the Macomb Campus participation in dual enrollment reduces the total cost of attendance by one-third, and debt by one-half. Participation in dual enrollment in the Quad Cities eliminates student unmet need.
 - Western's Cost Guarantee was the basis for *Illinois Truth in Tuition* legislation, and has been replicated by many institutions, including Central Michigan University, Fort Valley State University, Washington University, Western Oregon University, the University of Texas at Dallas, and the University of Alaska–Anchorage.
 - In fall 2010, Recreation, Park and Tourism in the College of Education and Human Services in partnership with the College of Arts and Sciences, Black Hawk College, and the Eastern Iowa Community College District implemented new three-year accelerated undergraduate degree options. University Business and The Wall Street Journal recognized these programs as best practices in innovation and student financial savings.
 - The University will continue to offer the Cost Guarantee, Transfer Cost Guarantee, and in-state tuition to residents of Iowa, Missouri, Wisconsin, and Indiana during Fiscal Year 2012, and it will engage in first year implementation of the Illinois Student Assistance Commission's new dual enrollment program.
- b) Allocating additional resources to support new and enhanced student recruitment efforts.
 - In Macomb, the Admissions Office is responsible for undergraduate student recruitment and the Graduate School works with academic departments to facilitate graduate student recruitment. On the Quad Cities Campus, the Office of Academic and Student Services coordinates undergraduate recruitment and provides assistance to the Graduate School and program faculty in graduate student recruitment.
 - These offices, as well as many other members of the campus community, partnered with Noel Levitz to enhance student recruitment practices. For example:

- All colleges engaged in strategic recruitment planning and program-specific initiatives. Several colleges also developed enhanced recruitment and marketing plans.
 - Student Services worked closely with academic departments to increase communication with accepted students, sent WIU admissions information to a larger list of prospective students purchased from ACT, hired student telecounselors, implemented online admissions chats, and restructured Discover Western.
 - University Relations redesigned Macomb and Quad Cities View Books and other publications to better meet the needs of prospective students. The latter includes a bi-weekly newsletter for prospective students, design and publicity of the “Think Purple” campaign, and other advertising and promotional materials.
 - Administrative Information Management Systems created a new “tele-counseling” system to track prospect calls, developed new prospect reports, and implemented an enrollment tracking system for veterans.
 - University Housing and Dining Services established the Housing Ambassadors program to enhance the experience of prospective students during orientation tours.
 - Institutional Research and Planning provided empirical analyses to support the evaluation of admissions policies and procedures.
- The University also continued to support proven admissions practices. For example:
 - University Relations continued social media initiatives for marketing, recruitment, and promotion of WIU including the 10,000 likes campaign that increased the number of fans to 11,512; and it established the *Beyond the Belltower Blog*.
 - Undergraduate Admissions hosted 1,373 students for on-campus visits and seven Discover Western Events with 4,439 guests in attendance.
 - Student Development and Orientation (SDO) coordinated nine two-day orientation and registration programs for 1,664 new freshmen and over 4,600 family members.
 - SDO also hosted three Transfer Programs for 258 students and 504 family members and Minority Student Orientation for 63 students and 170 family members.
- The University will continue to work with Noel-Levitz during Fiscal Year 2012. There will also be new institutional leadership in Admissions. Dr. Andy Borst now serves as the Director of Undergraduate Admissions in Macomb and Ms. Kassie Daly as the Assistant Director of Admissions on the Quad Cities Campus.

- c) Enhancing the integrated marketing campaign to increase external awareness of Western Illinois University; the achievements of students, faculty, staff, and alumni; and program-specific marketing
- University Marketing promoted the University throughout the state through billboards, video advertisements, and illuminated signage at the Quad Cities International Airport. Marketing efforts spanned Macomb, Peoria, Springfield, Chicago, the Quad Cities, and beyond.
 - University Marketing sought external perspective on best practices in marketing, including discussions with alumnus and marketing expert Karen Kolodzey and George Brigandi of Brigandi and Associates.
 - University Relations (UR) promoted WIU in national media networks. This included press releases and live video streaming of the rare corpse flower, and interviews with faculty experts on current issues such as Egyptian unrest, Martin Luther King Jr., early childhood education and more.
 - University Relations improved the Faculty/Staff Experts Database to promote WIU experts to the media and further enhance working relationships with the media in the Quad Cities, Quincy, Peoria, Springfield, and Chicago.
 - Alumni programs' participation in the John Deere Classic received national attention via coverage from ABC-TV, with the 25-foot inflatable Rocky and WIU rally fans visible during the tournament broadcast. The ESPN network also covered the Leathernecks' quarterfinal FCS tournament appearance against Appalachian State University.
 - The Quad Cities Campus increased awareness through over 160 stories in regional media, the construction of the newly developing Riverfront Campus, increased local programming on WQPT, and new partnerships (discussed later in this report) with Black Hawk College, Trinity College of Nursing, and the Quad-Cities Graduate Center.
 - Quad Cities Marketing and Public Relations continued implementing an integrated marketing campaign including new television commercials, new media markets in Iowa, shared recruitment initiatives with the Eastern Iowa Community College District, and an expanded social media presence.
 - The Alumni Association presented six Alumni Achievement Awards and one International Alumni Achievement Award.
 - The University will continue to expand marketing efforts. University Relations will promote services, events, and programs and will strive to obtain national recognition for WIU students, programs, faculty, and initiatives. Advancement and Public Services will publish successes of the Higher Values in Higher Education fundraising campaign. Quad Cities Marketing will continue to increase external awareness of its Leadership Team (comprised of 32 community leaders from business and education, and mayors from East Moline, Moline, and Rock Island) and will host high-profile University events. Athletics will utilize media

coverage. Alumni Programs will continue honoring distinguished alumni and utilize alumni to assist in new student recruitment and retention by marketing the achievements of alumni.

- d) Increasing partnerships (e.g., alumni, Macomb and Quad Cities community members, high school and community college counselors, and with historically black colleges and universities and Hispanic-serving institutions) to assist in student recruitment.

- The Macomb and Quad Cities Campuses hosted articulation conferences to give updates and discuss partnerships with high schools, community colleges, and the University.
- New articulation agreements include Chemistry in Pre-pharmacy with the University of Illinois Chicago and Rockford campuses; Physics in pre-Engineering with the University of Iowa, and Curriculum and Instruction (Early Childhood Education) with Black Hawk College.
- The School of Distance Learning, International Studies and Outreach implemented the first year of a Memorandum of Understanding between Defense Acquisition University and Western Illinois University to facilitate the transfer of credits from DAU to WIU.
- Educational Leadership began offering courses at the University Center of Lake County in summer 2011. The Center represents a consortium of 19 universities and Western's participation provides new educational opportunities to students at the Center.
- Western Illinois University-Quad Cities piloted “linkages” agreements with students enrolled in Engineering or Liberal Arts and Sciences. This program allowed students to be enrolled at Black Hawk College and WIU-QC each semester beginning the freshman year until the student is exclusively enrolled at Western. It was also the pilot year for the accelerated Recreation, Park and Tourism linkages agreement with Black Hawk College and the Eastern Iowa Community College District.
- Western Illinois University was selected as one of four Illinois public universities to pilot the State’s new dual enrollment program. This program was based, in part, on the successes of the University’s Linkages program. It is different from its predecessor in that students are admitted using the University’s published admissions standards (linkages only required the institution to demonstrate college readiness), and agreements are in place with Black Hawk College, Carl Sandburg College, and Spoon River College.

In preparing for dual enrollment, the Faculty Senate approved Western Illinois University-Quad Cities admitting new freshmen beginning for fall 2011 under the University’s published admissions requirements as degree-seeking students. The expansion of the current practice (described above) allows all eligible dually enrolled students access to all forms of financial aid and scholarships at the community college and Western.

- Based on the initial Linkages pilot, the dual enrollment program will be expanded to include majors in Accounting, Elementary Education,

Management, Marketing, and Supply Chain Management. Additional majors will be added as articulation agreements are completed.

- In fall 2010, Western Illinois University-Quad Cities and Saint Ambrose University will co-host the 10 colleges and universities participating in the Quad-Cities Graduate Study Center. Augustana College was the former host of the Center.
- e) Enhancing community college partnerships (e.g., increased interactions with admissions counselors, implementation of the Course Articulation System, faculty participation on all Illinois Articulation Initiative panels) to support Western's "transfer friendliness" and increased transfer student enrollment.
 - Between fall 2009 and 2010, undergraduate transfer student applications, acceptances, and enrollments were all up from 2,732 to 2,792, 2,028 to 2,081, and 1,332 to 1,344, respectively. The top five majors of fall 2010 new transfer students were Law Enforcement and Justice Administration, Elementary Education, General Studies, Agriculture, and Biology. The top five transfer colleges were Black Hawk College, Spoon River College, John Wood Community College, Carl Sandburg College, and Illinois Central and Scott Community College were tied.
 - Western is a fully engaged Illinois Articulation Initiative member institution and has implemented the Uselect course advisement system.
 - Western has dual admission articulation agreements with 28 community colleges in Illinois and Iowa, and 51 articulation agreements with community colleges in Illinois and Iowa for students in the Bachelor of Arts in General Studies program.
 - The School of Distance Learning, International Studies and Outreach has military transfer partnerships with the Community College of the Air Force and Defense Acquisition University.
 - WIU-Quad Cities has shared recruitment and marketing initiatives with Black Hawk College, Carl Sandburg College, Eastern Iowa Community College District, and the Illinois Student Assistance Commission. Admissions officers based in the Quad Cities attend recruitment events with community colleges to promote and explain dual admission, dual enrollment, and Macomb Campus opportunities.
 - WIU-Quad Cities expanded Academic Advisement into office space at Black Hawk College to assist with advisement of dually enrolled students and transfer students. The average Black Hawk student graduates Western with 142 hours, which is 22 hours (approximately seven classes) more than needed for graduation.
 - Western has a long standing policy that to earn a baccalaureate degree, a transfer student must complete a minimum of 120 semester hours of credit, of which 60 semester hours must be completed at Western Illinois University or another accredited four-year institution. Academic year 2010-2011 was the first year of an approved policy change by the Faculty Senate that enhances Western's transfer friendliness. Specifically, exceptions to the above policy may be made for courses that

are required for a student's major, and when the course is not offered at the Western Campus for which the student is enrolled, nor is there distance education access through Western.

- In support of this policy change, Financial Aid developed a template for consortium agreements with community colleges that are compliant with federal regulations. Three agreements were approved and signed by Black Hawk College, Carl Sandburg College, and the Eastern Iowa Community College District.
- The University will continue to support transfer student initiatives. Transfer students are 43 percent of the new undergraduate student enrollment on the Macomb Campus and the vast majority of enrollment on the Quad Cities Campus.

Action 2. Provide the resource base and support to recruit and retain an excellent faculty and staff representative of the diverse and global society and committed to supporting the University's vision, mission, values, and goals.

- a) Provide faculty and staff salaries that meet and exceed the mean of peer institutions. Successful strategies include:
 - (1) Completing and supporting faculty equity reviews.
 - Due to the uncertainty of the State's fiscal climate and compounded by State cash flow issues, Western Illinois University did not award salary increases to faculty or staff for Fiscal Year 2011. However, the University awarded a 1.0 percent salary increase for Fiscal Year 2012. For Fiscal Year 2013, the salary increase shall be 2.5 percent. A salary reopener will be triggered if the state increases University appropriations above the level of Fiscal Year 2010 (\$59,919,600) unless the increase in appropriation is specifically targeted by the state (i.e., deferred maintenance).
 - Through contractual agreements with the University Professionals of Illinois (UPI), the University has minima salaries and a process for conducting salary equity reviews. As part of the *Agreement 2010-2015* with UPI, minima salaries are published in the Additional Compensation Article 29 (for Unit A) and in Article 43 (for Unit B). Also as part of the *Agreement 2010-2015* with UPI, a "Committee to Study Market Equity" will be established to repeat the 2009 equity study report. This is in Article 13.6.a (page 22). The committee is to complete its report and submit it to the University President and the Union Chapter President by April 1, 2013.
 - Overall cost increases related to the Fiscal Year 2011 salary increases for Unit A faculty were: minima adjustments (\$330,451), promotions (\$89,874), and Professional Achievement Awards (\$241,087).
 - Overall cost increases related to the Fiscal Year 2012 salary increases for Unit A faculty were: 1 percent raise (\$376,383), minima adjustments (\$466,879), promotions (\$110,144), and Professional Achievement Awards (\$263,074).

- Overall cost increases related to the Fiscal Year 2012 salary increases for Unit B faculty were: minima adjustments (\$34,512), and promotions (\$5,184).
- Overall cost increases related to the Fiscal Year 2012 salary increases for Unit B faculty were: 1 percent raise (\$50,824), minima adjustments (\$44,079), promotions (\$3,690), and Professional Achievement Awards (\$1,800).

(2) Examining and implementing, if approved, Pay for Exceptional Performance for non-negotiated staff.

- The Pay for Exceptional Performance (PFEP) program for staff was implemented in July 2009, and suspended in March 2010 due to state cash flow issues.

(3) Allocating resources to support Market Equity Reviews for non-negotiated staff.

- Human Resources conducted 27 audits during Fiscal Year 2011. Of the audits conducted, 25 were reclassified or reallocated, and two were retained. This reflects a 92.6 percent reclassification rate. Seven audits are currently pending, and will be completed.
- Human Resources annually reviews salary equity based on classification structures and peer data. Salary increases were processed for the prevailing wage groups, per notification from the Illinois Department of Labor.

(4) Negotiating contracts that support salary increases and market equity for negotiated staff.

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

b) Provide institutional resources to support *Higher Values in Higher Education 2008-2018* and the academic mission and service operations of Western Illinois University.

- This report and future annual reports will continue to document the allocation of University resources (financial and staffing) to support the University's highest priorities and goals.

c) Through the Comprehensive Campaign, obtain funds to augment faculty support through endowed professorships and chairs.

