

WESTERN ILLINOIS UNIVERSITY

BOARD OF TRUSTEES

September 24, 2010

Report 10.9/5 Annual Strategic Plan Update

Academic year 2009-2010 was the second 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 2009-2010 was very successful with regard to implementation of the University's Strategic Plan. From the sampling of materials presented in this report, a total of 125 priorities (95.4 percent) had achievements and 119 priorities (90.8 percent) have implementation plans for academic year 2010-2011.

<u>Goal/Action</u>	<u>Number of Priorities</u>	<u>Priorities with Achievements</u>	<u>Priorities with Plans</u>
Focused Recruitment and Retention	<u>21</u>	<u>20</u>	<u>20</u>
Achieve enrollment goals	9	9	9
Resources to recruit and retain excellent faculty and staff	12	11	11
Enrich Academic Excellence	<u>23</u>	<u>23</u>	<u>21</u>
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	<u>28</u>	<u>26</u>	<u>23</u>
Support responsiveness to student needs and timely degree completion	13	12	11
Support learning inside and outside the classroom	11	11	10
Provide statewide and national leadership in affordability	4	3	2
Support Personal Growth	<u>19</u>	<u>19</u>	<u>19</u>
Support learning inside and outside the classroom	11	11	11
Provide opportunities for lifelong learning	8	8	8
Promote Social Responsibilities	<u>28</u>	<u>27</u>	<u>25</u>
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	16	14
Demonstrate Accountability	<u>12</u>	<u>10</u>	<u>11</u>
Use planning, budgeting and reporting to advance goals and priorities	12	10	11
	<u>131</u>	<u>125</u>	<u>119</u>

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 December Board of Trustees meeting materials will contain a summary of how the successful implementation of the Strategic Plan is advancing Board-approved performance indicators.

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.

- Western Illinois University offers 80 undergraduate majors, five post-baccalaureate certificates, 34 master's degrees, one specialist degree, and one doctoral degree. The University's academic programs are supported by the services collections and holdings of University Libraries that include one million cataloged volumes, 2,000 current periodicals, 24 foreign and domestic newspapers, 17,500 online publications, and computer resources worldwide.
- The University's academic programs and support services continue to receive national recognitions. In the last year, the University 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 and most recently by The Education Trust and Forbes Magazine. These recognitions reaffirm Western's tradition of, and commitment to, providing an outstanding education and for helping students succeed and graduate.
- The allocation of new and existing resources to support new and expanded academic programs is discussed in Goal 2, Actions 1b and 1c.
- 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.
- Interest in Western Illinois University remains strong. For the fourth consecutive year, over 12,000 applications were received from new freshman, transfer, and graduate student applicants.
- Quad Cities enrollment reached its highest point since 2002 at 1,413, with full-time enrollment reaching a historic peak at 51.7 percent.
- The University will continue working with Noel Levitz to make changes and improvements to attract students and increase enrollment.

(2) Attention to the individual learner by maintaining student-to-faculty ratios at or below 17:1 and average class size of less than 25.

- 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 23 students in Macomb and there are no classes larger than 50 in the Quad Cities. These ratios will be maintained during Fiscal Year 2011.

- Small class sizes and individual attention is one contribution to the successful achievement of the University's highest six-year graduation rate at 59.1 percent and the Quad Cities four-year graduation rate of 65 percent, which is third highest compared to seven peer institutions.
- (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
- The Office of Equal Opportunity and Access is responsible for administering and reporting to local, state, and federal agencies on plans and outcomes of Western Illinois University's comprehensive affirmative action program.
 - The University Diversity Council, co-chaired by the Director of Equal Opportunity and Access and the Assistant Vice President for Academic Affairs, make 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, Americans with Disability Act, and University Committee on Sexual Orientation committees.
 - Total minority student enrollment increased from 1,334 students or 10.1 percent of total enrollment in fall 2001 to 2,155 students or 17.0 percent of total enrollment in fall 2009.
 - Centennial Honors College expanded student recruitment to include traditionally underrepresented students from rural high schools.
 - Quad Cities marketing implemented a campus advertising plan in conjunction with Black Entertainment Television, Univision, and the Hispanic Chamber of Commerce.
 - The Office of Equal Opportunity and Access will continue to document Western Illinois University's plans and outcomes to increase the participation 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. The June 2010 Strategic Plan Update showed that Western does so in a manner that is fiscally responsible. The University has the third lowest administrative and support costs per credit hour for academic support, student services, and institutional support of the 12 Illinois public universities. Western's value of \$68.90 per credit hour is 16.8 percent below the statewide average.
 - The Division of Student Services continues to implement recommendations from the Athletics Funding Task Force that studied the

funding structure for athletics. This work will continue in Fiscal Year 2011.

(5) Promoting the University's statewide, regional, and national leadership in affordability and cost predictability for undergraduate and graduate education.

- In June 2010, the Western Illinois University Board of Trustees extended Illinois in-state tuition to Indiana residents, which is the same option as provided to residents of Iowa, Missouri, and Wisconsin.
- University Marketing continues to implement an integrated marketing campaign by emphasizing Western's Cost Guarantees, affordability, and community college agreements.

b) Allocating additional resources to support new and enhanced student recruitment efforts.

- The School of Distance Learning, International Studies and Outreach re-established contact with 2,542 "stop out" students who temporarily left the University for one or more semesters. Over 330 students from this group have been re-admitted to the Bachelor of Arts in General Studies program.
- All Colleges collaborated with Quad Cities Marketing to develop program-specific information sheets to assist new students in navigating transfer and degree requirements.
- Administrative Information Systems will implement a system for online enrollment tracking that will, in part, give data to help evaluate the effectiveness of new and enhanced student recruitment efforts.

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 and Quad Cities Marketing assisted with Summer School marketing efforts in collaboration with Academic Affairs. Total Summer 2010 enrollment was 3,752 students, up 398 students or 11.9 percent from summer 2009.
- The new Macomb Campus Website showcasing Higher Values in Higher Education was launched in June 2010, and a similar look was launched for the Quad Cities Campus in August 2010.
- Western Illinois University's acquisition of WQPT-Quad Cities Public Television gives the University a base of over 605,000 potential viewers. A new programming series entitled WIU Presents is designed to increase external awareness of the University. The first show aired in August and highlighted the Riverfront Campus Groundbreaking; the second show aired in September and featured the Copper Chef competition.
- University Relations wrote 747 press releases, with online news stories receiving 7,950 web hits from July 2009 to March 1, 2010 (an increase from 4,461 in Fiscal Year 2009). Media picked up between 30-60 WIU stories each week according to Meltwater News.

- Advancement and Public Services continued to upgrade the Alumni website, monthly e-newsletter RockeNews and developed a presence on Facebook and Twitter.
 - Graduate Studies redesigned the graduate admissions viewbook, created a presence on Facebook with an initial fan base of 114 friends, and plans for a website update to coordinate with the WIU site update.
 - Alumni programs participation in the John Deere Classic event received national attention via coverage from ABC-TV, with WIU rally fans visible during the tournament broadcast.
 - Western Illinois University-Quad Cities hosted high profile events, including the *State of the University Address* by President Goldfarb, University Theme Speakers, Caxton Block Ribbon Cutting, and Riverfront Campus Groundbreaking.
 - Quad Cities marketing efforts, including web, social networking, street banners, e-mail blasts, billboards, bus wraps, print, radio, cable TV, and direct mail have resulted in a 24 percent increase in applications since Fiscal Year 2010, and up 50 percent during the past five years. Between July 2009 and March 2010, 69 Western news articles were featured on Quad Cities Online and other media sources.
 - University Marketing will focus on new freshman and parents; new transfer students; veterans; Indiana, Iowa, Missouri, and Wisconsin residents; and continue other efforts to boost visibility in Macomb and the Quad Cities.
 - Quad Cities Marketing will continue to increase external awareness of its Leadership Team (comprised of 32 community leaders from business, education, and mayors from East Moline, Moline, and Rock Island) and will host high-profile University events.
 - Alumni Programs will utilize alumni to assist in new student recruitment and retention by marketing the achievements of alumni.
 - University Relations will continue relationships with media outlets to promote services, events, and programs; and will strive to obtain national recognition for WIU students, programs, faculty, and initiatives.
- 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 between high schools, community colleges, and the University.
 - All WIU Colleges engaged in activities that promote recruitment of students from diverse backgrounds. A few examples include the Chemistry Department continued diversity recruitment efforts and partnerships, including summer research opportunities from Savannah State University; Educational Leadership's Diversity Partners Program, Supply Chain Management's University Television video designed to

recruit female and racially diverse students; and Fine Arts and Communication's diversified Art curriculum.

- The Graduate School provided recruiting materials for an increased presence at Arkansas Pine Bluff and the Big 12 Conference Black Student Leadership Conference.
 - The School of Distance Learning, International Studies and Outreach secured execution of a Memorandum of Understanding between Defense Acquisition University and Western Illinois University that will facilitate the transfer of credits from DAU to WIU. The School will continue to explore and develop partnerships with Iowa and Missouri Community Colleges.
 - Chemistry established a pre-pharmacy program with the University of Illinois Pharmacy Doctoral Program that guarantees admission for five qualified WIU students annually. The College of Arts and Sciences plans to begin exploration of a pharmacy program.
 - Physics' pre-engineering program reached an articulation agreement with the University of Iowa College of Engineering, guaranteeing admission for five qualified WIU students into Iowa's engineering program.
 - During Fiscal Year 2011, the College of Arts and Sciences (Biology) will develop a 3+1 program with Palmer College of Chiropractic in Davenport, Iowa.
 - Alumni Programs will increase partnerships with the Alumni Association and Career Services to develop an Alumni Career Services program that assists with student recruitment and retention.
 - The Quad Cities Campus is currently exploring new and expanded partnership opportunities with the Figge Art Museum, Iowa Health Systems, Rock Island Arsenal, and Trinity Health Care.
- 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.
- Western has transfer-friendly policies and procedures that create an environment supportive of the mobility of learners. This begins with dual admission articulation agreements with 28 community colleges in Illinois and Iowa, complemented by 51 articulation agreements with community colleges in Illinois and Iowa for students in the Bachelor of Arts in General Studies program, and Western's innovative "Go Four" dual enrollment transfer program. Within the State of Illinois, only Parkland College and the University of Illinois have a similar "dual enrollment" program.
 - Western also successfully partners with four-year institutions to increase educational opportunities. The University offers eight pre-professional programs (in Agricultural Engineering, Architecture, Chemical Engineering, Engineering, Forestry, Law, Pharmacy, and Veterinary Medicine) designed to prepare students for professional study at other

universities. The most recent articulation agreements signed were with the University of Illinois-Rockford (pharmacy) and the University of Iowa (engineering).

- With international partnerships, Western students can complement and enhance their classroom instruction by experiencing the culture and language of a host country. 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 over semester breaks or in the summer.
- Between fall 2008 and 2009, undergraduate transfer student applications, acceptances, and enrollments were all up from 2,587 to 2,737, 1,883 to 2,028, and 1,273 to 1,332, respectively. The top five majors of fall 2009 new transfer students were Law Enforcement and Justice Administration, Elementary Education, Agriculture, Biology, and Bachelor of Arts in General Studies. The top five transfer colleges were Black Hawk College, Spoon River College, College of DuPage, Carl Sandburg College, and John Wood Community College.
- Marketing and Finance, Spoon River College, Illinois Central College, and John Wood Community College signed new articulation agreements in Logistics and Supply Chain Management. An articulation agreement with Spoon River College was also updated.
- The Illinois Institute for Rural Affairs helped promote and create 2+2 and 3+3 agreements with community colleges to facilitate student transfer to the Renewable Energy Program.
- Communication continued to pursue opportunities for ties with community colleges in Illinois and Iowa.
- The School of Distance Learning, International Studies and Outreach implemented new partnerships with the Community College of the Air Force; John Wood Community College; Coastline Community College of Fountain Valley, CA; Southeastern Community College of Burlington, IA; and Austin Community College of Austin, TX.
- The Center for International Studies signed Memorandums of Understanding with Haramaya University, Ethiopia; National Pingtung University of Science and Technology, Taiwan; and Krida Wacana Christian University, Indonesia.

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.

- Through contractual agreements with the University Professionals of Illinois, the University has minima salaries and a process for conducting salary equity reviews. The University also continues to use central funding to support faculty promotion and Professional Achievement Awards.
- (2) Examining and implementing, if approved, Pay for Exceptional Performance for non-negotiated staff.
 - Human Resources successfully implemented the Pay for Exceptional Performance program, however because of State cash flow issues (deficit estimated to be as high as over \$12 billion), the program has been suspended. Supervisors will continue to document employee accomplishments related to the program in anticipation of its reinstatement.
 - (3) Allocating resources to support Market Equity Reviews for non-negotiated staff.
 - Human Resources reviews salary equity based on classification structures and peer data.
 - (4) Negotiating contracts that support salary increases and market equity for negotiated staff.
 - This is an ongoing priority of 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 annual report 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 2010, the University has raised \$36.1 million (60.2 percent) of its \$60 million fundraising goal. The campaign will be publicly launched with events in Macomb, the Quad Cities, and Chicago in fall 2010.
 - 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. For example, a recent needs assessment completed by Human Resources identified Leadership as a target for professional development. A professional training program was created and

implemented for University supervisors. The workshops report high levels of participant satisfaction.

- 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 and in academic disciplines.
- The number of faculty increased from 686 in fall 2001 to 754 in fall 2009. During this time, minority faculty increased from 8.2 percent of the total faculty to 13.9 percent of the total faculty. Likewise, female faculty increased from 38.2 percent of the total faculty to 43.9 percent of the total faculty.
 - Diverse faculty and staff recruitment is enhanced by Trainee and Learner programs, the Dual Career Recruitment Program, Affirmative Action Internship Programs, Underrepresented Dissertation Fellowship Program, Underrepresented Post-Doctoral Fellowships, and Visiting Professorships. For example, there are currently 536 Trainee applicants on the register, 55 percent of whom are females and 53 percent are members of traditionally underrepresented groups.
 - Academic Affairs sent two representatives to the Minority Recruitment Conference hosted by the Southern Regional Educational Board to target underrepresented graduate students and faculty members.
 - College priorities to recruit faculty from traditionally underrepresented groups including participation in the PhD project, an alliance with the private sector to increase the number of faculty from minority backgrounds who hold an earned doctorate (Business and Technology); a search for a Quad Cities-based Unit B faculty member to contribute to diverse student recruitment and retention (Education and Human Services); and the use of the Dual Career Recruitment and Retention Program to hire faculty in Mathematics (Arts and Sciences).
 - Western will continue to support access and equity in Fiscal Year 2011, with goals toward increasing diversity, internationalization, and other access and equity initiatives that recruit and retain a diverse faculty and staff population.
 - The Office of Equal Opportunity and Access will continue to publish annual Affirmative Action Plans and Underrepresented Groups Reports to document how the University is increasing the participation and achievement of minorities, females, and individuals with disabilities.
- 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 child care in the summer 2010 session.
 - (2) Conduct a needs and feasibility analysis for establishing permanent, academically based summer, fall, and spring infant and childcare on the Quad Cities campus.
 - Quad Cities Academic and Student Services and Education and Human Services conducted a feasibility study for Childcare at the future Riverfront Campus. Study will continue during Fiscal Year 2011.
 - (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.
 - During academic year 2009-2010, academic program reviews were completed for French, Spanish, Economics, Management, Business Administration, Supply Chain Management, Accountancy, Finance, Human Resource Management, Information Systems, Marketing, Telecommunications Management, Applied Mathematics, Emergency Management, the Western Survey Research Center, in addition to progress reports on the suspended programs of Secondary Education and Gerontology.
 - During academic year 2010-2011, academic program reviews will be completed for Biology, Zoo and Aquarium Studies, Geology, Clinical Laboratory Science, Western Illinois University-Quad Cities, Liberal Arts and Sciences, Environmental Geographic Information Systems, Bella Hearst Diabetics Institute, and Center for Value Added Rural Development.