- Faculty support, student scholarships, capital improvements, and information and technologies, in addition to unrestricted gifts, are funding priorities for the Higher Values in Higher Education fundraising

campaign. As of June 2011, the University has raised \$43.7 million (72.9 percent) of its \$60 million fundraising goal.

- Fine Arts and Communication established the Wayne N. Thompson endowment that will fund graduate and undergraduate student scholar awards, graduate assistantships, a faculty fellowship, and an invited scholar presentation.
 - The University will continue implementation of the Comprehensive Campaign over the next two and half years.
- d) Conduct needs analyses to inform professional development opportunities and programming for faculty and staff.
- The Center for Innovation in Teaching and Research, Human Resources, and the Quad Cities Professional Development Network (a local consortium of seven higher education institutions) all conduct annual needs assessments to help determine programming options for participants. These actions will continue during Fiscal Year 2012.
- e) Provide opportunities, as demonstrated in annual *Underrepresented Groups Reports*, to increase the participation and achievement of faculty and staff from traditionally underrepresented groups in higher education.
- Minorities and females represent 14.1 percent and 44.3 percent of the University's 731 faculty, respectively. They also represent 7.1 percent and 55.4 percent of the University's civil service, administrative, and professional staff. In order to help continue diversifying the University's faculty and staff:
 - The Office of the Provost and Academic Vice President continued to support the Underrepresented Dissertation Fellowship Program and participated in the Southern Regional Education Board's Diversity Institute on Teaching and Mentoring. The latter is the largest gathering of minority doctoral scholars in the country, with more than 1,000 participants in attendance.
 - All Colleges engaged in diversity and multicultural efforts, including integration of diversity and internationalization into the curriculum, diversification of faculty searches, and outreach to diverse and underrepresented communities.
 - Human Resources partnered with Equal Opportunity and Access, Gwendolyn Brooks Cultural Center, Casa Latina, and community partners in recruitment and community outreach initiatives.
 - Human Resources facilitates the WIU Learner Trainee program for staff recruitment, training, and evaluation. There were 20 Trainee employees during Fiscal Year 2011. Seven of these employees have completed the program and become status employees. The racial composition of these 20 Trainee employees is 65 percent White and 35 percent African

American Trainee appointments for Fiscal Year 2011 represent an 18 percent increase over last year.

- Human Resources sponsored a diversity workshop at Pella, Incorporated. This workshop provided a safe place for employees of Pella to openly discuss diversity challenges within the community and their workplace. HR also provided workshops for Macomb City Hall, local Macomb-area churches, and summer youth programs.
 - The Workforce Diversity Initiative Subcommittee of the Civil Service Employees Council will continue exploring ways to review retention issues for minorities through campus climate surveys and exit interviews.
 - The Office of Equal Opportunity and Access will continue to publish annual *Underrepresented Groups Reports* to document institutional progress on increasing the participation and achievement of faculty and staff from traditionally underrepresented groups in higher education.
- f) Develop and expand fiscally responsible, family-friendly policies and procedures across all employee classifications that assist in faculty and staff recruitment and retention and enable employees to continue advancement of professional goals and the values of the University, even in times of significant personal/family stress.
- Human Resources assists University employees with domestic partner benefit administration, benefits workshops, 403(b) compliance, and the University's long-term disability policy.
 - The University provides lactation stations for nursing mothers.
- g) Consistent with a family-friendly environment:
- (1) Conduct a needs and feasibility analysis for establishing permanent, academically-based summer infant and childcare on the Macomb campus to complement services provided to the Western Illinois University community in the spring and fall semesters.
 - There was not sufficient student demand for academically based childcare in summer 2011. Needs analysis will be replicated for summer 2012.
 - (2) Conduct a needs and feasibility analysis for establishing permanent, academically based summer, fall, and spring infant and childcare on the Quad Cities campus.
 - The feasibility and needs study for a childcare center is complete and the University received a \$50,000 donation to establish the center. WIU-Quad Cities identified a potential location and fee schedule to sustain operations should the University commit to opening a center.
 - (3) 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.

- A joint effort of the Western Organization of Women and the University Professionals of Illinois led to the first WIU benefit specifically related to elder care. This benefit provides paid time off to allow a member of the bargaining unit to spend time with a family member who has received a terminal diagnosis.

Goal 2: Enrich Academic Excellence

Action 1. Support strong commitments to teaching and instruction.

- a) Using the academic program review process to ensure the provision of high-quality, viable academic programs and services.
 - Program reviews were completed in Biology, Clinical Lab Science, Zoo and Aquarium Studies, and Geology during academic year 2010-2011.
 - Program reviews will be completed in academic year 2011-2012 for degree programs in Bilingual/Bicultural Education, Educational Leadership, Interdisciplinary Studies, Special Education, Elementary Education, Health Sciences, Physical Education, Reading, English, Mathematics, Sport Management, Exercise Science, Kinesiology, Emergency Management, Health Services Management, Athletic Training, and Health Services Administration.
 - There will also be reviews for the Institute for Environmental Studies and Center for the Application of Information Technologies; and reviews of those programs and temporary centers implemented in fall 2008, i.e., the Post-Baccalaureate Certificate in Instructional Design and Technology: Educational Technology Specialist, M.A. in Museum Studies, B.A. in Religious Studies, and the Western Survey Research Center.
- b) Developing and offering new and expanded academic programs in areas of demand and need that are consistent with the academic mission of the University.
 - New academic programs include a Graphic Design option in Art; Pharmacy option in Chemistry; Pre-Law options in History, Philosophy, and Political Science; Meteorology track in Geography; Minor in Legal Studies; Integrated baccalaureate/master's Liberal Arts and Sciences degrees; and a Post-Baccalaureate Certificate in Teaching English to Speakers of Other Languages.
 - New online academic programs, including the 2+1+1 Bachelors of Business (with one year online and one year in residency after successful completion of two years at the community college), the Computer Science minor, Elementary Education (graduate), and the Nursing RN-BSN Completion Program.
 - The University now offers Educational Leadership at the University Center of Lake County.
 - New programs in the Quad Cities include a minor in Legal Studies, as well as the Supply Chain Management undergraduate major and concentration in the Masters of Business Administration.

- Feasibility studies and planning are in progress for extending Broadcasting, Communication, and Social Work to the Quad Cities.

c) Supporting interdisciplinary course, program, institute, and center development.

- The College of Arts and Sciences established an integrated baccalaureate/master's degree with African American Studies, Liberal Arts and Sciences, and Women's Studies; engaged in collaborative partnerships with Burpee Museum in Utah; supported the Forensic Studies Program Series—a joint Film option with English and Journalism and Broadcasting; and participated in an interdisciplinary panel at the Association for Study of Literature and Environment.
- Fine Arts and Communication plans to enhance the Arts Technology minor, Broadcasting and Meteorology partnered for a Broadcast Meteorology option, and the College presented an interdisciplinary thesis option for Centennial Honors College students.
- The College of Business and Technology partnered with Mathematics to promote math learning and skill development.
- Distance Learning continued to collaborate with academic departments to develop and approve Bachelor of General Studies writing courses to meet degree requirements.
- Museum Studies prepared new elective options in collaboration with Zoo and Aquarium Studies.
- Recreation, Park and Tourism Administration explored offering minors in Golf Operations, Disability Studies, and Fundraising in collaboration with Agriculture; Dietetics, Fashion Merchandising and Hospitality; Kinesiology; Campus Recreation; Disability Resource Center; and Advancement and Development.
- Economics and Decision Sciences reestablished the Center for Economic Education to enhance recruitment and create community partnerships. The Center held an Economic Day Conference for high school students to promote career and educational opportunities.
- Engineering supported student interdisciplinary design teams that worked with Quad Cities businesses, and realized over \$5 million in process improvements for these organizations. The School also established teams to complete feasibility studies for the Midwest Intellectual Property Institute. Teams will be used to energize technology and new business development in the Quad Cities.
- The Illinois Institute of Rural Affairs served over 50 communities and delivered 195 workshops/training programs to 7,764 participants.
- Academic Affairs will continue to investigate additional interdisciplinary initiatives.

d) Following 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.

- All academic departments and schools complete assessment plans and reports annually.
 - Teacher Education, The Center for the Application of Information Technologies, and Administrative Information Management Systems successfully implemented the Western Education and Professional Program Assessment System that will be used by all 1,200 teacher education majors. The new system was piloted in fall 2010.
- e) Achieving and maintaining discipline-based accreditation and/or certification, where appropriate, to demonstrate commitment to high quality and the academic and service mission of Western Illinois University.
- The following programs and services received (re) accreditation:
 - Art from the National Association of Schools of Art and Design.
 - Beu Health Center from the Association for Accreditation in Ambulatory Healthcare.
 - The College of Business and Technology from the Association to Advance Collegiate Schools of Business (AACSB International). Only 593 schools of business—or less than five percent worldwide—have earned this distinguished hallmark of excellence in management education. Moreover, Western is one of only 174 universities worldwide to achieve dual accreditation in both business and accountancy by AACSB International.
 - The School of Nursing from the Commission on Collegiate Nursing Education (CCNE). The five-year accreditation received by the School of Nursing is the maximum a program can receive in its initial accreditation. The University also received approval from the Higher Learning Commission-North Central Association of Colleges and Schools to offer the RN-BSN completion program online.
 - Counselor Education implemented curricular and personnel changes to meet the Council for Accreditation of Counseling & Related Educational Programs standards for School Counseling and Clinical Mental Health Counseling specializations.
 - Educational Leadership submitted National Recognition Reports to the Educational Leadership Constituent Council for the Superintendent Certificate program and the Alternative Certification Initiative program. National recognition resulted.
 - The following programs are in preparation or are actively pursuing (re) accreditation:
 - Center for International Studies from the Commission on English Language Program Accreditation
 - Chemistry from the American Academy of Forensic Sciences
 - Engineering from the Accreditation Board for Engineering and Technology

- Engineering Technology from the Association of Technology, Management and Applied Engineering, and from the Accrediting Council for Collegiate Graphic Communications
 - Dietetics, Fashion Merchandising, Hospitality from the Accreditation Commission for Programs in Hospitality Administration
 - Museum Studies from the National Association of Schools of Art and Design
 - Recreation, Park and Tourism Administration from the Wilderness Education Association, and the department is exploring national accreditation specific to Therapeutic Recreation
 - University-wide Teacher Education from the Illinois State Board of Education and the National Council for Accreditation of Teacher Education
- f) Clarifying the goals and priorities of distance learning through a strategic planning process that includes an identification of stable resources, an assessment plan for student learning outcomes, and the adoption of national best practices for the provision of distance learning at Western Illinois University.
 - The University completed the comprehensive review of distance learning as part of the University's *Self-Study for Re-Accreditation from the Higher Learning Commission-North Central Association of Colleges and Schools*. An institutional task force will be responsible for implementing the recommendations of the Self-Study and the recommendations of the on-site review team.
 - Also in the area of distance learning:
 - The Director of Distance Learning, Assistant Vice President for Academic Affairs, and Vice President for Quad Cities, Planning and Technology are in the process of achieving state approvals to offer distance education in every state for which there is a student enrolled in a Western distance course or degree program. This is a new federal requirement for all colleges and universities that must be reviewed and updated (where required) every semester.
 - Quad Cities, Registrar, and Academic Affairs collaborated with academic departments and colleges to offer "IQ" sections of online courses to ensure access to completable programs and to track Quad Cities students enrolled in online courses.
- g) Providing increased structured educational opportunities and resources to increase student-faculty interactions and active and collaborative learning through international studies, internships, service learning, and undergraduate and graduate student research.
 - Through the University's Study Abroad Program, students can participate in a wide variety of educational programs located in Argentina, Australia, Canada, Costa Rica, England, France, Germany, Japan, Mexico, Spain, and many other locations worldwide. Students can choose to participate in study abroad programs for one semester or a full year. There are also many

programs that are shorter in length and take place during semester breaks or in the summer.

- Career Services prepares students to market themselves to prospective employers for internship and full-time career pursuits. This includes assisting students with mock interviews, resume preparation, creating applications and cover letters, and employer research. Career Services also offers online registration services, virtual career fairs, and a Website with over 200 links to internship and job postings. Pre-employment preparation classes are taught each semester and provide students with a comprehensive process of learning to market themselves to prospective employers.
- Western's All Volunteer Effort (WAVE) provides students in Macomb opportunities for community service and volunteerism. WAVE meets weekly to review, discuss, and plan volunteer opportunities. Similar opportunities are provided to students in the Quad Cities through the activities of 19 registered student and academic honorary organizations.
- Western's Peace Corps Fellow program was recognized for its innovation and contributions to rural life in Illinois by two national non-profit organizations, Innovations in Civic Participation and the American Association of State Service Commissions. The University Economic Development Association also recognized the WIU's Peace Corps Fellows Program with the national Award of Excellence in Community Development.
- The annual Thomas E. Helm Undergraduate Research Day featured 301 student presenters, 187 poster presentations, and 32 podium presentations, with the support of 108 faculty members. The University also sponsored College and Honors student research presentations in the Quad Cities. The College of Arts and Sciences awarded more than 80 college undergraduate research grants, and Geography held the inaugural Meteorology Student Peer Mentorship program.
- Academic Affairs, Student Services, and the Quad Cities Campus will continue to support existing and new opportunities for student experiential learning.

h) Expanding academic and co-curricular opportunities for Honors Students.

- The Honors College partnered with University Libraries, Agriculture, Biological Sciences, Chemistry, and Physics to establish a 2012 science program for high school students. The College also reviewed 130 proposals requesting fall 2010 in-course honors and another 106 in spring 2011.
- The Student Honors Association (SHA) organized the Organizations and Majors Fair (with over 30 table displays and 160 students in attendance), the International Dinner, and a college-wide Trivia Night.
- The International Student Orientation increased Phi Beta Delta International Honors Society membership to 49, including several community members.