- 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 programs implemented in Academic Year 2009-2010 included Anthropology (B.A.); Interdisciplinary Studies Renewable Energy concentrations in Wind Technology, Biofuels, and Policy Planning and Management; and the Women's Studies minor at the Quad Cities Campus.
 - New programs to be implemented in Academic Year 2010-2011 include the redesigned Engineering program (B.S.), Philosophy Pre-Law (B.A.), and Instructional Design Technology Specialist.
 - Western Illinois University-Quad Cities received approvals from the Illinois Board of Higher Education, State of Iowa, and Higher Learning Commission-North Central Association of Colleges and Schools to house the Museum Studies program at the Figge Art Museum in Davenport, Iowa. The Commission also approved locating the School of Engineering in the Caxton Block Building.
 - New programs that are in review processes include Environmental Sciences (Ph.D.), Earth/Space Science Teacher Certification, and Engineering Physics (dual degree), Communication (B.A., Quad Cities); actions to obtain approval for International Studies major and curriculum are also in place.
 - New programs currently under development include Medical Sciences (B.S.), History Pre-Law Option, Mobile Marketing Technologies Certificate, Information Technology Systems (B.B.), Healthcare Information Technology Systems (B.B.); Social Work (B.A.), Graphic Design (B.A.), and Sustainable Community Economic Development (M.A.); and Post-Baccalaureate Certificate programs in English including Professional Writing, Teaching Writing, Literary Studies; Educational and Interdisciplinary Studies' Teaching English to Speakers of Other Languages; Educational Leadership Principal Certification; and a minor in Golf Operations through Recreation, Park & Tourism Administration. A feasibility study will also be conducted for a Doctorate in Nursing Practice, and Education and Human Services will seek approval for the Ph.D. in Law Enforcement & Justice Administration.
 - Western Illinois University has applied for Commission approval to offer the RN-BSN completion degree to the Quad Cities Campus via distance learning and in-person modalities. A Commission decision is expected by the end of fall 2010.
 - Western Illinois University-Quad Cities will work with the Commission and the State of Iowa to gain approval to use Nahant Marsh as an off-site location. Currently, Recreation, Park and Tourism uses the site and the University is limited, per Commission guidelines, to offering no more than five courses at the site annually until the site is approved.
- c) Supporting interdisciplinary course, program, institute, and center development.
- The Honors College launched the Renewable Energy degree (described above).

- Recreation Park and Tourism Administration will explore an interdisciplinary Leadership minor and a Special Events minor.
 - The College of Arts and Sciences will collaborate with the Illinois Institute for Rural Affairs to explore the possibility of a Religious Studies Major with emphasis on the rural church.
 - Academic Affairs will continue to investigate additional interdisciplinary and collaborative 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 developed the Western Education and Professional Program Assessment System that will be used by all 1,200 teacher education majors. The new system will be piloted in fall 2010.
 - Educational Leadership, Law Enforcement and Justice Administration, Educational and Interdisciplinary Studies, and Social work engaged in a thorough curriculum review and revision.
 - University Libraries will evaluate library instructional programs, cultivate curricular innovation, create programming that speaks to WIU social and ethnic diversity and outline processes to assess library support of academic programs.
 - Advising and Academic Services center will review academic advising practices.
- 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.
- Western Illinois University is accredited by the Higher Learning Commission-North Central Association of Colleges and Schools. The University also maintains discipline-specific accreditations from 13 agencies, ranging from the Illinois State Board of Education Teacher Certification Board to the Association to Advance Collegiate Schools of Business.
 - The following academic programs are currently pursuing discipline-based accreditation from the agency or agencies indicated parenthetically. Nursing (Commission on Collegiate Nursing Education); Engineering (ABET, Inc. (formerly known as the Accreditation Board for Engineering and Technology); Engineering Technology (Association of Technology, Manufacturing, and Applied Engineering and Accrediting Council for Collegiate Graphic Communications.); and Dietetics, Fashion Merchandising, and Hospitality (Accreditation Commission for Programs

in Hospitality Administration). Additionally, Psychology will seek substance abuse accreditation so students may pursue the option to become Certified Alcohol and Drug Counselors.

- 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.
- Based on best practices at peer institutions, the School of Distance Learning, International Studies and Outreach collaborated with academic departments, the Center for Innovation in Teaching and Research, and the Center for Application of Information Technologies to implement an online course evaluation tool and modifications to the online course development process.
 - Distance learning planning was further completed as part of the *University's Self Study for Re-Accreditation from the Higher Learning Commission-North Central Association of Colleges and Schools*. The University will begin evaluating and implementing the on-site review team's recommendations once they are received after the visit is completed in February 2011.
- 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.
 - In collaboration with the Center for International Studies, the Center for Preparation for Education Professionals developed and began marketing international student teaching opportunities. Work has begun to define sequences of courses to support a study abroad semester for teacher education candidates in elementary education, special education, and early childhood programs. This work complements the Department of Educational and Interdisciplinary Studies' required study abroad component for its bilingual/bicultural students – a requirement intended to strengthen students' second language capabilities in this high-need certification area.
 - To begin development of an International Alumni Program, Alumni Relations presented the inaugural International Alumni Achievement Award to Dr. Hyuk-Jong Kim, President of Gwangju University.
 - 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.

- This three-year Learning to Lead leadership experience incorporates academic and co-curricular activities to help students develop 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, a minimum of 10 hours of community service for each semester that they are in the program, the Learning to Lead Summer Institute that includes a summer internship in Washington, D.C., and a senior leadership/portfolio project.
- 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.
- The Thomas E. Helm Undergraduate Research Day promotes undergraduate research. In April, a record 260 students presented from 24 disciplines with 89 faculty members. Students work with faculty and projects emerge from university coursework, in-course honors projects, undergraduate theses, and independent research with faculty.
- The colleges and numerous departments host presentations of undergraduate and graduate research and assist with funding student presentations at conferences. For example, The College of Arts and Sciences undergraduate research grant competition supports students' research/scholarly activities, as well as to help defray travel costs. Likewise, the Graduate School's Graduate Student Research and Professional Development Fund supports student research, presentations, scholarly activities, and professional development opportunities. In 2009, the College of Education and Human Services held its first Graduate Research Symposia, with 25 students presenting poster sessions.
- Academic Affairs, Student Services, and the Quad Cities Campus will continue to support existing and new opportunities for student experiential learning. For example, the College of Business and Technology (CBT) plans to increase student access and participation in internships by establishing a CBT Internship Office and employing a Corporate Relations Coordinator to work with students on both campuses.

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

- All four colleges engaged in activities to increase the visibility of Centennial Honors College. This includes Arts and Sciences sponsorship of the pre-law symposium, Business and Technology's MBA redesign that focuses on recruitment of Honors students, Education and Human Services

target of under-enrolled departments to increase participation from 160 to 200 students, and Fine Arts and Communication expansion of Honors course credit options for students.

- The Centennial Honors College provided \$500/ACE to colleges that contributed faculty to teach honors courses, and worked to expand Quad Cities participation by establishing relationships with Honors associations, advisors, faculty, and students at regional community colleges.
- The School of Distance Learning, International Studies and Outreach will work to establish honors program for Bachelors of General Studies students.
- Academic Affairs will continue to support and enhance the Centennial Honors College.

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.

- Faculty were actively engaged in scholarly and professional activities including 24 book publications, 433 chapter/monograph/refereed article publications, 592 creative activities, 733 conference presentations, and 154 research awards that totaled more than \$14.9 million.
- All colleges were successful in receiving grants and contracts in FY2010. Arts and Sciences obtained \$721,335 for scientific equipment and other activities; Business and Technology new and in-progress grants total \$2,392,534; Education and Human Services grants total \$2,501,773; and Fine Arts and Communication received more than \$207,000.
- Document and Publications Services now produces in-house the *Aquatic Mammals* and the *Law Enforcement Executive Forum* journals.
- Fine Arts and Communication continues to generate revenue from ticket sales for University arts events such as Theatre, Dance Theatre, and Summer Music Theatre.
- Arts and Sciences will support student and faculty research through funding support, outreach at Kibbe Life Sciences Station, development of an environmental lab and GIS facilities at the Quad Cities campus, and support of the Western Survey Research Center.
- Quad Cities generated \$1.2 million in gifts and pledges for the School of Engineering, and continues to collaborate with School of Engineering and Business and Technology on a \$750,000 federal grant for supercomputing and patent transfer of Renew Moline's Midwest Intellectual Property Institute.
- Quad Cities, University Technology, and Arts and Sciences applied for a \$450,000 grant from the Institute for Museum and Library Sciences, a \$450,000 grant to support bioacoustics lab at Niabi Zoo, and a \$300,000 Lumina grant in support of underrepresented adult students in the Quad Cities.

- Education and Human Services will establish Distinguished Scholar status for faculty who reach and maintain involvement in “high level” publications.
 - The University will continue to support research and scholarly/creative activities.
- 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.
- Criterion Five of the Institutional Self Study for Re-Accreditation from the Higher Learning Commission-North Central Association of Colleges and Schools chronicles the many public service and outreach activities of Western Illinois University. Below are two examples from each campus.
 - The Illinois Institute for Rural Affairs served over 50 communities in the State of Illinois, including outreach activities in Management and Planning Programs in Non-Metro Groups that helped communities create foundations to facilitate investments in local initiatives; IIRA was also active with the Value-Added Sustainable Development Center, Health and Housing Programs, Rural Transit Assistance Center, Data and Technical Assistance Center, Peace Corps Fellows, and Entrepreneurship and Business Development outreach.
 - The College of Education and Human Services engaged in partnerships with Rock Island Salvation Army; Rock Island High School; East Moline School District; East Moline School District; Macomb Schools; WQPT TV; Hancock, McDonough, and Rock Island Regional Offices of Education; Special Olympics, Arrowhead Ranch; and Iowa Gender Task Force for juvenile offenders on various outreach activities positively impacting Quad Cities area students and educators.
 - The University will continue to support mission-driven public service and outreach and it will evaluate/implement public service recommendations from the Commission’s on-site review team report when it is received.
- c) Expanding the summer stipend, University Research Council programs, and establishing additional means to support research and scholarly/creative activities.
- University Research Council (URC) awards continue to promote research or its scholarly equivalent by providing “seed” money for the initiation of new projects. The URC makes awards each fall and spring and is able to fund between 10 and 20 projects each year. Faculty may request up to \$5,000 for their project from the URC, and departments and colleges usually contribute an additional \$1,000 or more.
 - 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.
- During Fiscal Year 2010, as of April 2010, over \$49,000 was awarded to support travel of 65 faculty members to scholarly conferences from the Provost's Travel Awards. The Office of Sponsored Projects provided \$6,478 in additional assistance.
 - The Office of Sponsored Projects provides training for faculty and staff on anything related to 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.
 - CINTR provides a variety of services geared towards enhancing the teaching and research needs, in addition to programs listed on the Center's Website. These programs include the annual Faculty Research Symposia and the annual Innovations in Teaching Forum. The guest speaker for the 2009 Faculty Research Symposia, for example, was Dr. Thomas Schwand, Professor and Chair of the Department of Educational Psychology at the University of Illinois-Urbana/Champaign. Dr Schwand's Keynote address focused on the "Ethics of Research, Ethics Education, and IRBs."
 - The Quad Cities Faculty Council formed the Research and Scholarship Symposium to give faculty a collaborative venue to discuss scholarship and creative activities, seek peer 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 consortia of seven local institutions of higher education sharing in professional development activities for faculty and staff in the Quad Cities region.
 - The University Malpass Library maintains WIU author bibliographies and sponsors an annual Author Recognition Reception. During this event, the library recognizes and honors faculty and staff at the University who have published a work during the year.
 - All of these activities will continue during Fiscal Year 2011. Additionally, the College of Business and Technology plans to address necessary upgrades to Agriculture teaching facilities and research infrastructure.
- e) Enhancing visiting scholars and artists in residence programs.
- The College of Business and Technology (CBT) continued the CBT Executive in Residence Series for the fourth consecutive year with Caterpillar Vice President Rob Grove. The College also hosted numerous special guests as on-campus speakers, including McDonald's Vice President Carol Koepke and international ethics expert Patric Kuhse.
 - English and Journalism hosted Lola Case as a Writing in Residence expert.
- 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.

- The Provost's Travel Fund (described in item d above) was created after a review of professional development support across academic affairs to annually support scholarly activity.
- g) Creating opportunities for increasing public involvement in cultural, intellectual, and educational activities.
- The College of Fine Arts and Communication presented over 150 concerts and recitals; participated in theatre touring companies; and hosted Susan Morrison, poet, author and environmentalist, who spoke on the topic of business and art.
 - The Centennial Honors College hosted the 10th Anniversary Lecture addressing the University Theme of personal finance.
 - University Libraries sponsored faculty lectures during Black History Month, including Ben Fletcher "Iron Determination and the Power of Black Iron; Creoles of Color" and one exhibit "New Orleans: The Birth of Jazz."

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.
- Arts and Sciences provided 21 new computers to new faculty requiring computer upgrade. In Fiscal Year 2011, Arts and Sciences will increase the number of electronic classrooms in accordance with each department's credit-hour production, extend wireless internet, renovate learning spaces, and address individual user computing needs.
 - Business and Technology will focus on discipline-specific software procurement, upgrade Stipes 312, and secure state of the art equipment for Agriculture and Geographic Information Systems.
 - Education and Human Services will provide necessary infrastructure for distance education development and delivery, electronic classroom instruction, and integrate emergent technology and strategy into instruction, research and marketing.
 - Fine Arts and Communication will ensure equipment stability in the Sallee 116 CAD lab, implement the laptop program, and engage in conversions of television equipment and studios to High-Definition. University Television will also upgrade a directional antenna for WIUM signal coverage.
 - University Libraries will explore and utilize technology to provide multiple-point print access, support management and delivery of information, and eliminate redundancies in acquiring, processing, and managing print and digital information.
 - Quad Cities Technology continues to provide technical assistance for 82.5 hours of weekly instruction, and expanded service to include eight new learning locations in the Quad Cities.

- b) Maintaining the multiyear electronic classroom upgrade program for general instructional and two-way audio-video classrooms on both campuses.
- Arts and Sciences added 70 computers, 20 projectors, portable cart systems, and discipline-specific computer labs. CODEC capability was added to increase course offerings between Macomb and the Quad Cities.
 - University Technology Classroom Support Services updated 18 electronic classrooms and conference rooms and published electronic classroom inventories and supporting materials on the Web for students, faculty, and staff.
 - All colleges and units in Academic Affairs will rotate equipment in accordance with the *Institutional Strategic Plan for Technology*.
- c) Developing and articulating support agreements and responsibilities between University Technology and college/departmental technology staff to enhance responsiveness and end-user support.
- University Technology will continue to maintain college support agreements with the deans to clearly define “who does what” in the area of technology support.
 - University Technology will continue to extend service level agreements to other areas. There are agreements with Document and Publication Services on copier maintenance and service provision between the School of Engineering and Quad Cities Technology.
- d) Implementing all other academic and administrative goals and priorities from the *Institutional Strategic Plan for Technology at Western Illinois University*.
- Accomplishments for the Institutional Strategic Plan for Technology are documented in a separate September 2010 report to the Western Illinois University Board of Trustees.
 - Staff from University Technology, Quad Cities Technology, Administrative Information Systems and Electronic Student Services will continue to work with end users on both campuses to successfully implement goals and priorities from the *Strategic Plan for Technology*, and participate in the review and update of the *Strategic Plan*.
- 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.
- University Libraries received a NLM \$39,000 subcontract to promote the use of www.medlineplus.gov, and received the Annual Technology Award from the Alliance Library System for the creation of the “Text Me” video.
- f) Increasing the virtual and physical information experience, including anytime, anyplace delivery of information to the University and surrounding community.
- University Technology and Quad Cities Technology staff 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, 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 will continue to acquire, preserve, protect, catalog and assess current and future WIU collections.
 - University Libraries will develop/implement an educational program on scholarly communication and publishing.
- h) Delivering additional community outreach initiatives through the Western Illinois University digital library, historical archive projects, and the promotion of rural librarianship.
 - University Libraries will implement plans to assert itself as a regional resource for digital archives, maintain and promote signature collections, and improve local technology through partnerships with local and school libraries at all levels.