- The annual Pre-law Symposium drew its largest crowd ever, with 60 in attendance. This event featured keynote remarks by Marty Green, Distinguished Alumnus, and a panel of Southern Illinois University Law School staff and students, including three Centennial Honors College graduates.
- The Honors College examined the feasibility of offering an International Studies concentration within the Interdisciplinary Studies program, and discussed with Law Enforcement and Justice Administration (LEJA) the feasibility of establishing the first distance learning LEJA honors course.
- The University graduated over 100 Honors Scholars, and supported 22 students completing Honors Theses. Honors College Foundation accounts were used for honors scholarships with 56 awarded to new freshmen and 17 to sophomore, junior, and senior students.
- Academic programs partnered with the Centennial Honors College through research day, enhanced recruitment efforts, course offerings, communication and promotion.
- Academic Affairs will continue to support and enhance the Centennial Honors College, and the College will actively engage in student recruitment. Additionally the College will increase mentorship opportunities between faculty and students, spotlight the honors society and organizations, and highlight undergraduate research opportunities

Action 2. Provide strong commitments and increase opportunities to support research, scholarly/creative activities, and public service and outreach.

a) Promoting entrepreneurial approaches to research and scholarly/creative activities that are consistent with departmental, college, and University priorities.

- External awards received for Fiscal Year 2011 total approximately \$14.7 million. The table below summarizes these awards by college/administrative unit.

Total University	<u>\$14,664,689</u>
Arts and Sciences	831,945
Business and Technology	4,693,130
Education and Human Services	2,396,931
Fine Arts and Communication	623,417
University Libraries	7,899
Administrative Services	1,726,220
Provost's Office	1,590,040
QC, Planning and Technology	2,384,467
Student Services	410,640

- The Office of Sponsored Projects supports research and scholarly activities by serving as a liaison with and monitoring of governmental agencies; providing information regarding funding opportunities and awards administration; coordinating the preparation, clearance, review, and submission of proposals; engaging in post-award administration (not fiscal reporting and monitoring), overseeing federal regulations and assuring compliance by WIU investigators; presenting grant-related workshops and

outreach to faculty; and administering University Research Council Faculty Grants.

- Examples of services University Libraries provides to support scholarly activity include:
 - The WestCat indexes the University's 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 (at no charge) materials located in 64 other Illinois academic libraries.
 - The Periodicals Holdings List displays the print/microform periodicals available on the shelves of the Western Illinois University Libraries, and the full-text e-titles available via databases purchased by the Libraries. This resource currently indexes over 19,000 unique periodical titles.
 - The library subscribes to more than 125 electronic databases covering general, multidisciplinary and discipline specific areas. In addition to indexing and abstracting resources, the databases also supply full-text articles from over 13,000 journals, magazines and newspapers. Virtually all of the databases are available online to off-campus faculty and remote learners via the WIU Library Identification Number.
 - Many WIU full-text library databases provide Persistent Link capabilities at the article and/or citation level, allowing faculty to include direct links to articles in syllabi, bibliographies and other resources.
 - The Library Liaison Program helps establish and maintain an open channel of communication between librarians and the 43 academic departments. As liaisons, librarians help fulfill the Libraries' mission of identifying, collecting and providing access to information in support of teaching and research at Western Illinois University.
- b) Maintaining the ability to respond to emerging needs in the state and region, including the Governor's initiatives, "P-20" (preschool through graduate school) initiatives, and area economic development plans.
 - With strong commitments to community engagement and service learning, the University was selected for The Carnegie Foundation's Community Engagement Classification. Western was one of three Illinois public universities to receive the distinction and joined 310 other institutions across the U.S. in achieving this distinction that honors "excellent alignment among mission, culture, leadership, resources and practices that support dynamic and noteworthy community engagement."

Included in WIU's recognitions are Tri States Public Radio; WQPT-Quad Cities Public Television, the Go West transit system that provides transportation services for University students and Macomb residents; and the WIU GIS Center, which works in tandem with McDonough County and city officials. Additional examples include the College of Fine Arts and Communication's concerts and performances, which are open to the

public and the Illinois Institute for Rural Affairs' economic and community development services to businesses and communities throughout Illinois; Western's All Volunteer Effort; and WIU faculty members who offer service learning components as part of the coursework.

- Samples in the area of P-20 partnerships include:
 - The College of Education and Human Services' \$311,675 "No Child Left Behind" IBHE grant benefitted over 400 students and 50 teachers.
 - Curriculum and Instruction's Reading Center, in conjunction with the America Reads program, provided after-school tutoring at Lincoln, Edison, Calvary Baptist, and St. Paul schools. Ten graduate assistants were employed in spring, and 36 undergraduate students volunteered to assist with this program that provided services to 81 elementary students. Departmental graduate reading practicum students also provided free tutoring services for students in Macomb, Springfield, and the Quad Cities.
 - Mathematics offered Girls Plus Math summer camp, conducted visitations to local high schools, held the MAA Math Competition for 6-12 graders, and hosted the 60th Annual Math Teachers Conference.
 - Non Credit Programs partnered with the Rock Island Regional Office of Education to offer "Practical Strategies in Classroom Management: Moving beyond the Disruption."
 - Educational Leadership supported meetings of the Administrators' Round Table in partnership with the Hancock/McDonough Regional Office of Education and explored the establishment of a Round Table in Moline.
 - The School of Engineering received scholarships to select students who start in local high schools, continue to Eastern Iowa or Black Hawk College, and complete their studies on the Quad Cities Campus.
 - Institutional Research and Planning continued to work with Illinois colleagues in the creation of the Illinois Higher Education Consortium (IHEC) for the P-20 Longitudinal Educational Data System.
- In the area of economic development:
 - Western Illinois University supports strong economic growth through our instruction, research, and service activities. The estimated economic impact of the Macomb Campus is over \$390 million annually in our immediate nine-county service region (McDonough, Adams, Brown, Fulton, Hancock, Henderson, Knox, Schuyler, and Warren counties) that extends statewide, nationally, and internationally.
 - The Illinois Institute for Rural Affairs maintains many partnerships that promote community and economic development related training,

policy development, and scholarship, including the Carnegie Foundation, Coalition of State Rural Policy Centers, Community Development Society and more.

- In July 2009, the State of Illinois invested \$59.3 million for the first two phases of construction on the newly developing Western Illinois University-Quad Cities Riverfront Campus. The new location supports expanding enrollment from 1,361 students to 3,000 students and it will expand the economic impact of the Quad Cities Campus.
 - The current economic impact of the WIU-Quad Cities is over \$10 million annually.
 - Phase I is anticipated to generate between \$20 and \$24 million in new economic output. The region will benefit through employment gains with between 135 and 166 new positions created. New labor income, employment compensation and income for sole proprietors will increase between \$7.4 and \$9.1 million.
 - The expenditures related to Phase II will generate between \$47 million and \$58.5 million, between 300 and 374 new jobs, and \$17.7 to \$22.5 million in labor income.
 - WIU-QC also estimates the number of University graduates will increase from over 200 to 500 annually.
- Successful redevelopment of property adjacent to the Riverfront Campus known as the Mississippi River Urban Technology Corridor (MRUTC) will create a \$100 million taxable base and attract 2,000 new and existing jobs with a one-time construction impact in excess of \$150 million.
- The MRUTC includes a \$5 million new facility for research and development by the public and private sectors and a new \$3.0 million healthcare center for those underserved in the Hispanic community. It also includes the technology and patent sharing of the Midwestern Intellectual Property Institute that is a collaborative venture between the private sector (including John Deere and Company, KONE International, the Rock Island Arsenal, Renew Moline) and Western Illinois University. The MRUTC and the Midwestern Intellectual Property Institute expand grant capacity, public/private partnerships, and financial inducements.
- Western Illinois University-Quad Cities is the cornerstone of the Quad Cities Chamber of Commerce's five-year growth plan. The plan is designed to increase educational and income levels of Quad Cities residents from 170th to 90th in the nation. WIU growth in the Quad Cities is also part of the City of Moline's economic re-development plans to integrate research and innovation assets. The Vice President for Quad Cities, Planning and Technology serves on both the Renew Moline Board of Directors, Regional Opportunities Council of the Quad Cities Chamber of Commerce, and the United States Army-Rock Island Arsenal Strategic Planning Task Force.

- The University will continue to support mission-driven public service, outreach, and support. This will include evaluation and implementation of public service recommendations from the Commission's on-site review team report when it is received, as well as continuation of community engagement and service learning activities, P-20 partnerships, and economic development initiatives.
- c) Expanding the summer stipend, University Research Council programs, and establishing additional means to support research and scholarly/creative activities.
 - Each fall and spring semester, the Office of Sponsored Projects sponsors the University Research Council grant competition. Seed grants of up to \$5,000 are awarded to tenure-track faculty on a competitive basis. Recent awards supported faculty scholarship in Biological Sciences, Chemistry, Geography, Law Enforcement and Justice Administration, and Psychology.
 - The Foundation and Development Office, along with assistance from OSP, supports the Summer Stipend program that provides up to ten faculty members with summer support of up to \$3,500 each for research and scholarship in the summer. Faculty members have used funds to work on new research projects, make significant curriculum changes, create a work of art, and/or design new instructional technique(s).
- d) Augmenting institutional resources to encourage and promote research, creative, and scholarly activities with special emphasis on new and junior faculty members.
 - Western Illinois University faculty achieved 24 book publications, 436 chapter/monograph/refereed articles, 544 creative activities, 974 conference presentations, and 127 sponsored project awards (valued at \$9.5 million) during Fiscal Year 2011.
 - In addition to the mentoring and support given at the college and departmental levels, Western provides a number of support structures to support scholarship and creative activities.
 - The Office of Sponsored Projects provides training for faculty and staff on grant writing, funding searches, and grants management. They also sponsor an annual grant-writing full-day workshop for new faculty to increase familiarity with grant processes and resources.
 - The Center for Innovation in Teaching and Research supports faculty in research planning, collaboration, and innovation through workshops, guest lectures, collaborative projects with WIU research support offices, and an annual Faculty Research Symposium.
 - The School of Graduate Studies awarded \$12,000 professional development fund awards, and approximately 500 graduate assistantships each semester.
 - The University supports a number of experiential sites to enhance research and creative activities. This includes University Farms, the

Alice Kibbe Life Sciences Station, Horn Field Campus, the Rodney and Bertha Fink Environmental Studies Field Laboratory and Conservancy, and the Ira and Reatha T. Post Wildlife Sanctuary (Vishnu Springs). Western also has access to the facilities at the Shedd Aquarium in Chicago, as well as the Figge Art Museum, Nahant Marsh, and Niabi Zoo in the Quad Cities.

- The Quad Cities Faculty Council continues to support the Research and Scholarship Symposium to give faculty a collaborative venue to discuss scholarship and creative activities, seek feedback, and enhance professional development opportunities.
 - All Quad Cities employees also have access to the programs and services of the Quad Cities Professional Development Network, which is a consortium of seven local institutions of higher education sharing in professional development activities for faculty and staff in the Quad Cities region.
 - The Provost's Travel Awards (as discussed in item f below) support faculty travel to attend scholarly conferences to present their research/creative activities.
 - Malpass Library maintains WIU author bibliographies and sponsors an annual Author Recognition Reception to celebrate those who have published materials during the year.
- e) Enhancing visiting scholars and artists in residence programs.
- The College of Business and Technology continued its Executive in Residence Series for the fifth consecutive year, with Nancy Pechloff of Protiviti and Ed McManus, Retired President/CEO of Hawk Operations and Acquisitions.
- f) Completing a review of professional development support (e.g., travel support) across Academic Affairs, recommending levels of support for faculty research, service, and professional development.
- Academic Affairs provided 54 Provost's Travel Awards for faculty to present scholarship and/or creative activities at professional associations. The program will continue in Fiscal Year 2012.
- g) Creating opportunities for increasing public involvement in cultural, intellectual, and educational activities.
- Many organizations and units continue to support diversity and educational opportunities for the campus and external communities. This includes the Black Student Association, Casa Latina Cultural Center, Gwendolyn Brooks Cultural Center, International Friendship Club, Unity, Western Organization for Women, and the Women's Center to name just a few.
 - The University provides the Macomb campus and surrounding community with diverse and high-quality cultural entertainment and educational opportunities through the College of Fine Arts and Communication, Bureau of Cultural Affairs, and the Performing Arts Society

- Music revived its Community Music School program for young residents of Macomb and the surrounding area. Theatre and Dance partnered with Eureka College to provide the Combat Workshop and entered into discussions with Bradley University and Loyola University of Chicago to host a “Shakespeare Festival” on three successive weekends in 2012.
- WQPT, Tri States Public Radio, and University Television reinforce the University’s public service mission. For example, WQPT staff provide literacy and child development workshops, visit preschools and elementary classrooms throughout the Quad Cities region, distribute free books and learning materials to students from low-income families, sponsor professional development for educators, and host numerous station events and community activities for families.

Action 3. Deliver a strong, user-centered information technology infrastructure.

- a) Continuing 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.
 - Central funding for the computer upgrade funding was suspended due to state cash flow issues. However, upgrading faculty computers remains a high priority at the local level. In Fiscal Year 2007, there was a 26-year range between the oldest (1981) and newest (2007) operable faculty computers. Moreover, 382 faculty computers were purchased prior to 2000. Currently, 56.5 percent of the 2,174 faculty computers are on a four-year rotation, up from 52.4 percent in Fiscal Year 2010.
 - The University successfully negotiated purchase of all new faculty and staff computers for those based in Phase I of the Riverfront Campus. Current computers used by those end users will be rotated to faculty and staff on the 60th Street location.
 - University Technology will continue to advocate for the reinstatement of central funding for the computer upgrade program.
- b) Maintaining the multiyear electronic classroom upgrade program for general instructional and two-way audio-video classrooms on both campuses.
 - Central funding for the electronic classroom upgrade program was suspended due to state cash flow issues. However, upgrading electronic classrooms remains a high priority at the local level. Using reallocated funds, University Technology installed all new voice, video, and data, wired and wireless, networks in Memorial Hall.
 - The University also successfully negotiated purchase of state-of-the-art electronic classrooms in Phase I of the Riverfront Campus using state funds for the 18 new classrooms.
 - Prior to the suspension of the electronic classroom upgrade program, staff from Physical Plant, University Technology, Quad Cities Technology, and Academic Affairs, upgraded 42 of the University’s 127 general instructional electronic classrooms (33.1 percent) in the last three years. Due to the efforts described above, opening Memorial Hall and Phase I of

the Riverfront Campus will raise this total to 67 of 154 (43.5 percent) of the University's electronic classrooms.