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. A two-year review of the center, its utilization and effectiveness will be conducted during academic year 2010-2011.
- b) Exploring the awarding of credit for prior learning and life experiences where appropriate to the discipline.
 - The Bachelors of Arts in General Studies degree provides opportunities for students 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. During academic year 2009-2010, the Registrar's Information Management Support Team, in collaboration with Administrative Information Management Systems, implemented u.Select, a degree audit articulation system that links Western to feeder schools to enhance community college partnerships.
- 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.
- e) Creating five-year integrated baccalaureate/master's degree programs, where appropriate to the discipline.
- Western Illinois University has five integrated bachelors/masters degrees in Chemistry, Economics, Accountancy, Computer Science, and Physics.
- 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.
- Quad Cities; Education and Human Services; Recreation, Park and Tourism Administration; and partners from Eastern Iowa Community College established the first accelerated, three-year degree program for students with an Associate's degree in Conservation Technology that transfers into RPTA with a minor in Environmental Studies. The new program was featured in the Wall Street Journal on May 12, 2010, and will have its first students in fall 2010.
- g) Following credit hour requirements defined by the Council on Curricular Programs and Instruction (CCPI) in new program development.
- The Federal Compliance section of *the Institutional Self Study for Re-Accreditation from the Higher Learning Commission-North Central Association of Colleges and Schools* demonstrates that the University follows credit hour requirements defined by CCPI.
- 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.
- Quad Cities worked with Academic Affairs to increase the percent of fully completable undergraduate and graduate degrees on the Quad Cities Campus. Completability continues to increase from 44 percent in 2007 to 85 percent (24 of 28 programs) in 2009.
 - Quad Cities and Academic affairs will continue to collaborate to ensure completability of Quad Cities-based programs, with a focus on face-to-face courses for the four remaining programs that are not yet fully-completable. Part-time completability will also be considered.
- 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 Provost and Academic Vice President formed a Summer School Task Force to develop recommendations for increasing summer school enrollments on both campuses. Summer 2010 enrollment was 11.9 percent higher than summer 2009 enrollment.
- 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.
- Admissions collaborated with Quad Cities and Academic Affairs to implement the Go-4 Transfer Student Program with Black Hawk and Carl Sandburg community colleges. Fall 2009 was the pilot semester. Seven students enrolled, and this model was extended to Recreation, Park and Tourism Administration and Engineering.
 - A 2+2 articulation agreement signed in Early Childhood Education and Black Hawk College was implemented in fall 2009.
 - Quad Cities, School of Engineering and Business and Technology designed a pilot process with Black Hawk College and Eastern Iowa Community College District that allows Western to advise and enroll engineering majors in community college courses to increase advising efficiencies. Quad Cities will implement the program in academic year 2010-2011.
- 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.
- 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* demonstrates that the University 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 Western (53 in Macomb and 12 in the Quad Cities) are consistent with good practice in higher education and conform to the IBHE requirements. All undergraduate programs require a minimum of 120 semester hours, which includes at least 43 semester hours of general education coursework, and no program exceeds 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 Assistant to the Executive Director of University Technology prepares annual summaries of NSSE results for academic departments, deans, and the President's Cabinet. Results are used to inform program reviews and enhancements to service delivery.
 - Western's First Year Experience (FYE) is designed to enhance student engagement, retention, and graduation rates. To these ends: The College of Arts and Sciences offered 120 sections of FYE courses in academic year 2009-2010, and will offer 124 sections in academic year 2010-2011. The Registrar modified FYE programming to automatically track student compliance with the FYE requirement; and the University implemented the FYE graduation requirement, strengthened FYE Peer Mentoring training, and operated Academic Help Centers in freshman residence halls.
 - 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.
- University Housing and Dining Services expanded the Transfer Year Experience (TYE) to Higgins Hall. Western's TYE was recognized by the Great Lakes Association of College and University Housing Offices as an Outstanding Project.
 - Western was selected as the host school for 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 central 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 environment and experience. The 2011 conference is scheduled for May 27 – May 30.
 - The University Theme program (Global Challenges and Personal Responsibilities) included leadership and other co-curricular experiences encouraging students to think globally and act locally in the areas of personal finance and global poverty. The Theme for academic year 2010-2001 is Teaching and Learning for a New Era.
 - The University opened the new Multicultural Center, housing the programs and services of Casa Latina Cultural Center, the Gwendolyn Brooks

Cultural Center, the Women's Center, and the International Friendship Club.

- Student Services continued to enhance the Veterans Assistance Program, serving 618 veterans in Macomb, an increase of 11 percent from Fiscal Year 2009. The Student Assistance and Parent Service Center provided a Veterans Orientation, Veteran's Day memorial service, and dedicated the new Wright House Residence. The Veterans Resource Center is staffed with six student veterans whose wages are paid through the Veterans Administration.
 - Student publications staff earned five awards at the 2009 Illinois College Press Association convention, organized and produced a new student run, advertisement-supported publication, *Western Illinois Magazine*. Staff also developed social network sites to disseminate information from *WIU Magazine* and the *Western Courier*.
- 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, student services, and academic advising committed to helping students navigate from application to graduation.
 - Quad Cities will enhance advising specificity by working with Academic Affairs to develop a process for advising students in all degree programs that accounts for term admitted and impact on course selection.
 - A *Quad Cities Student Handbook* and *Statement of Expectations for Academic Advisement* will be published and disseminated in academic year 2010-2011.
- 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.
- See Goal 3, Action 2a.
- f) Re-establishing contact with students who have had to "stop out" or temporarily leave the University for one or more semesters.
- See Goal 1, Action 1b.
- 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 offered Late Night Programming including West Fest, Friday Night Recreation After Dark, outdoor movies, Cubs Game, cinema and panel discussion events, Sandburg Theatre movie events, Homecoming, Speed Dating, White Tie Affair concert, outdoor movies, comedy showcases, game night, Bingo nights, Bongo Ball at the Recreation Center, Family Groove Company concert, and Battle of the Bands. The 4th Annual First Night of Fun and other activities draw over 2,000 students to intramural fields for activities during the first weekend of school. Similar activities are planned for academic year 2010-2011.
- (2) Implementation of a comprehensive alcohol risk-reduction plan.
- Student Services implemented year two of alcohol pre-matriculation education *Alcohol Wise*, and continued making available alcohol and other drug assessment, chairs the Alcohol risk-reduction committee, and implemented BAC Squad, a student peer educator group. These efforts will continue in academic year 2010-2011.
- (3) Future University-theme programming in the areas of health and wellness.
- While the University's Theme focused on a non-health related area, the University offered many programs and services related to health and wellness. Beu Health Center provides health services to students. Academic year 2009-2010 saw an increase in patient visits, laboratory procedures, x-rays, and psychiatry appointments from the previous year.
 - Campus Recreation and Thompson Hall co-sponsored the Big Pink Volleyball tournament that raised \$13,314 for breast cancer research and local mammograms. Campus Recreation also sponsored *The Biggest Loser* program, a 10-week program that fostered an average individual weight loss of 10 pounds and individual commitment to maintaining a regular exercise program.
 - University Counseling Center sponsored Be Healthy Be Strong: Eating Concerns Coalition, 2010 Eating Wellness Screening Day, and provided 141 hours of consultation services to the general public.
 - The Western Well Committee, in consultation with Human Resources, continued to promote campus wellness including blood pressure screening, plasma glucose checks, and Western Walks. These efforts have made over 1,050 employee contacts.
- 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.
 - University Housing and Dining Services helps address the needs of students facing academic difficulties by increasing access to information and services through Resource Packets and one-on-one meetings with professional staff.

- Career Services coordinated 250 interviews, entered 1,537 jobs on the career services site, and participated in the WIU career fair that drew 452 students, the LEJA fair with 768 students, and the Spring Career Fair with 453 students. A total of 2,780 users viewed over 10,500 positions on the Virtual Career Fair. Fourteen pre-employment classes were taught to 283 students.
 - 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.
 - Quad Cities Academic and Student Services continues to offer personal counseling services to students and coordinated participation in the Career Fair with Black Hawk College. Over 1,500 individuals attended the spring 2010 Career Fair.
 - All university units from both campuses participated in H1N1 Pandemic Preparedness led by the Beu Health Center. Initiatives emphasized prevention and campus awareness.
- i) Encouraging and strengthening shared governance and student participation in University decision-making.
- All 10 teams for re-accreditation from the Higher Learning Commission-North Central Association of Colleges and Schools include 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.
- 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.
- 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 fundraising goals identified in the comprehensive campaign.
 - The Foundation received estate gifts of over \$625,000 to support the Trustees Scholarship program, jazz bands scholarships, and teacher education scholarships.
- b) Identifying new sources of financial aid for students enrolled at the University.
- Foundation funds support the academic mission of the colleges. For example the College of Arts and Sciences used 62.4 percent of \$127,769 in

Foundation funds to support student scholarships, assistantships, research, and student employment.

- Quad Cities cultivated over \$223,500 for student scholarships, increasing the number of students receiving scholarships from 43 to 84. The average scholarship award increased by \$476 per recipient.
 - The School of Distance Learning, International Studies and Outreach, Centennial Honors College, the Illinois Institute for Rural Affairs and the Center for International Studies provide funds for scholarships, internships, and travel and study abroad.
- c) Developing, implementing, and supporting new and enhanced strategies for reducing the amount of student indebtedness upon graduation.
- Student Services, via Financial Aid, continues to package aid and provide early notification for students. WIU is the earliest Illinois public institution to send award notifications. AIMS supported Financial Aid processes with extensive modifications to award-processing files, screens, and other changes. AIMS also assisted Financial Aid with a new interface that calculates unmet financial need.
 - Quad Cities Office of Academic and Student Services, Director of Financial Aid, Bursar, and other staff implemented a financial aid agreement with Black Hawk College for students who complete coursework at both institutions at the same time.
 - Financial Aid developed a suggested lender list that meets all new federal requirements.
 - The Scholarship office developed plans for a scholarship area website audit that will explore ways to be more effective and efficient in the scholarship area's use of technology.
- 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.
- Fifteen Theatre and Dance students received certification in armed stage combat (rapier and dagger) by the Society of American Fight Directors, with two students receiving the Examiners Award for Excellence.
 - University Union provides facilities and staff for campus events. A total of 55,956 students attended 1,534 events in Fiscal Year 2010.
 - Quad Cities supports recruitment and retention of diverse students by providing a diverse array of 19 student organizations.

- b) Developing educational opportunities designed to raise awareness of environmental issues.
- Physical Plant joined the Association for the Advancement of Sustainability in Higher Education's Sustainability Tracking Assessment and Rating System, developed a Green Cleaning program for the Multicultural Center, and continues efforts to engage in energy savings.
- c) Sponsoring University-theme programming and events, and programming in the First Year Experience that is integrated with the University theme.
- The 2009-10 theme, Dollars and Sense: Personal Finance to World Poverty, was supported by an impressive array of events, including presentations by the author of the summer reading *Nickel and Dimed*, Barbara Ehrenreich; James Scurlock; Dr. Vandana Shiva; and through many activities organized by student organizations and departments.
 - The 2010-2011 theme will focus on Teaching and Learning for a New Era. Using this year's theme, students, faculty, and staff are asked to start discussions in and out of the classroom, exploring the changes in education and how these changes play in our everyday lives. The University Theme Speakers Series will include educational futurist Anya Kamenetz and Michael Wesch, Associate Professor of Cultural Anthropology at Kansas State University.
- d) Hosting high-profile University speakers on both the Macomb and Quad Cities campuses.
- Members of the Macomb and Quad Cities Community were invited to high profile university events that include the State of the University Address by President Goldfarb, presentations of University Theme and Environmental Summit speakers, and other campus events and lecture series, including the Distinguished Faculty Lecture and the Hallwas Lecture.
- 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.
- The name Leathernecks was applied to all Western Illinois University athletic teams to promote equity and marketing and to unify the athletic team names.
 - Individual student athletes achieved great accomplishments on and off the playing field. Kyle Peterman played in the 2009 U.S. Open, Matt Barr was named the Student Lincoln Laureate, and Ceola Clark was named Summit League Defensive Player of the Year. Off the field, average athlete GPA was over 3.0 for two consecutive semesters.

- Broadcasting covered 158 sporting events for witutv3, WIUS-FM, and RockyVision. WIUS-FM also featured live announcers for the majority of on-air time.
 - Athletics will continue to focus on meeting Federal Graduation Rates, with the 2009-2010 cohort at 58 percent compared to 64 percent nationally.
- 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.
- Athletics developed an academic initial eligibility worksheet to assist student-athlete prospects and coaches in NCAA initial eligibility processes.
 - Athletics developed practice log audit surveys for current student-athletes 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.
- University Theme activities were discussed in Goal 4, Action 1c. In addition, there were also numerous activities at the college and departmental level. For example, the Quad Cities Campus received \$5,000 from the Rock Island Credit Union to provide a series of workshops and events for students on financial literacy.
 - 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.
- 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 hosted 45 Alumni and Friends events, researched programs at peer institutions and began to develop the “Alumni Volunteer Program” and the Alumni Mentoring Program.
- k) Developing a plan to prepare students to be lifelong, contributing members of the Western Illinois University community.
- 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, and sabbaticals for faculty and staff to advance their educational pursuits.
- b) Continuing to enhance non-credit programs and services.
- The School of Distance Learning, International Studies and Outreach continues to provide a variety of youth academic enrichment programs and support of academic programs. Staff obtained many educational contracts with external sponsors who provided credit-bearing courses taught by faculty to place-bound cohorts of teachers statewide.
- c) Sustaining the University’s Affirmative Action Internship Program.
- The University continues to support its Affirmative Action Internship Program.
- 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 sponsored 11 performances during the 2009-2010 season. This included Lady Smith Black Mambazo, The Wedding Singer, and the Ying Quartet.
 - 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.
 - Theatre and Dance hosted the National Players touring Shakespearean company, who presented *Much Ado About Nothing* free of charge for two performances in Horrabin Theatre.
 - Western Illinois University-Quad Cities became the official license holder of WQPT-Quad Cities Public Television on June 1, 2010. WQPT provides over 605,000 potential viewers with high-quality educational programming, including specific series emphasizing the fine and performing arts.

- Western Illinois University-Quad Cities maintains working partnerships with the Figge Art Museum, the Campbell Center in Mount Carroll, Niabi Zoo, and Shedd Aquarium, as additional opportunities to provide the campus and surrounding communities with a diverse selection of high-quality cultural and educational events.
- e) Coordinating the educational opportunities at Western Illinois University.
- Education and Human Services continued to provide regional public service activities through the Regional Science Olympiad completion, fifth annual Area 3 Homeless Symposium, Administrators Round Table, Annual Law Conference, and Instructional Design and Technology outreach workshops.
- 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 securing re-accreditations from the National Council for the Accreditation of Teacher Education and the Illinois State Board of Education Teacher Certification Board. Preparation continues for the on-site visits that will occur in 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 (CITR) offered 176 programs on the Macomb Campus and 19 at Quad Cities that were attended by 452 individuals. CITR also offered several multi-day focused sessions, the Summer Academy, and facilitated travel and planning for the Faculty Summer Institute at the University of Illinois.
 - Sponsored Projects created a responsible conduct in research training module for advanced researchers with federal grants, created new workshops for faculty advisors and principal investigators for management of Institutional Review Board (IRB) documentation, offered workshops to help researchers understand IRB forms and procedures, offered new training for animal researchers, and workshops to assist faculty with pre- and post-funding award activities.
 - The Registrar hosted *Family Educational Rights and Privacy Act* update training for 36 academic advisors and office representatives.
 - Human Resources offered training sessions at departmental requests including Office 2007, Zimbra, Customer Relationship Management, Performance Reviews, and Interview skills.
 - All Public Safety Officers participated in extensive rapid response training, and officers also completed domestic violence and sexual assault response training.
 - Purchasing held training sessions for the PCard and basic purchasing both University-wide and on an individual basis.