- University Technology will continue to advocate for the reinstatement of central funding in support of the electronic classroom program.
- c) Developing and articulating support agreements and responsibilities between University Technology and college/departmental technology staff to enhance responsiveness and end-user support.
 - The Executive Director of University Technology is responsible for maintaining service level agreements with each of the colleges and University Libraries.
 - University Technology will continue to rely heavily upon institutional communication and planning structures to enhance responsiveness and end user support. Faculty and staff participate in the Internet Technology Advisory Group, Technology Cabinet, Technology Security Committee, University Technology Advisory Group, University Technology Labs Institutional Task Force, Voice over Internet Protocol Working Group, and the Web Accessibility Committee.
- d) Implementing all other academic and administrative goals and priorities from the *Institutional Strategic Plan for Technology at Western Illinois University*.
 - The *Fiscal Year 2011 Institutional Strategic Plan for Technology Update* showed that of the 153 measurable actions in the *Plan*, 110 (72% percent) have been completed or are ongoing, 40 (26 percent) are in progress, and only three (2 percent) have not started.
 - Implemented priorities and goals from the *Institutional Strategic Plan for Technology*, including increasing Campus Bandwidth by 45 percent; preparing new electronic classrooms in Memorial Hall and the Quad Cities Riverfront Campus; installing VOIP at WQPT, WIU-Quad Cities, Memorial Hall, and the Residence Halls; launching the portal, Western Education and Professional Program Assessment System, and mobile applications; piloting Windows 7 and business intelligence solutions (with Admissions, University Housing and Dining Services, and Quad Cities); quadrupling the memory available for Western Online; implementing plus/minus grading; and continuing with web accessibility initiatives.
 - The *Institutional Strategic Plan for Technology* also supports technological efficiencies in daily operations of academic departments and administrative units.
 - Academic Affairs supported technological upgrades to the Engineering Technology wind tunnel, virtual lab for Athletic Training, Military Science Lasershot technology, Art and Music's mobile computing, and Fine Arts and Communication integration of SMART board technology.
 - University Libraries piloted web conferencing, the Registrar's Office generated a space utilization report for the Provost's Office, and the University Advising Center incorporated technology into their teaching through software and web-based programs.

- Business Services worked with University Technology to provide 100 fee-purchased computers to students.
 - The Center for Application of Information Technologies launched mobile applications for Android and iPhone technologies.
 - University Technology initiated design for the Quad Cities Riverfront Campus Network that will decrease reliance on Macomb resources and increase disaster recovery/business continuity on both campuses.
 - Advancement and Public Services created automated systems for entering Phonathon pledges and entry/import for WQPT receipts, new batch processes to increase accuracy of data entry, and established detailed instructions for staff who use data entry systems. The office also enhanced efficiencies in data processing procedures, enhanced accountability reporting, and created comprehensive documentation systems.
 - Administrative Information Management Systems created a new Housing Roommate Matching module for STARS that allows new students to shop for their own roommate based on roommate profiles. AIMS also converted Financial Aid systems to comply with accepted practices and requirements of the William D. Ford Direct Loan program.
 - Document and Publication Services and Purchasing initiated electronic billing for the University Copier Program, and worked with the Office of the Registrar, Billing and Receivables, Administrative Information Management Systems, and Business Services to improve the accuracy of mailing addresses in the University's databases.
 - Electronic Student Services installed TimePro reporting system for student employees in Sodexo, University Housing and Dining Services, and Payroll; upgraded bookstore software; explored virtual desktops; and migrated servers.
 - The *Fiscal Year 2012 Institutional Strategic Plan for Technology Update* will be presented at today's Western Illinois University Board of Trustees meeting. It will document plans for the continued successful advancement of institutional priorities and goals for technology.
- e) Enhancing the colleges' and libraries' outreach and communication through the use of interactive and collaborative technologies in support of our Macomb and Quad Cities campuses, distance education, and the University's emerging nursing program.
- New and expanded distance learning opportunities were described in Goal 2, Action 1b of this report.
 - Academic Affairs selected a new learning management system for online learning. The current system supporting Western Online is at end of life

and contract. The University will migrate to the new software, Desire To Learn, during Fiscal Year 2012.

- The College of Arts and Sciences received approval from the Higher Learning Commission-North Central of Association of Colleges and Schools to offer the RN-BSN program via distance modalities to the Quad Cities.
- f) Increasing the virtual and physical information experience, including anytime, anywhere delivery of information to the University and surrounding community.
 - Broadcasting initiated a student laptop program to give students access to the latest software and production skills in all levels of audio and video production. Students used their newly acquired skills to produce programming for the University and region.
 - University Technology and Quad Cities Technology will continue to plan and maintain the University's fiber network that supports the University's computing networks, annunciation systems, fire alarms, security cameras, cable TV, WQPT (Quad Cities Public Television), telecommunications, the Office of Public Safety, Illinois Century Network, McDonough Telephone Cooperative, and Macomb Schools.
- g) Augmenting user-centered library services and resources to lead the development of information literacy at Western Illinois University, gauge and improve student learning, enhance scholarly productivity, and meet institutional transformation demands.
 - University Libraries revitalized the Library 301 (Using Libraries Today II--Information Organization and Management) course, increasing enrollment from 30 to 70 students, and continued to increase the number of Library Sessions taught annually, from 184 in 2005 to 290 in 2010.
- h) Delivering additional community outreach initiatives through the Western Illinois University digital library, historical archive projects, and the promotion of rural librarianship.
 - University Libraries serves as a regional resource for digital archives, repository for signature collections, and is committed to improving local technology through partnerships with local and school libraries at all levels.
 - Individuals in need of legal help, who may not have the resources to afford an attorney, now have a free service available to them via Western Illinois University Libraries. As of June 2011, WIU Libraries, as well as the Macomb Public Library and the Blandinsville-Hire Public Library, will serve as public access locations for the new McDonough County Legal Self-Help Center (<http://mcdonough.illinoislegalaid.org>). According to Illinois Legal Aid Online has developed and maintains the underlying website on which the McDonough County Legal Self-Help Center is based.

Goal 3: Provide Educational Opportunities

- Action 1. Further augment flexibility and responsiveness to student needs and timely degree completion in academic programs.
- a) Supporting and promoting Western Illinois University's granting of academic credit for students successfully completing external examinations through the College Level Examination Program, College Entrance Examination Board, Proficiency Examination Program, and the Defense Activity for Nontraditional Education Support.
- Western Illinois University accepts advancement credit according to policies and procedures defined in the *Undergraduate Catalog*.
 - Western Illinois 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.
 - Western Illinois University-Quad Cities began operating its college placement-testing center on the Rock Island Arsenal in academic year 2009-2010. Since the Center opened in June 2009, 51 proctored CLEP and DSST exams have been administered.
- b) Exploring the awarding of credit for prior learning and life experiences where appropriate to the discipline.
- The General Studies bachelor's degree provides opportunities to earn prior learning credit.
- c) Participating in all facets of the Illinois Articulation Initiative (IAI) to promote successful student transfer.
- Western Illinois University continues active participation in the IAI, which includes continued support of u.Select. This degree audit articulation system links Western to feeder schools to ensure that students are taking courses that are transferable into Western and their selected major.
- d) Developing new and expanded academic programs that allow students to earn multiple degrees from Western Illinois University and be prepared for multiple career opportunities.
- New and expanded degree programs are described in Goal 2, Action 1b of this report.
 - The College of Business and Technology's new pre-MBA minor allows non-business majors to earn a Masters of Business Administration without additional credit hours required for the masters degree.
 - To encourage students to earn multiple degrees from Western Illinois University, a graduate study awareness fair featuring Quad Cities faculty was added to the Quad Cities Grad Prep Day. It will be replicated in academic year 2011-2012.

- e) Creating five-year integrated baccalaureate/master's degree programs, where appropriate to the discipline.
 - Arts and Sciences completed curriculum development and will offer the integrated Liberal Arts and Sciences degree beginning Fall 2011.
- f) Studying 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.
 - Recreation, Park and Tourism Administration's accelerated degree programs offered in the Quad Cities received national attention from the Wall Street Journal and University Business as a best practice in innovation and student financial savings.
- g) Following credit hour requirements defined by the Council on Curricular Programs and Instruction (CCPI) in new program development.
 - As part of the curricular approval process, all new programs must follow CCPI credit hour requirements. This is an institutional expectation that will continue to be followed.
- h) Maintaining 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 with an annual review of these commitments at the Provost's annual Summer Retreat.
 - The number of Quad Cities undergraduate courses increased from 163 in Fall 2009 to 166 in Fall 2010. However, graduate courses decreased from 103 to 88 during this time.
 - Academic Affairs increased the proportion of degrees that can be fully completed on the Quad Cities Campus to 89 percent, up from less than 50 percent four years ago.
 - Fulfillment of course offering goals in the Quad Cities is a standing agenda item at the Provost's annual summer retreat.
- i) Expanding weekend and summer school offerings in order to meet the needs of non-traditional student populations on both the Macomb and Quad Cities campuses.
 - The Office of the Provost implemented a marketing plan for both campuses to enhance summer session enrollment, resulting in an 11 percent increase in headcount, 13 percent increase in full-time equivalency, and 13 percent increase in student credit hour production.
- j) Expanding articulation agreements and the Dual Admissions Transfer Program to promote seamless transfer to Western Illinois University and advisement that keeps students focused on degree requirements and timely degree completion.
 - The University's new dual enrollment program with Black Hawk College and Carl Sandburg College is specifically designed to help students remain focused on degree requirements and timely degree

completion. Analysis by the Office of Academic and Student Services showed that the average Black Hawk College transfer student who was accepted but did not enroll at WIU-Quad Cities had an average of 78 semester credit hours (with only 37 hours required for successful Illinois Articulation Initiative completion or 60 hours required for the Associates degree). This analysis was the impetus for Quad Cities Advisors placed on site to advise BHC students who will transfer to Western.

- k) Exploring the awarding of credit for prior learning and life experiences where appropriate to the discipline.
 - See Goal 3, Action 1b of this report.
- l) Establishing academic programs that allow a student to start a degree program on the Macomb campus and complete the degree on either the Macomb or the Quad Cities campus.
 - The Engineering Program allows students to complete the first two years in Macomb and the second two years in the Quad Cities.
 - Students also have the opportunity to transfer between campuses for those degree programs that are offered on both locations.
- m) Completing curricular efficiency studies that examine students' time-to-degree and help to inform future academic planning. Results will be shared with the Provost, Deans, and Quad Cities Scheduling Committee.
 - The Federal Compliance section of *the Institutional Self Study for Re-Accreditation from the Higher Learning Commission-North Central Association of Colleges and Schools* demonstrated that Western follows credit hour requirements efficiencies defined by the Illinois Board of Higher Education (IBHE). For example, the IBHE defines bachelor's degree credit hour requirements as, "An award requiring completion of an organized program of study of at least four, but not more than five, years of full-time academic study, with at least 120, but less than 150, semester credit hours." All baccalaureate degrees at WIU (53 in Macomb and 12 in the Quad Cities) conform to the IBHE requirements. All undergraduate programs will continue to require a minimum of 120 semester hours, which includes at least 43 semester hours of general education coursework, and no undergraduate program will exceed 150 semester hours.

- Action 2. Support learning inside and outside the classroom and initiatives designed to increase student success.
- a) Developing strategies to successfully respond to National Survey of Student Engagement results of new college students, second semester freshmen, and second semester seniors as a means to increase student involvement, retention and graduation rates.
 - The University surpassed national benchmarks from all other master's granting colleges and universities on the National Survey of Student Engagement.

- Western freshmen and seniors reported higher levels of engagement in student-faculty interactions than students at peer institutions. This includes discussing grades or assignments with an instructor, talking about career plans with a faculty member or advisor, and working with faculty members on activities other than coursework (committees, orientation, student life activities, etc.)
 - Western freshmen and seniors also reported higher levels of engagement in a supportive campus environment than students at peer institutions. Western students rate the quality of relationships with students, faculty, and offices and the institutional environment promoting student academic and social success at levels higher than students at peer institutions.
 - With student engagement and satisfaction as correlates of achievement:
 - Student Services co-chaired and participated in the Retention Task Force, worked to create a divisional retention plan, and received consultation from Noel-Levitz to evaluate retention efforts. Student Services also conducted the Making Achievement Possible survey in residence halls with a 96 percent completion rate. Results were used to help students design individual retention plans.
 - University Housing and Dining Services expanded the Transfer Year Experience (TYE) to assist Higgins Hall transfer students with their transition to the University. The Great Lakes Association of College and University Housing Officers recognized the TYE as an Outstanding Program.
 - Quad Cities faculty and staff promote engagement and learning via campus participation in community events such as Habitat for Humanity, WQPT fundraising drives, campus We Care spring cleanup, blood drives, and other activities associated with the 19 registered student organizations, professional and honorary societies on campus.
- b) Providing opportunities for student development and learning outside the classroom through involvement, leadership, and co-curricular experiences in environments that are supportive, challenging, and inclusive.
- The Macomb Campus supports over 200 registered student organizations and honorary societies, and the Quad Cities Campus supports an additional 19. Each organization is highly engaged in out of class experiences, conferences, diversity initiatives, and other activities.
 - The following examples demonstrate how Western provides outstanding opportunities for learning and support outside the classroom.
 - Student Services continued development of the Veterans Resource Center, which served 700 veterans on the Macomb campus. The office provided Veterans Orientation, Veteran's Day Memorial Service, dedication of the new Wright House Residence, and a seminar about GI-Bill 911. A Quad Cities staff member is also stationed on the Rock Island Arsenal and assists with recruitment, retention, and administration of a national college testing center.