- Business Services explored development of on-demand web-based employee training on university policy, identity theft, cash/check deposit, grant and contract training for fiscal agents.
 - Quad Cities Faculty Council formed the Quad Cities Research and Scholarship Symposium to provide interdisciplinary feedback for faculty and staff with scholarship in progress. A research display case was added to the main level lobby and a social network site was developed to highlight faculty and staff scholarship.
- 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 GO WESTERN! A standing Employee Development Advisory Group was established to include a representative view of training and development needs and solutions for current and future years.

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.
- Center for International Studies continued to expand cultural programs such as International Neighbors, Cultural Cafes, and Wednesday international activities.
 - Casa Latina remains open during evening hours to accommodate and encourage student study groups. Ten students attended the U.S. Hispanic Leadership Conference, and Casa Latina will continue to collaborate with academic departments on diversity and First Year Experience initiatives.
 - Disability Support Services implemented new Text Conversion Methods, and participated in Project SHIFT (Shaping Inclusion Through Foundational Transformation) to assist disability service providers in shifting from a medical service model to one of social justice.
 - Gwendolyn Brooks Cultural Center partnered with over 64 University, community, and regional constituents to enhance the quality and quantity of programs offered. A sample of programs include Black Student Association's hosting of the annual Thanksgiving Project that distributed 140 food baskets in McDonough County, Martin Luther King Day of Service Project with over 80 participants, and the Juneteenth Celebration that attracted over 2,000 people.
 - The Office of Student Activities sponsored more than 40 programs during academic year 2009-2010.

- The University's Greek community contributed over 2,700 hours of service, raised \$12,745 for philanthropy, and increased the number of volunteer service activities from 44 to 52.
- 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.
- The Center for International Studies (CIS) participated in recruitment trips to Ecuador, Chile, Taiwan, and Korea.
 - Economics and Illinois Institute for Rural Affairs partnered to implement the new program "Muskie Fellows" to recruit students from foreign countries to enroll in the M.A. in Economics program at WIU.
 - Business and Technology, Education and Human Services, and the Center for International Studies engaged in activities to promote growth in study abroad programs. Participation increased from 29 to 50 students in 2009.
 - International student enrollment in Business and Technology includes 47 percent international students, including 84 percent of computer science majors from this student population. International Students represent 44 percent of newly matriculated students in Health Sciences.
 - The Illinois Institute for Rural Affairs brought eight graduate students from the Mexican State of Chiapas and continues to work on a federal grant with five U.S., Canadian, and Mexican universities to promote a student entrepreneurship exchange program.
- c) Supporting service learning, internships, student teaching, and other forms of experiential learning.
- During the last year 319 Western student teachers had clinical experiences located in 342 schools, and 440 students completed diversity field experiences in 40 visits to 20 different public schools.
 - For additional information on other forms of service learning, see Goal 2, Action 1g.
- d) Engaging in activities associated with the American Democracy Project.
- Arts and Sciences presented the 2009 John Hallwas Liberal Arts Lecture which was given by Dr. Iraj Kalantari, Chair of Mathematics. The lecture series will continue in fall 2010.
- 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 ensuring up to date web content, and use web as a tool for student recruitment, information sharing, interactivity, social networking, and other uses.
 - The redesigned Macomb Campus Website was deployed on June 4, 2010. The new site includes updates to 15,000 web pages and 2,000 previously broken links. The Quad Cities Website with the redesign and updated information was launched in August 2010.
 - A new faculty/staff campus portal is being beta tested by members of the Internet Technology Advisory Group, University Technology Advisory Group, and President Goldfarb. Implementation is planned for October 2010. University Technology will begin student focus groups and design of a new student portal in fall 2010.
- 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 finalized and is implementing priorities from the *Alumni Association Strategic Plan*.
 - b) Supporting the comprehensive campaign for scholarships, faculty support, capital improvement, and information and technologies on the Macomb and Quad Cities campuses.
 - Comprehensive Campaign totals are reported in Goal 1, Action 2c.
 - c) Increasing the percent of alumni giving to the University.
 - The Foundation Office supported a new student philanthropy program and the phone-a-thon student caller program.
 - The Foundation Office will implement plans for mobile giving plan that is designed to increase young alumni participation from 5 percent to 10 percent.
 - 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*.
 - President Goldfarb, Western Illinois University-Quad Cities, all colleges, numerous departments, and University Libraries all utilize the expertise of external advisory 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 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 Western Illinois University-Quad Cities Executive Studies Center offers an ongoing program providing a series of 10 courses in key business topics to the employees of KJWW Engineering at their site in Rock Island and electronically to five remote offices the company operates. The Center also offers an annual, four-day boot camp for area supervisors, managers and leaders to learn the latest case studies, planning exercises, self-assessments and simulations to develop strategies for exceptional supervision skills.
- In 2009, Western received \$500,000 each from the Moline Foundation and the John Deere Foundation to support the new Engineering program in the Quad Cities. The program was designed to fill critical educational and workforce needs. There are no undergraduate engineering programs in the Quad Cities area. According to U.S., Illinois, Iowa, and Missouri labor agencies, there is a strong labor market demand for engineering graduates in western Illinois and eastern Iowa with an 11-percent increase in employment demand between 2004 and 2014. Locally, there are approximately 10,500 engineering positions in the Quad Cities area, with 20 percent expected to become vacant due to retirements and attrition in the next two years.

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.

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.
- The Office of Public Safety’s programs and services in protection of members of the campus community and guests include an escort system, Emergency Alert System, Blue Light Call Boxes, a dedicated group of team police stationed in the residence halls, crime Victim Assistance and Advocacy, patrols, and prevention programs.
 - Western Illinois University-Quad Cities maintains in-person security for all hours and days that the facility is open including nights and weekends.
 - The Director of University Counseling researched, designed, and implemented a Campus Threat Assessment Team and developed a proposal for a Campus Violence Prevention Plan that employs a multi-disciplinary, multi-jurisdictional approach to violence prevention strategies. A similar team was also formed on the Quad Cities Campus.
 - The Women’s Center planned and implemented the 20th Annual Take Back the Night March and Rally to raise awareness about violence and sexual assault.
 - The Illinois Law Enforcement Training and Standards Board Executive Institute partnered with WIU and community organizations to receive grant funding to reduce domestic violence, dating violence, sexual assault, and stalking on campus.
 - The Illinois Law Enforcement Training and Standards Board Executive Institute enhanced its educational programs, created the Center for Homeland Security Leadership to serve command and executive public safety leaders in Illinois, produced a monthly electronic newsletter with a readership of 3,000, and sponsored the Transformation to Leadership course for law enforcement organizations. ILETSBE also hosted several workshops and summits on issues including cyber terrorism, ImageScan, and other dialogues and programs.
- b) Codifying emergency operations planning and physical disaster recovery for Western Illinois University.
- Risk Management and Emergency Preparedness (RMEP) completed training on threat assessment teaming, NIMS 400, “Right to Know” safety training, University-wide pandemic influenza tabletop exercise, and a functional emergency preparedness exercise with University Libraries employees.
 - The Assistant Vice President of Administrative Services chairs the WIU Emergency Response Team, a multidisciplinary team that prepares and executes plans for emergency response in Macomb and the Quad Cities.
 - The Assistant Vice President of Administrative Services also served as co-director for a full-scale active shooter exercise attended by over 300 people from WIU, U.S. Navy, McDonough County, and State of Illinois agencies. One hundred people observed the exercise.

- Risk Management and Emergency Preparedness (RMEP) continued WIU Emergency Operations Plan development, established the Building Emergency Action Plans, and facilitated building-specific coordinator training. A web site was developed to communicate RMEP activities.
 - Administrative Services and Quad Cities coordinated to establish Quad Cities compliance with the National Incident Management System, and to identify implementation and emergency response strategies. In consultation with the Director of Counseling Services, Quad Cities established an Emergency Consultation Team and a Student of Concern Committee to respond to events and to proactively address potential situations.
- c) Codifying technology disaster recovery for Western Illinois University.
- University Technology, Telecommunications, and Administrative Information Management Systems all engaged in annual technology disaster recovery scenarios in conjunction with codified policies and procedures.
 - Physical Plant protected and assured continuation of university servers and mainframe by adding temperature and water sensors in the basement UPS location, generator remote control, drip pans and receiving information on air handler updates.
- d) Reviewing and implementing accessibility standards in new construction and campus renovation projects.
- Physical Plant continues 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.
 - Arts and Sciences addressed physical space accessibility including ramp access in Morgan 101A and Waggoner 319, and designated seating for students who use wheelchairs in general use classrooms in Currens, Morgan, Simpkins, and Waggoner Halls.
 - Student Services is installing a new, accessible passenger elevator to the Heritage Room in the University Union, and the outside entrance, deemed as unsafe by a structural engineer, is being replaced.
- 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.
- The University's Web Accessibility Committee, co-chaired by the Executive Director of University Technology and Director of Equal Opportunity and Access, continues 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 Multicultural Center was successfully opened and 1,092 events were hosted during the 2009-2010 academic year. The Multicultural Center

marks the first new Leadership in Energy and Environmental Design certified facility at Western Illinois University.

- There were facilities enhancements to Simpkins Hall, University Village, Tanner Hall and Circle, South Quad Dining Center, International House, Lincoln and Washington Halls, and the Golf Course as documented in the Fiscal Year 2010 Master Plan Update presented to the Western Illinois University Board of Trustees in December 2009.
 - Intercollegiate Athletics completed construction of the Stan Hyman Memorial Halo at Alfred D. Boyer Stadium and relocated the Lee Calhoun Statue. A dedication ceremony was held to name the Lee Calhoun Memorial Plaza in conjunction with the annual Lee Calhoun Memorial Track Meet.
 - Physical Plant completed the University Utility Master Plan that identified priorities in the \$10 million capital renewal project for Heating Plant and steam distribution lines. Physical Plant engaged in several master plan projects involving cooling, electrical, water, HVAC and other repairs, upgrades, and replacements.
 - Construction is underway for Building One on the newly developing WIU-Quad Cities Riverfront Campus, scheduled to open for classes no later than Spring 2012. A programming study was completed for phase II construction. The project is now in design after release of state funding in summer 2010.
- 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.
 - The migration to a Voice Over Internet Protocol system for the Quad Cities Campus was initiated and completed in September 2010. Migration for the Macomb Campus is in the 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.
- i) Engaging in programming studies to give precision in cost estimates before requesting inclusion in the University's capital requests to the state.

- Student Services conducted a programming study for Corbin Olson renovation prior to beginning design and construction.
 - Western Illinois University-Quad Cities engaged in a programming study with cost estimates for Phase II before beginning the state design process.
- j) Completing a facilities condition assessment (FCA) of major building systems to help prioritize permanent improvements on both campuses.
- The FCA was completed in Fiscal Year 2009. Annual updates are presented to the Western Illinois University Board of Trustees at the September/October meeting.
- 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
 - The Long Term Housing and Dining Master Plan is complete, on the University Housing and Dining Services website, has been shared with the Western Illinois University Board of Trustees, and is the basis for current actions.
 - 2) Utilities and Infrastructure Master Plan.
 - Physical Plant completed the Utilities and Infrastructure Master Plan. Results were the basis of the issuance of the Certificate of Participation described above.
 - 3) Campus Parking, Transportation, and Circulation.
 - Physical Plant continues collaboration with the City of Macomb on projects related to parking, transportation, and circulation. Examples of these collaborations include the University Drive realignment plan, TIF district, and Adams Street overlay project.
 - GoWest ridership increased 20 percent due to marketing, and continues to integrate real time, schedule-based software. New GoWest garage construction is planned for Fiscal Year 2011.
 - Western Illinois University-Quad Cities is working with the city of Moline on the installation of a new road to the immediate south of Riverfront Campus, as well as streetscape enhancements to the north and east of the campus' boundaries.
 - 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.
- l) 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 now 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.
 - Physical Plant continues to aid in the design, construction, and certification of new and existing facilities to meet Leadership in Energy and Environmental Design standards. This includes the possibility of seeking gold certification for Phase II construction on the Riverfront Campus.
 - All University areas engaged in efforts to reduce use and consumption of paper through document imaging and web-based forms, and also increased recycling efforts. For example, University Relations' *Campus Connection* reduced the number of hard copies from 900 to 80, and eliminated mailing copies off campus.
 - A sustainability coordinator was hired in December 2009 with reallocated salary savings. Several sustainability events took place including Recyclemania and WeCare.
 - Physical Plant piloted a recycling program in Horrabin Hall and replaced four rental vehicles with hybrids.
 - All seven admissions counselors in Macomb drive hybrid vehicles and the rental fleet is now 45 percent equipped with hybrid sedans.
 - The Hertz Car Share program was implemented and provides energy efficient vehicles to faculty, staff, and students at a low hourly rate to encourage carpooling.
- m) Coordinating sustainability reporting for the campus community and external requests.
- Administrative Services hired a sustainability coordinator. This position works closely with the Director of Physical Plant and the Campus Sustainability Committee to coordinate sustainability reporting for the campus community and external requests.

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.
- www.wiu.edu/UniversityPlanning/strategic-plan.html contains links to the spring 2005 through 2010 planning and accomplishment presentations made by the vice presidents and areas that report to the president. The next presentations are scheduled for April 2011.
 - The annual strategic plan update presented in September/October provides a qualitative summary of institutional accomplishments and is complemented by a quantitative Performance Report at the

November/December Western Illinois University Board of Trustees meeting.

- 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 University continued established accountability processes by publishing monthly *Strategic Plan Updates, Academic Year 2008-2009 Strategic Plan Update, Fiscal Year 2010 Master Plan Update, Fiscal Years 2009 and 2010 Institutional Strategic Plan for Technology Update*, and the *Fiscal Year 2010 Performance Report*. All of these reports will be updated in academic year 2010-2011.
- 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*.
 - 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 2010.
- 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 Vice President for Quad Cities, Planning and Technology prepares annual *Performance Reports* for the Western Illinois University Board of Trustees, campus and external communities. The next report will be presented to the Board in December 2010.
- 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.
 - Benchmarking against peer institutions and Illinois public universities is the basis for annual performance reports.
- g) Maintaining Website information on annual divisional priorities and accomplishments.
 - This information is available from the University’s Strategic Plan Website, www.wiu.edu/UniversityPlanning/strategic-plan.html.

- 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.
 - The next NCATE re-accreditation visit will occur in academic year 2011-2012. The self-study for this visit is currently in progress.
 - (2) National Collegiate Athletic Association (NCAA) Division I recertification.
 - The next NCAA certification visit will occur in academic year 2014-2015.
 - (3) Higher Learning Association-North Central Association of Colleges and Schools re-accreditation.
 - The University's *Institutional Self Study for Re-Accreditation from the Higher Learning Commission-North Central Association of Colleges and Schools* is complete and available for review at www.wiu.edu/university_planning/accreditation.php. Western will host the Commission's on-site review team February 14-16, 2011.
 - (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.