Western's ongoing service to veterans is enhanced by ongoing collaboration with Illinois Department of Veterans Affairs, the VA Medical Center in Iowa City, the Peoria Vets Center, and the Illinois Department of Employment Security.

- Student Publications staff earned 10 awards at the 2010 Illinois College Press Association convention, including: first place honors for Best News Story and Best Sports Feature; second place for Best Feature; third place for Best Headline Writing; and honorable mentions for Best Editorial Cartoon, Best Non-Film Critical Review, Best Sports Column, Best Sports Page Design, Best In-Depth Reporting, and Best Sports Photography.
 - Western hosted the 2011 National Association of College and University Residence Halls (NACURH) annual conference. NACURH is the largest student-run organization in the world, bringing together 400 schools from the United States, Canada, Mexico, Australia and Qatar. NACURH's mission is to promote living on campus as an integral part of the college experience, and strives to provide resources to help member schools create the ultimate residence hall experience.
 - Volunteers from Western Illinois University-Quad Cities continued the tradition of providing income tax preparation for low-income residents of the Quad Cities. The service was offered on nights and weekends in Rock Island at the Martin Luther King Center.
- c) Completing the integration of Office of Academic and Student Services on the Quad Cities campus and develop a "one-stop shop" for services provided to students on that campus.
- Quad Cities Academic and Student Services is now an integrated unit of admissions, financial aid, and academic advising committed to helping students navigate from application to graduation. The unit produced its first WIU-Quad Cities student planner with Quad Cities-specific information and resources for students.
 - During academic year 2011-2012, the Office of Academic and Student Services will form an off-campus retention task force. Student retention rates are considerably lower for Quad Cities off-campus students compared to on-campus students. Understanding factors influencing off-campus student retention is important as the University continues to increase the number of online classes.
- d) Designing and implementing Western Illinois University's adaptation to the five-year Summit League Plan to increase student-athlete academic achievement.
- Student Services will continue to support and advance intercollegiate athletics department to a level of competitive success within the University's conferences while enhancing the overall student-athlete experience.

- e) Continuing implementation of the *Strategic Plan for the First Year Experience (FYE)* that includes assessing student learning outcomes, evaluating the effectiveness of the FYE, and making programmatic changes where appropriate.
 - Academic Affairs initiated a review of the First Year Experience that will be completed during academic year 2011-2012. In accordance with the *Strategic Plan for the FYE*:
 - University Housing and Dining Services supported “Camp Leatherneck” as a three-day orientation for new students prior to freshman move-in.
 - The University supported a total of 173 FYE course sections in academic year 2010-2011.
 - University Housing and Dining Services continued to provide student success programming through the First Year Experience program in Thompson and Tanner Halls.
 - First Year Experience initiatives included faculty and department chair meetings at the start of each semester, FYE Peer Mentor training, and operation of Academic Help Centers.
 - The First Year Experience selected *The Last Lecture* as the 2010-2011 Common Reading, with a kick off even that featured a video clip by the late Randy Pausch.
 - The FYE Common Reading is one of the core components of First Year Experience. It introduces the ideas of the University Theme to students and provides a shared Liberal Arts experience. The book is selected through a voting process that includes the entire University community. Each incoming freshman student will receive a copy of the book, “And Then There’s This,” which corresponds to the academic year 2011-12 University Theme of Science and Technology: Discover, Innovate, Create.
- f) Re-establishing contact with students who have had to “stop out” or temporarily leave the University for one or more semesters.
 - Quad Cities Academic and Student Services contacts all academically eligible students who stop out to encourage completion of degree requirements. This contact occurs each fall and spring semester.
- g) Developing a comprehensive substance abuse educational program. Initial components of this program related to current University initiatives include:
 - (1) Late night and alternative programming.
 - Student Services continues to offer late night programming including West Fest, Friday Nights Rec After Dark, outdoor movies, Cubs Game, cinema and panel discussion events, Sandburg Theatre movie events, Homecoming, Speed Dating, White Tie Affair concert, comedy showcases, game night, Bingo nights, Bongo Ball, Family Groove Company concert, and Battle of the Bands. The fourth annual First Night Fun drew over 2,000 students to intramural fields for activities during the fall opening weekend.

- (2) Implementation of a comprehensive alcohol risk-reduction plan.
- Student Services supported Alcohol Wise pre-matriculation education to over 2,800 new undergraduates, continued alcohol and other drug assessment, organized the Alcohol Risk Reduction Steering Committee, and completed *Drug Free School and Communities Act* compliance and policy.
 - Student Services continued the BAC Squad (peer educator group), was awarded third year funding from the Enforcing the Underage Drinking Laws Program, and hosted 56 BAC events including presentations, table fairs, and alternative events and activities.
 - Beu Health Center's Alcohol and Other Drug Resource Center maintains certification through Illinois Department of Human Services.
- (3) Future University-theme programming in the areas of health and wellness.
- While the University's theme was not in the area of health and wellness for academic year 2010-2011, there were many health-related programs and events.
 - Campus Recreation organized several recreation events, including Big Pink Volleyball with 1,619 participants that raised \$15,032 for McDonough District Hospital and the Susan G. Komen Foundation, and the first annual Autism Walk that raised \$3,100.
 - More than 50 different intramural events and a variety of sports clubs are available to Western students. Additionally, there were 12,819 registrants that participated in fitness classes, a 24-percent increase from last year.
 - Health Sciences faculty are leading a campus initiative to facilitate a health fair, create resource awareness, and provide activities focused on women's health issues. The initiative has garnered support from the Women's Center; Women's Studies; Kinesiology; Dietetics, Fashion Merchandising and Hospitality; Beu Health Center; and community agencies.
 - Dietetics, Fashion Merchandising and Hospitality's (DFMH) Bella Hearst Diabetes Institute extended its services to include Macomb residents at risk of diabetes. The Illinois Department of Public Health funded the department's Heart Smart for Women grant, and DFMH students provided a nutrition presentation for more than 100 Ameren employees.
- h) Offering comprehensive academic, career, personal, health and wellness counseling, services and programs.
- Academic Advisors from the University Advising and Academic Service Center, colleges and departments, and Western Illinois University-Quad Cities are full-time academic support professionals committed to student success. In addition to assisting with course selection, advisors help students explore major and career options and facilitate their transition to college life.

- The University Counseling Center (UCC) provides academic and career counseling services to currently enrolled students. The UCC provides complete career, vocational, psychological, and learning problems assessments. Throughout the academic year, the UCC offers a wide array of educational life enhancement programs with topics such as study skills, sexual assault prevention, healthy relationships, relaxation, and other issues.
 - Career Services coordinated 211 interviews, entered 1,953 jobs, listed 135,000 jobs on eRecruiting, hosted 369 students at the WIU Fall Career Fair, 722 Students at the Law Enforcement and Justice Administration Career Fair, 383 students at the WIU Spring Career Fair, and taught 14 pre-employment preparation classes to 299 students. WIU-Quad Cities participated in a career fair with Black Hawk College and activities associated with the Young Professionals Network.
 - Beu Health Center accommodated 21,408 visits and procedures in fall 2010, experienced a 2.0 percent increase in office visits and 0.5 percent increase in laboratory tests. The Center also continued influenza surveillance with the Center for Disease Control.
 - The University Counseling Center continued to provide suicide prevention, weekly study skill seminars, Depression Screening Day with 245 participants, and Eating Wellness Day with 128 participants.
 - The Quad Cities Campus and Iowa Health Systems finalized contract negotiations to establish a Trinity Express Care service at the 60th Street location, and to establish a future location at Phase II of the Riverfront Campus. Trinity provides members of the Western and external communities with baseline health services and educational health programming. The new Express Care service opened in summer 2011.
 - Beu Health Center will complete a pre-design study of enhanced facilities in consultation with Bill Lindeman of Well Designs to explore design, programming, and construction site options. There may also be future synergies with the School of Nursing.
- i) Encouraging and strengthening shared governance and student participation in University decision-making.
- All 10 self-study teams for re-accreditation from the Higher Learning Commission-North Central Association of Colleges and Schools included student representation. The Student Government Associations on both campuses, along with all other university governance groups, were asked to endorse the *Institutional Self Study for Re-Accreditation from the Higher Learning Commission-North Central Association of Colleges and Schools* before it was presented to the Western Illinois University Board of Trustees for approval in June 2010. Students will also be asked to participate in the implementation of On-Site Review Team recommendations.
 - Student Government Associations (SGA) on both campuses annually approve student fees and allocations for their campuses. Both SGAs also endorsed the academic year 2010-2011 revision to the *University Mission*

Statement. The University will continue to engage student governance groups when seeking endorsement for institutional plans, as well as setting fees, room and board rates.

- The Student Government Association, Inter-Residence Hall Council, Panhellenic Council, Student Tenant Union, Black Student Association, Latin American Student Organization, International Friendship Club, and many other organizations will continue to provide additional opportunities for student participation in governance.

Action 3. Provide statewide and national leadership in reducing levels of student indebtedness and increasing cost predictability and affordability.

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

- As of June 3, 2011, the Comprehensive Campaign has raised \$43.7 million, which represents 72.8 percent of the overall fundraising goal. Major gifts received this year include, but are not limited to, those from Caterpillar, Group O, John Deere, Chicago Mercantile Exchange Foundation, Genesis Systems, and the Illinois Soybean Association.
- The Scholarship Office distributed over \$3 million in need- and merit-based scholarships. This amount is expected to increase as the University successfully achieves its comprehensive campaign fundraising goals, including a \$9 million goal for Fiscal Year 2012, a young alumni giving rate of ten percent, \$500,000 from the phonathon, and \$2.0 million in annual fund contributions.
- Advancement and Public Services will continue to support and stimulate multiple ways of giving through mailings, cultivation and solicitation, monitoring of tax incentives for charitable giving, and continued support of electronic stock transfer for ease of giving.

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

- The University distributed state and federal student loans and grants, scholarships, work-study programs, and provided campus jobs to help ease the costs of attending college. More than 76 percent of WIU students receive some type of financial assistance. Through the generosity of alumni, faculty and staff, friends, parents, corporations, and foundations, the University awards more than 1,200 scholarships annually.
- The Scholarship Office worked collaboratively to provide new scholarship opportunities and increased student access to scholarships. The office established the Retention Assistance Award to support student retention, increased scholarship assistance for underrepresented students, participated in Admissions and Student Services events, spoke to WIU student organizations, and established a new scholarship database.
- New sources of financial assistance to students include:
 - Over \$5.6 million in scholarship support generated outside the comprehensive campaign since Fiscal Year 2006.

- New planned gifts include \$600,000 in the College of Arts and Sciences, \$200,000 in Art, and smaller bequests for endowed scholarships across all areas at WIU.
 - Business Services provided certified support for Veteran Education Benefits through the Association of Veteran's Education Certifying Officials.
 - Financial Aid implemented the Western Heritage Program, and the Scholarship Committee awarded the first 10 renewable scholarships. The Western Advantage Scholarship was also completed with support of the President, and it includes a tuition waiver for 50 incoming freshman.
- c) Developing, implementing, and supporting new and enhanced strategies for reducing the amount of student indebtedness upon graduation.
 - The Office of Financial Aid continues to package aid and provide early notification to students. Western is the earliest Illinois public institution to send award notifications to new students.
 - Student Services implemented a textbook rental program for students, with 225 titles available, and providing a 55 percent gross savings per book to students.
 - New dual enrollment programs with Black Hawk College, Carl Sandburg College, and Spoon River College eliminate WIU-Quad Cities' student unmet need. For Macomb, student dual enrollment reduces the total cost of attendance by one-third, and debt by one-half.
- d) Forming a Presidential Task Force charged with increasing the University's communication about its commitments to reducing levels of student indebtedness and leadership in the areas of cost predictability and affordability.

Goal 4: Support Personal Growth

- Action 1. Support learning inside and outside of the classroom.
- a) Allocating resources to support plans designed to increase student participation in and appreciation of cultural, aesthetic, intellectual, and leadership events on and off campus.
 - The Gwendolyn Brooks Cultural Center hosted the Welcome Roundup. In its sixth year, this program continues to attract new freshman and transfer students. Eighty percent of attendees become active in various student organizations, with 20 percent serving in leadership positions. The Center also hosted the Juneteenth Celebration, attracting a record 2,000 people to the event.
 - The University Union supports campus events including Bureau of Cultural Affairs, Foundation and Civil Service functions, New Student Orientation and Registration, the International Bazaar, Founder's Day, career fairs, speakers, concerts, and meetings. Over 49,000 students attended 1,498 student events in the Union.

- Volunteer Services collaborated with Students in Service to encourage students to volunteer 300 hours of service in Macomb. Volunteer Services also hosted the Make a Difference Day, attended by 150 students who completed service hours at different sites throughout Macomb. The WIU Greek community contributed to date 1,800 hours of service and \$10,900 in donations.
 - The University Union Board coordinated programs to expand student learning such as collaboration with Economics and Decision Sciences to show of “Freakonomics” and the Hispanic American Slam Poet Carlos Andreas Gomez.
 - The University continues to support the three-year Learning to Lead leadership experience for students to develop and apply their leadership skills. A competitive program, students must apply and be accepted to take part in this program during their first year on campus. The program includes both curricular and experiential components, including completion of a leadership course (Leadership 101; Recreation, Park and Tourism 490), a leadership seminar and workshop series, and a minimum of 10 hours of community service for each semester that they are in the program. The Learning to Lead Summer Institute includes a summer internship in Washington, D.C., and a senior leadership/portfolio project.
 - The Office of Student Activities participated in the national Study of Leadership to benchmark college student leadership development and inform future programming.
 - The Latin American Student Organization and Tradicion Hispana Dance Troupe executive board continued to attend the annual Hispanic Leadership Conference in Chicago; and the Gwendolyn Brooks Cultural Center supported student participation at national conferences, including the Big 12 Conference on Black Student Government, National Association for Campus Activities, and Association of College Unions International.
- b) Developing educational opportunities designed to raise awareness of environmental issues.
- Physical Plant hosted the 2010 Midwest Association of Physical Plant Administrators, with a focus on environmental sustainability. The event was held in the Quad Cities.
 - Both campuses participated in the 2011 Environmental Summit and Campus We Care events, and will continue to support LEED certification in all new construction.
 - Fall 2010 We Care volunteers spread two semi loads of mulch and planted 400 mums in school colors on University grounds prior to Homecoming. A special sustainability emphasis was added with work performed in the Thompson Prairie, and all refreshments were local and/or organic.
- c) Sponsoring University-theme programming and events, and programming in the First Year Experience that is integrated with the University theme.

- The University-Theme for academic year 2010-2011 was Teaching and Learning in a New Era. The common reading was *The Last Lecture* by Randy Pausch. The University Theme Speakers included educational futurist Anya Kamenetz and Associate Professor of Cultural Anthropology at Kansas State University Michael Wesch.
- The University theme for academic year 2011-2012 will be Science and Technology: Discover, Innovate, Create. The common reading is *And Then There's This* by Bill Wasik who created the first flash mob in 2003 and whose materials focus on today's viral culture. The University will continue to use the University Theme Speakers program to reinforce the out-of-class component of the First Year Experience. Those speakers had not yet been identified at the time of writing this report.

- d) Hosting high-profile University speakers on both the Macomb and Quad Cities campuses.
- High profile speakers on both campuses include the Distinguished Faculty Lecturer, Dr. J.Q. Adams, Environmental Summit Speakers, the Hallwas Lecture, Dr. Goldfarb for the *State of the University Address*, and Dr. Goldfarb's *Last Lecture* on his family's experience in the Holocaust.
 - The first high profile speaker on both campuses for academic year 2011-2012 will be Dr. Jack Thomas as he makes his first State of the University Address and inaugural remarks as the 11th President of Western Illinois University. Other shared high profile speakers will include those from the University Theme Speakers program, the Distinguished Faculty Lecturer, and Environmental Summit Speakers.
- e) Enabling students to attend and participate in academic, athletic, co-curricular, performing arts and creative activities/events on both Western Illinois University campuses.
- Several opportunities, events, organizations and other experiences are mentioned throughout this report including guest speakers, athletic events, cultural events and many others.
- f) Supporting a broad-based National Collegiate Athletic Association (NCAA) Division I varsity intercollegiate athletics program. This includes funding commitments to support our athletic program at a level that allows student-athletes to be successful and competitive within our respective conferences.
- Western's student athletes are successful in the classroom and in competition. For example:
 - Western's student-athletes overall Graduate Success Rate is 77 percent, with a 3.19 Spring 2011 grade point average for all athletes. Sixty-four student-athletes earned a 4.0 GPA, 58 percent earned 3.0 or better, and 28 percent of all athletes earned University Honors.
 - Western's Softball Team received the National Collegiate Athletic Association's (NCAA) Public Recognition Award, which is given to

teams whose most recent multi-year Academic Progress Rates are among the top 10 percent in the sport.

- Matt Barr (football) was named as one of 19 Missouri Valley Football Conference student-athletes to earn the President's Council Academic Excellence Award; Kyle Glazier (football) earned First Team Academic All-America Honors; both Jenny Green (soccer) and Caitlin Barrett (soccer) earned Academic All-District Honors; Erin Schlotfeldt (softball) was named Capital One Academic All American Second Team; and Eric Anerino (track/cross country) was named Fall 2010 Department Scholar for the English Department.
 - Fifty student-athletes earned Fall 2010 All-Summit League Academic Honors; six football student-athletes earned 2010 Missouri Valley Football Conference All-Academic Team Honors; and 60 percent of student-athletes earned Summit League Commissioner's List of Academic Excellence (3.00 minimum GPA).
 - Football was one of 16 teams selected nationally for the Football Championship Series Tournament, winning its first game against Coastal Carolina University before losing to Appalachian State University.
 - Andy Ryan (soccer) ranked among the top 20 in the final NCAA statistics report. Ryan finished at No. 16 in saves per game at 5.11.
 - Softball finished third nationally in double plays turned, and seventh in doubles.
 - Former soccer standout Kosuke Kimura helped lead the Colorado Rapids to the Major League Soccer (MLS) Cup championship after scoring the game-winning goal in the semifinals. He also was named as the 2010 MLS Humanitarian of the Year.
- Student Services will continue to support and advance the intercollegiate athletics department to a level of competitive success within the University's conferences while enhancing the overall student-athlete experience.
- g) Using the NCAA Certification and other annual reporting processes to demonstrate strict adherence to NCAA operating principles related to governance and rules compliance, academic integrity, equity, and student-athlete welfare.
- Western Illinois University is committed to supporting a broad-based athletic program, with 20 Division I sports for men and women. No Western team has ever violated NCAA operating principles. Examples of compliance with NCAA regulations include development of an academic initial eligibility worksheet to assist student-athlete prospects and coaches in NCAA initial eligibility processes; and practice log audit surveys to ensure effective monitoring of NCAA playing and practice regulations.
- h) Providing opportunities for students to learn about financial responsibility and become more proactive in solving financial problems.

- The Federal Compliance section of the *Institutional Re-Accreditation Self Study* demonstrates that student default rates for the Federal Stafford Loans are typically lower for Western students than the national average. In addition to federal requirements, Financial Aid Office staff emphasize in entrance and subsequent counseling that this is a loan and not a grant, and that students should only borrow what they need. Staff also provide electronic and in-person exit counseling so students can make informed financial planning for their loan repayment. Additional information on managing student loans and debt, including a self-help course on money management for college students, is available on the Financial Aid Office Website.
 - Western has taken several measures beyond federal requirements to keep Perkins Loan default rates low. This includes requiring students to have a “C” or higher grade point average before utilizing the program. This prevents debt of first-time freshmen who were not prepared for college and it reduces the correlation between poor academic performance, student attrition, and increased debt loads. The University also requires students to successfully pass a credit check before receiving a loan.
 - WIU-Quad Cities partnered with RIA Federal Credit Union to provide both on-site visits and financial planning and literacy workshops at fall and spring new student orientation sessions. Based on student requests, these sessions will continue.
- i) Forming a student-led task force to look at strategies for increasing school spirit
- The University continues student-led traditions of wearing purple and gold on Fridays, the student section of Rocky’s Renegades at home athletic events, and homecoming week activities that are led by students.
- j) Involving members of the Alumni Association to serve as role models and mentors in internships, career days, guest presentations, speaker series, introductions to the Alumni Association before students leave campus, etc.
- The Alumni Association researched programs at peer institutions and expanded initial efforts to develop the “Alumni Volunteer Program” and the Alumni Mentoring Program.
 - P.A.W.S. (“Pairing Alumni with Students”) helps bridge the gap between current students and WIU Alumni. Current students are paired with alumni to learn more about their respective majors/career fields.
 - The Student Alumni Association (SAA) strives to strengthen the bond between alumni and current students. SAA members are active in the New Student Welcome Party, Homecoming, Paint the Paws, and Grad Blast (an annual event held in the spring semester in honor of the seniors graduating in May, August, and December of that year).
 - The Western Illinois University Alumni Association will continue to develop and sustain lifelong relationships with students, alumni, and friends to advance the mission of the University.

- k) Developing a plan to prepare students to be lifelong, contributing members of the Western Illinois University community.
- Continued implementation of the Alumni Association's *Strategic Plan* is based on priorities to enhance alumni connections, attend area alumni events, and encourage giving back to the University.
- Action 2. Provide lifelong learning opportunities for faculty, staff, and community members.
- a) Supporting the use of release time, tuition waivers, and other University benefits for faculty and staff to advance their educational pursuits
- The University continues to support the use of 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.
- b) Continuing to enhance non-credit programs and services.
- Non-credit programs supported a variety of initiatives including youth academic enrichment programs and support of WIU academic programs. The latter includes credit-bearing courses for place-bound cohorts of teachers statewide.
 - Non-Credit Programs will continue to offer courses, conferences, workshops and other programs to meet the professional development and continuing education needs of individuals and organizations.
- c) Sustaining the University's Affirmative Action Internship Program.
- The University continues to support its Affirmative Action Internship Program.
 - The program will continue to enhance the University's Equal Opportunity and Access program by increasing the pool of qualified women and minorities for administrative positions. The program provides women and minority employees with an opportunity to develop and increase administrative skills in an area of their interest.
- d) Providing the campus and surrounding communities with a diverse season of quality cultural entertainment and educational opportunities to help foster a lifelong appreciation for the performing arts.
- The student-run Bureau of Cultural Affairs is committed to offering the best in arts and entertainment at the most affordable prices. The 2010-2011 season included Grease the Musical, Actors from the London Stage, and the Miami String Quartet. The 2011-2012 season features 13 performances, starting with The Comedy Ventriloquism of Lynn Trefzger in September and concluding with Doktor Kaboom! in April.
 - The Performing Arts Society continued successful fundraising to support the Youth Performing Arts Series, the Bureau of Cultural Affairs, the Arts Initiative in the College of Fine Arts and Communication, and other arts-centered programming at the University.

- WQPT provides over 605,000 potential viewers with high-quality educational programming, including specific series and local programming emphasizing the fine and performing arts at Western and in our host communities.
- Western Illinois University-Quad Cities maintains working partnerships with the Figge Art Museum, the Campbell Center in Mount Carroll, Niabi Zoo, and Shedd Aquarium to provide the campus and surrounding communities with a diverse selection of high-quality cultural and educational events.
- Theatre and Dance supported a workshop by Italian Maestro Antonio Fava, guest residency of choreographers Linda Lehovec and Jenny Showalter, and a children's play written by Chicago theatre reviewer Timothy McGuire.
- The University Union provided space and service for over 5,429 events in Fiscal Year 2011 for an average of 22 events per day. Over 12.8 percent of the total events involved catered food service. Approximately 153,197 people attend events scheduled by the following groups: Student organizations – 1,498 events; administrative/academic departments – 3,588 events; conferences – 206; and off-campus groups – 137 events.
- Many student organizations take advantage of the tables in the Union Concourse to promote their organizations, educational opportunities, and/or fundraisers. A total of 554 tables were scheduled in the Union Concourse during Fiscal Year 2011.

- e) Coordinating the educational opportunities at Western Illinois University.
- f) Assisting teacher education and graduate education programs that link field and clinical experiences; serve the needs of students, graduates, and the professional community; and make curricular adjustments where appropriate.
 - The University will help ensure that it is delivering on these objectives by achieving re-accreditation from the National Council for the Accreditation of Teacher Education and the Illinois State Board of Education Teacher Certification Board. Preparation continues for on-site visits that will occur in fall 2011.
- g) Developing new and enhanced programs and services specifically designed for the specific professional development needs of faculty and staff.
 - The Center for Innovation in Teaching and Research provided 178 workshops in Macomb and 12 in the Quad Cities.
 - Human Resources (HR) provides training for the WIU community on Conflict Management, Performance Evaluations, Communication, and Managing Change. HR also actively participates in the Quad Cities Professional Development Network.
 - Human Resources served on the Illinois Higher Education Consortium on Human Capital, which provides input to State University Civil Service

Systems relative to perceived programs and/or proposed changes in rules and regulations.

- Benefits conducted the Irrevocable Election to Retire for employees, and experienced large increases in pre-retirement counseling, SURS estimates, and retirement seminars. Benefits also provided information to WIU employees in preparation for the January 1, 2011 SURS benefits change, and changes in the Quality Care Health Plan.
- Risk Management developed and facilitated emergency coordinator training which was attended by 180 employees and students, facilitated a functional emergency preparedness exercise with University Libraries, and is developing an emergency coordinator training series to ensure ongoing training of building emergency coordinators.
- University Technology staff participated in training opportunities to support Windows 7 and Office 2010.
- Advancement and Public Services enhanced training materials and Purchasing provided *Illinois Senate Bill 51* training.
- Business Services maintained continuing education and professional development experiences through the Treasury Institute for Higher Education; National Association of College and University Business Officers; and several other tax, accounting, research, and payroll opportunities.

h) Enhancing health and wellness activities targeted at the specific needs of faculty and staff.

- Human Resources and the University Wellness Committee worked together on programming through Western Well. An Employee Development Advisory Group was established to include a representative view of training and development needs and solutions. Past activities include blood drives, Wear Red for Women, Western Walks-a-thon, resistance band exercises, and outdoor kayaking workshop.
- Western Well will continue to recognize employee health and wellness as important to the long-term success and well-being of Western Illinois University as a whole. It will promote health and wellness through a wide variety of programs and services offered to University faculty and staff. One of the first activities scheduled for academic year 2011-2012 is the MDH Tevar Run/Walk.

Goal 5: Promote Social Responsibility

- Action 1. Encourage diversity of perspectives and engage in activities that support social responsibility, personal development and leadership.
- a) Providing students with practical and theoretical educational experiences that complement the traditional classroom education.

- Actions supporting learning inside and outside of the classroom are discussed in Goal 1, Action 1A4; Goal 3, Action 2; and Goal 4, Action 1 of this report.
- b) Continuing to support expansion of international student recruitment; opportunities for study abroad; and student, faculty and staff exchange programs with colleges and universities internationally.
 - All Colleges engaged in efforts to recruit international students and personnel, hosted visiting international scholars, maintained relationships with international institutions, and infused internationalization into the curriculum.
 - Academic Affairs supported study abroad programs, international research opportunities, course offerings, and faculty travel opportunities. Several faculty received awards for their work in these initiatives. Dr. Jo-Ann Morgan received the Provost's Award for Excellence in Multicultural Teaching, and Dr. Roberta Di Carmine received the Provost's Award for Internationalizing the Campus.
 - Student participation in study abroad opportunities increased from 135 in Fiscal Year 2010 to 168 in Fiscal Year 2011.
 - The College of Fine Arts and Communication finalized agreement with the University of Wales, and the University is currently negotiating agreements with Alcante University in Spain and Chemnitz University of Technology in Germany.
- c) Supporting service learning, internships, student teaching, and other forms of experiential learning.
 - For the third consecutive year, Western Illinois University was named to the President's Higher Education Community Service Honor Roll for its exemplary service efforts. Western is one of four public universities -- and one of 20 colleges and universities -- in Illinois named to the Honor Roll.

According to the Corporation for National and Community Service (CNCS), the President's Higher Education Community Service Honor Roll, launched in 2006, annually recognizes approximately 600 institutions of higher education across the U.S. for exemplary, innovative and effective community service programs.

Within the past year, Western's Volunteer Services and many other campus-based organizations and departments sponsored numerous activities, including playing Big Pink Volleyball, a breast cancer research fundraiser; sponsoring numerous other fundraisers, such as St. Baldrick's to raise money for cancer research; hosting the Angel Tree program; tutoring and mentoring area elementary school children; participating in Western's annual We Care campus clean-up; and more.
 - WIU-Quad Cities is a continuing member of the Quad Cities Community Engagement Consortium that includes a group of eight higher education institutions. This consortium provides leadership in service-learning, volunteerism, and internship opportunities with community partners.

- Career Services prepares students to market themselves to prospective employers for internship and full-time career pursuits. This includes assisting students with mock interviews, resume preparation, creating applications and cover letters, and employer research. Career Services also offers online registration services, virtual career fairs, and a Website with links to internship and job postings. Pre-employment preparation classes are taught each semester and provide students with a comprehensive process of learning to market themselves to prospective employers.
- During academic year 2010-2011, there were 1,412 students enrolled in WIU Initial Teacher Preparation Programs. All of these programs require student teaching as part of undergraduate degree requirements. Additionally, there were 570 students enrolled in Advanced Preparation Programs that also require appropriate-to-the-discipline field-based experiences as part of graduate degree/certification requirements.
- All colleges will continue to increase course-based service learning and other forms of experiential learning through student projects, exhibits, activities, links to student organizations, internships, student teaching, clinical experiences, and other on- and off-campus projects.

d) Engaging in activities associated with the American Democracy Project.

- The College of Arts and Sciences presented the 2011 John Hallwas Liberal Arts Lecture given by Dr. J.Q. Adams on both campuses.
- Faculty from the College of Arts and Sciences, Education and Human Services, and staff from WIU-Quad Cities initiated preparation for the 2011 edition of “The Road to the White House Starts at Western Illinois University.” The first evening students, faculty, and staff from WIU-Quad Cities and local colleges and universities will emulate the Iowa caucuses for the Republican and Democratic parties. All other states with candidates from all parties will be emulated on the Macomb Campus the following evenings, culminating in the grand announcement/celebration of the winning candidates.

e) Continuing 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 through:

- 1) Networking and professional development opportunities, research and scholarship in cultural diversity, curriculum and instructional development, and leadership in cultural diversity.
- 2) Assisting students, educators, and community members to acquire the competencies they need to communicate and interact effectively within a culturally diverse world.

f) Keeping Websites current on culturally diverse programs, services, events, and available for the campus and external communities.

- All University units share a commitment to maintaining currency in Web content, and use the Web as a tool for student recruitment, information

sharing, interactivity, social networking, and other uses. The process of keeping Websites current has been streamlined with the implementation of the University's Content Management System, which provides templates and ease of data entry. Following are two examples of updated University Websites.

- Advancement and Public Services completed revision of the WIU Foundation website. The site now features video from scholarship recipients, and the "Kind & Generous" video from the Comprehensive Campaign.
- The Scholarship Office initiated a redesign of the scholarship website to make it more comprehensive and user-friendly.
- In addition to the internet, the University launched a beta version of the campus intranet (portal). Content and display were developed in consultation with the Internet Technology Advisory Group, University Technology Advisory Group, and open campus feedback sessions. The portal will continue to be revised and enhanced.

Action 2. Use partnerships to advance the University's vision, mission, values, goals, and actions.

- a) Developing a plan for the Alumni Association that links the goals and actions of *Higher Values in Higher Education 2008-2018* to the work of the Association.
 - The Alumni Association continues successful implementation of the priorities and goals in the *Alumni Association Strategic Plan*. The *Plan* receives continuing feedback through the Alumni Liaison Program that links members of the Alumni Council with academic departments and administrative units. A standing agenda item at Alumni Council meetings is Liaison reports and the continued advancement of University and Alumni Association goals and priorities.
- b) Supporting the comprehensive campaign for scholarships, faculty support, capital improvement, and information and technologies on the Macomb and Quad Cities campuses.
 - At 72 percent of the \$60 million Comprehensive Campaign goal, the following activities support successful donor identification, cultivation, solicitation, and stewardship:
 - Advancement and Public Services engaged in prospect management and research, identified 150 WIU alumni with High Net Worth scores, and utilized Data Desk scores and Prospect Research Online to identify potential donors with propensity and capacity.
 - Advancement and Public Services planned or assisted with several events to complement the Comprehensive Campaign, including the Campaign Kickoff funded by private support, President's Tents at football and basketball games, Think Purple campaign, Purple and Gold Gala and Auction, and annual events such as Founders' Day and the Athletics Hall of Fame Banquet.

- Advancement and Public Services provides timely acknowledgement of foundation gifts including personalized letters from Vice President Bainter, special greetings to first-time donors, coordinated holiday cards, and year-end tax statements. The office also coordinated two President's Advisory Council Meetings, published Developments Newsletter, and provided article contributions to Western News and RockEnews.
- c) Increasing the percent of alumni giving to the University.
 - The Foundation Office supported a new student philanthropy program.
 - Advancement and Public Services supported the annual fund and Phonathon by increasing calls to alumni and utilizing social media for alumni address updates and direct mail solicitation.
 - Advancement and Public Services collaborated with Administrative Information Systems to automate Phonathon records, which reduced operating costs and paper use by 85 percent.
 - All of these strategies were implemented as part of goals to increase the rate of young alumni giving from less than five percent to ten percent, while achieving \$500,000 in phonathon and \$2.0 million in annual fund contributions.
- d) Consulting 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 Higher Values in Higher Education 2008-2018.
 - The President, Alumni Association, Foundation, Western Illinois University-Quad Cities, all colleges, numerous departments, and University Libraries all utilize the expertise of external boards.
- e) Delivering high-quality, value-adding management and professional development programs to businesses and industries in the western Illinois region.
 - The Illinois Small Business Development Center (SBDC) at Western Illinois University, a unit of the Illinois Institute for Rural Affairs, is one of over 40 Illinois Small Business Development Centers and more than 1,100 SBDCs nationwide. The SBDC offers business counseling, innovations and technology transfer, and management and workforce training. The Illinois Small Business Development Center at Western serves Adams, Brown, Fulton, Hancock, Henderson, Knox, Mason, McDonough, Pike, Schuyler, Scott, and Warren counties. It is part of the Illinois Entrepreneurship Network, which works to strengthen and expand the Illinois economy.
 - The Quad Cities Executive Studies Center offers several workshops and courses to area businesses. Students and faculty supporting capstone experiences in the School of Engineering realized over \$5.0 million in potential savings for two local industries.
- f) Supporting economic and cultural development of our host communities and regions.

- The Illinois Institute for Rural Affairs (IIRA) was established in 1989 and has a mission defined by a State Executive Order to serve as the state's academic clearinghouse for rural development data and initiatives. Western invests \$1.5 million of its appropriated funds each year in the IIRA. The IIRA uses those funds to raise an additional \$3.1 million to support its mission. The IIRA currently has 40 full-time employees focusing on community planning, renewable energy, community health and housing, transportation planning, small business development, faculty applied research, and internship programs.
- Members of both the Macomb and Quad Cities campuses serve on city and regional planning committees, Chambers of Commerce, Rotaries, and other task forces supporting economic and cultural development of our host communities and regions.
- Areas under design or construction and proximal to the newly developing Western Illinois University-Quad Cities Riverfront Campus by private developers include:
 - The e3 Initiative will support the development of the WIU-Quad Cities Riverfront Campus with a focus on educational, entrepreneurial, and environmental activities specifically involving activities of engineering, economic development, and energy efficiencies.
 - FlexTech will provide flexible research and development space. This flexible space can be used for office, laboratory, research, and/or prototype development space.
 - The Moline Enterprise Live-Work Lofts is designed as a high tech urban live-work community featuring 69 residences supported with a range of full range of amenities including a conference room, a theater designed to accommodate multimedia presentations, a fully equipped business center, a cyber café and a penthouse community room.
 - Amtrak will restore rail service from Chicago by 2014 and the new depot will be located in downtown Moline.

- Action 3. Provide safe, accessible, responsive campus environments that meet the needs of University constituencies and reflect the core values of the University.
- a) Maintaining safe campus environments with educational programs, services, and University 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.
- Following successful practices on the Macomb Campus, WIU-Quad Cities formed an Emergency Consultation Team to coordinate response to stakeholders in event of campus emergency, and a Student Care Advisory Team to proactively address non-academic student concerns.

- Student Services implemented the WIU Threat Assessment Team and related state requirements. The Threat Assessment Team handled eight cases.
 - Student Development and Orientation provided support for families during the Macomb Campus bomb threats.
 - Public Safety trained and refreshed officers in juvenile law, search and seizure, Illinois vehicle code, cultural diversity, freedom of information, crime scene investigation, stalking laws, and arrest and control techniques.
 - The Illinois Law Enforcement Training and Standards Board Executive Institute (ILETSBEI) participated in a statewide training consortium in an effort to encourage arrests of perpetrators of domestic violence and sexual assault. In addition, ILETSBEI launched online courses for the Office of Violence Against Women, conducted leadership and management training for Illinois law enforcement executives, hosted the Homeland Security Executive Summit Series, and continued collaboration with the Illinois Association of Chiefs of Police, Illinois Sheriffs Association, and the International Association of Chiefs of Police.
 - GoWest transit was the first rural transit system to receive the National Globe Award for Security.
 - The Women's Center held the 21st annual Take Back the Night march and rally attended by 600 participants.
- b) Codifying emergency operations planning and physical disaster recovery for Western Illinois University.
- The Assistant Vice President for Administrative Services serves as Vice Chair for the State University Risk Management Association.
 - Risk Management and Emergency Preparedness established Building Emergency Action Plans (including evacuation plans) for every campus building.
 - An Emergency Response Team was formed to respond to the Macomb Campus bomb threats.
- c) Codifying technology disaster recovery for Western Illinois University.
- Quad Cities serves as the off-site tape storage disaster recovery site for Macomb Campus. University Technology and Quad Cities Technology are planning how Riverfront Campus will serve as the disaster recovery/business continuity site for WIU.
- d) Reviewing and implementing accessibility standards in new construction and campus renovation projects.
- Accessibility enhancements for Fiscal Year 2011 include the University Union's new south entrance elevator, new ramp access in Morgan 101A, Waggoner 319, the sound booth in Memorial Hall, as well as designated seating for students who use wheelchairs in Currens, Morgan, Simpkins, and Waggoner Halls.

- Physical Plant will continue to work with the Americans with Disabilities Advisory Committee to evaluate and develop strategies for addressing physical and program barriers for students and employees with disabilities.
- e) Working collaboratively to develop and implement plans to ensure University compliance with Illinois Board of Higher Education and legislative mandates for Web accessibility for individuals with disabilities.
 - All WIU web pages are in the Content Management System and meet University accessibility requirements, including those with video captioning.
 - The University's Web Accessibility Committee, co-chaired by the Executive Director of University Technology and Director of Equal Opportunity and Access, will continue to coordinate institutional compliance with web accessibility requirements.
- f) Continuing implementation of the Western Illinois University *Campus Master Plans* and the *Target Western Forward* athletics facilities plan. Both *Plans* include construction of new and renovation of existing facilities.
 - The *Fiscal Year 2011 Master Plan Update* was presented to the Western Illinois University Board of Trustees in December 2010. This *Update* showed that 19 of the Macomb Campus *Master Plan* projects (40 percent) are either complete or in progress, including opening Memorial Hall, new University Union south entrance with ADA elevator access, Corbin-Olson and Lincoln Washington renovations, and decommissioning of Lamoine Village and Wetzell Hall.
 - From *Target Western Forward*:
 - Intercollegiate Athletics remodeled the Student-Athlete Academic Support Center in Brophy Hall, made infield improvements to McKee Softball Stadium and Boyer Baseball Stadium, is designing a sprinkler system for the Baseball Stadium, installing a new surface on Hanson Field, and making improvements in the north track area.
 - Additionally, Intercollegiate Athletics dedicated the Stan Hyman Memorial Halo at Boyer Baseball Stadium and the Lee Calhoun Memorial Plaza at Hanson Field.
 - Physical Plant completed Western Hall lighting replacement. All of the metal halide light fixtures were replaced with high output t5 fluorescent fixtures to eliminate the humming noise, improve light color and quality, and reduce restrike time.
 - Through *Target Western Forward* and the University's comprehensive fundraising campaign, Western will continue to seek support for athletic facilities enhancements, including Hanson Field improvements and west section renovation; a press box, team benches, permanent seats, and lights for men's and women's soccer; lights for the Softball Stadium and a practice field; and expansion of the Student-Athlete Academic Support Center.

- Physical Plant restarted Macomb Campus Master Plan Implementation Team meetings. Topics on the agenda include landscaping and exterior lighting standards, campus design guidelines, facilities project initiation procedures, and Master Plan direction.
 - The City of Macomb initiated resurfacing of University Drive in summer 2010, and the sign for the former University Cinemas has been removed.
 - Phase I of the Western Illinois University-Quad Cities Riverfront Campus remains on time and on budget. Substantial completion will be achieved in fall 2011, and the University will offer all Quad Cities classes in the College of Business and Technology and all other undergraduate Quad Cities classes at this location. Phase II planning will be completed by Phase I ribbon cutting (January 2012).
 - Several implementation teams are in place to plan and implement relocation to Riverfront Campus, including the Facilities Implementation Team, Art in Architecture Committee, Riverfront Steering Team, and Technology Infrastructure Planning Team. WIU-Quad Cities is also partnering with Renew Moline, the City of Moline, Eastern Iowa Community College District, Trinity College of Nursing, and Black Hawk College on the creation of a “College Town” by the newly developing Riverfront Campus.
 - The City of Moline is implementing streetscape enhancements to 34th Street and River Drive, approved the installation of stoplights on 34th and 25th Streets, initiated construction on Rivertech Boulevard, and MidAmerican Energy relocated the power polls to facilitate this construction.
 - Physical Plant continues to strive toward Leadership in Energy and Environmental Design certification in all new construction on both campuses. The Multicultural Center was the first Western facility to receive this distinction.
- g) Developing a long-term bonding plan for facilities, infrastructure, telecommunications, and technology needs that is consistent with *Campus Master Plans* on the two campuses of Western Illinois University.
- The Western Illinois University Board of Trustees approved the issuance of a Certification of Participation for Phase I steam line replacement serving approximately 1.5 million square feet of space, including four academic buildings and six residence halls; the construction of 1,500 linear feet of walk and shallow tunnels to replace the original direct-buried steam lines; \$1.5 million for the University’s sprinkler system; and the cost of certificate issuance.
 - With revision to projects in the 2010 Certificate of Participation in March 2011, the Western Illinois University Board of Trustees approved Heating Plant improvements, including removal of the existing coal stack and decommissioning of various coal support systems, relocating electrical equipment, re-casing and re-tubing one or more gas boilers, installing a variable frequency drive and economizer on a gas boiler, installing a boiler blowdown heat recovery system and several related miscellaneous projects.

- With revision to projects in the 2011 Certificate of Participation in June 2011, the Western Illinois University Board of Trustees approved roof replacements, electrical upgrades, building repairs and maintenance, heating and cooling upgrades, replacement of classroom equipment, science laboratory upgrades, removal of the existing coal stack at the Heating Plant, and decommissioning of various coal support systems.
 - University Technology worked with an external consultant to estimate the value of network technology deferred maintenance. That value was estimated at \$3.2 million, with highest priority identified for upgrading of an out-of-life analog telecommunications network and system that when upgraded will enhance the University's digital network.
 - The migration to a Voice Over Internet Protocol system for the Quad Cities Campus was completed in September 2010. A proposed migration for the Macomb Campus is in the financial and installation planning stages.
- h) Pursuing, aggressively, state funding for the highest facility priorities identified on the *Campus Master Plans*, which include new facilities and funds to support deferred maintenance.
- The 2009 capital bill identified funding for the Performing Arts Center and the first two phases on the Quad Cities Riverfront Campus. When these facilities are opened, they will be the first new state-supported facilities constructed at Western since Malpass Library in 1976.
 - WIU's Fiscal Year 2012 Capital Recommendations to the Illinois Board of Higher Education as approved by the Board of Trustees were Macomb Campus Utility Infrastructure, Riverfront Campus Phase III, Life-Safety Improvements, as well as planning funds for the Science Complex and Visual Arts Center. The University will continue to aggressively pursue funding for facilities.
- i) Engaging in programming studies to give precision in cost estimates before requesting inclusion in the University's capital requests to the state.
- Beu Health Center is currently completing a programming study for future expansion, and future programming studies are anticipated for Phase III of the Riverfront Campus and the adaptive reuses of the 60th Street location.
 - Physical Plant is conducting a programming study on the Heating Plant Annex for space to be used by the Department of Art. A pre-design document is complete.
- j) Completing a facilities condition assessment (FCA) of major building systems to help prioritize permanent improvements on both campuses.
- The University completed the Facilities Condition Assessment of buildings on both the Macomb and Quad Cities campuses. Annual updates are presented to the Western Illinois University Board of Trustees at the fall meeting.
 - Physical Plant completed several replacement projects, including replacing old or damaged lights, piping, and air conditioners; upgrading Currens Hall

air handlers; and continuing with HVAC, lighting, asbestos abatement, and sprinkler projects.

- Physical Plant also performed campus wide installations including water heaters, chillers, a cooling tower, LED exit sign kits, and several other projects.
- k) Creating component plans to show intentional linkages to *Campus Master Plans* and *Higher Values in Higher Education 2008-2018*. This will be accomplished by creating plans for:
- 1) Housing and Dining Master Plan. From this plan:
 - Corbin-Olson renovation includes all heating, ventilation and air conditioning (HVAC) systems; electrical system upgrades; new lighting systems; complete bathroom replacement; student room furniture replacement; dining center rehabilitation; introduction of electronic classrooms; new office space; and improved recreation space.
 - Lincoln-Washington renovation will be completed in summer 2012, and included complete bathroom replacement with an expanded square footage.
 - Washington Hall student room renovation included electrical upgrades, lighting improvements, and furniture replacement. Similar activity for Lincoln Hall is expected to complete in summer 2012.
 - Wetzel Hall decommissioning/demolition began with selection of an architect to detail plans, processes, and timelines.
 - Phase I exterior renovation of Thompson Hall is based upon findings and recommendations from the Facilities Condition Assessment. Work began with short-term renovations to repair water leaks. An architect is assisting with leakages and other exterior building water infiltration problems.
 - Lamoine Village will be taken off line in two phases. Building One was taken off in summer 2011, and the remainder of the facility will follow in summer 2012.
 - Higgins Hall will be taken off line in fall 2012 after Corbin and Olson Halls are re-opened
 - 2) Utilities and Infrastructure Master Plan.
 - Physical Plant completed the Utilities and Infrastructure Master Plan. Results were the basis of the issuance and revision of Certificates of Participation described above.
 - Physical Plant trained project managers in the use of GIS to catalogue information on underground electrical utilities throughout campus, develop a three-dimensional campus map, and finish campus GIS utility mapping.

3) Campus Parking, Transportation, and Circulation.

- WIU-Quad Cities is working with the City of Moline and Metrolink on the development and implementation of a shuttle system to provide transportation to additional off-site parking proximal to Phase I.
- The Go West Transfer Center is being completed and Student Services will complete the new Go West bus garage. Go West will carry over 1.7 million passengers in Fiscal Year 2012.
- Campus Circulation is also being enhanced by the public infrastructure (road) improvements in Macomb and Moline that were discussed above.

4) Long-term use for Dr. C.T. Vivian Way.

- A long-term use plan was completed in Fiscal Year 2009. However, the City of Macomb decided to re-open the road to vehicular traffic as opposed to leaving it as a pedestrian plaza.

I) Advancing statewide, regional, and national leadership in environmental sustainability within all aspects of University operations (e.g., the curriculum, community and co-curricular events, new construction, and administrative operations).

- Western Illinois University provides an undergraduate degree in renewable energies with three options of study.
- Recreation, Park and Tourism Administration in the Quad Cities offers a three-year degree focusing on conservancy. Part of the program is housed at the Nahant Marsh in Davenport, Iowa.
- WIU-Quad Cities initiated Summer Scanning for Sustainability to reduce paper consumption. University Libraries and WIU-Quad Cities will be piloting printer release stations to avoid accidental and unwanted printing by students. University Technology is offering workstation faxing to further reduce paper consumption.
- University Relations created sustainable, high-volume publications through electronic distribution of *Campus Connection*, *Fast Facts*, and other publications. Institutional Research and Planning also continued to support sustainability efforts and improved efficiency by converting paper reports to electronic reports. Business Services converted the University's Automated Payment Plan from a labor-intensive paper process to a STARS-based paperless process.
- Physical Plant implemented sustainability training for Sodexo staff, concentrating on recycling education during Recyclemania, and began sustainability training for Horrabin Hall and University Union Building Services staff.
- Physical Plant continued to develop a University-wide green cleaning program and food waste composting program.

- Physical Plant closed three open, leaking, underground storage tank incidents that had been open with the Illinois Environmental Protection Agency (IEPA) since 1994, obtained an all-time-high utilization rate of 27 percent, supported 105 members in the Connect by Hertz car share program, attended the Association for Advancement of Sustainability in Higher Education national conference, and continued the bike share program, with 231 members and 14 bikes available for use.
 - Business Services facilitated the sale of over 400 modular beds to prevent furniture from being buried in landfills. Business Services is also participating in a statewide process to lower the disposal cost in connection with recycling electronics equipment.
 - Document and Publications Services continues to use sustainable stock as customers request it, and elected not to replace a delivery fleet vehicle.
- m) Coordinating sustainability reporting for the campus community and external requests.
- Ms. Mandi Green is the University's Sustainability Coordinator. She coordinates sustainability reporting for the campus and external communities.

Goal 6: Demonstrate Accountability

- Action 1. Use planning, budgeting, and reporting structures to advance University goals and accountability.
- a) Using annual planning and accomplishment presentations as a means to document how areas that report to the president and vice presidents are advancing divisional and University goals and priorities.
- The University Planning Website contains links to the spring 2005 through 2011 planning and accomplishment presentations made by the vice presidents and areas that report to the president.
 - The University will continue with institutional accountability reporting structures and planning and accomplishment presentations to demonstrate how the University is advancing its priorities and goals.
- b) Continuing to link resource requests and allocations to the advancement of the goals and actions in *Higher Values in Higher Education 2008-2018*.
- Such actions are required in the annual planning and accomplishment presentations made by the vice presidents and areas that report to the president and in the Western Illinois University Board of Trustees annual operating and capital budget recommendations to the Illinois Board of Higher Education.
- c) Providing monthly, quarterly, and annual strategic planning updates to the Western Illinois University Board of Trustees, campus and external communities.

- The Vice President for Quad Cities, Planning and Technology provides monthly Strategic Plan Updates, in addition to annual updates on the *Strategic Plan, Master Plans for the Macomb and Quad Cities Campuses, Institutional Strategic Plan for Technology*, and Performance Report. All of the information will continue to be available on the University Planning Website.
- d) Developing and publishing a Website of “dashboard” indicators or Strategic Plan measures for monitoring institutional progression on the goals and actions of *Higher Values in Higher Education 2008-2018*.
 - The University Performance Indicator Dashboard is available from the University Planning Website. It will be updated in December 2011.
- e) Using annual performance reports to document advancement of *Higher Values in Higher Education 2008-2018*, statewide priorities, and institutional performance on Strategic Plan indicators compared to peer institutions.
 - The Fiscal Year 2011 Performance Report was presented to the Western Illinois University Board of Trustees in December 2010. This Report showed that in the second full year of implementation of *Higher Values in Higher Education 2008-2018*, 43 (70.5 percent) of the University’s performance indicators are completed/maintained or progressing in the desired direction, with only 18 (29.5 percent) showing no change or moving in the opposite direction.
 - The Vice President for Quad Cities, Planning and Technology will continue to prepare annual *Performance Reports* for the Western Illinois University Board of Trustees, campus and external communities.
- f) Incorporating college and departmental benchmarking information into academic master planning and use.
 - All colleges and University Libraries continue to use benchmark information in academic program reviews, and the Provost’s Office requires benchmarking information for all new funding requests.
- g) Maintaining Website information on annual divisional priorities and accomplishments.
 - University Planning established the Performance Indicator Dashboard, allowing users to view trend data on 50 performance indicators related to the University vision of becoming a leader among our peers in quality, opportunity, and affordability. The dashboard will be updated in December 2011.
- h) Achieving external validation that the University is following its institutional strategic planning processes and advancing its academic mission, service operations, and highest priorities and goals by achieving re-accreditation or re-certifications from the:
 - (1) National Colleges of Teacher Education (NCATE) re-accreditation for University-wide teacher education.

- In preparation for NCATE reaccreditation, units within Academic Affairs held the 3rd Annual Undergraduate Teacher Education Retreat, submitted program reports, implemented the web-based assessment system, submitted 17 annual reports, prepared exhibit rooms, and finalized the Institutional Report. The visit will occur in fall 2011.
 - Institutional Research and Planning continued to provide information and support for College of Education and Human Services reporting, including the Postsecondary Education Data System, Teacher Education Data Warehouse, and National Council for Accreditation of Teacher Education.
- (2) National Collegiate Athletic Association (NCAA) Division I recertification.
- The next NCAA certification visit will occur in academic year 2014-2015. Self-study is anticipated to begin in academic year 2011-2012.
- (3) Higher Learning Association-North Central Association of Colleges and Schools re-accreditation.
- The University received ten-year re-affirmation after the site visit in February 2011. Implementation of On-Site Review Team recommendations and new required reporting by all institutions will begin in academic year 2011-2012.
- (4) All discipline-based accreditations and certifications, where appropriate to the discipline.
- All discipline-based accreditations and date of next site visits are available at www.wiu.edu/provost/accredit.php.
- i) Completing the next review/update for *Higher Values in Higher Education* in academic year 2013-2014.
- In preparation for the on-site review by members of the Higher Learning Commission-North Central Association of Colleges and Schools and at request of the Western Illinois University Board of Trustees, the *University Mission Statement* was reviewed and updated by all campus governance groups and approved by the Board in December 2010.
 - Following request of the Board, and with the appointment of Dr. Jack Thomas as the 11th President of Western Illinois University, the University will review/update *Higher Values in Higher Education* during academic year 2011-2012. The review process will culminate in presenting the Board with an updated strategic plan after receiving endorsement from all governance groups on both campuses. This is expected to occur in calendar year 2012.