

**Western Illinois University**  
**Division of Academic Affairs**  
**COLLEGE OF FINE ARTS AND COMMUNICATION**

**Consolidated Annual Report, Planning Document and Budget Request**

Reports Due to Provost and Academic Vice President

Directors: March 7, 2014

Deans: March 12, 2014

*(Please submit electronically)*

**Respond to the following questions in no more than 15 pages. Attach appendices with supporting documentation where appropriate.**

**CURRENT YEAR**  
**Fiscal Year 2014**

**Accomplishments and Productivity for FY14**

1. Give a brief review of the division's goals and objectives for FY14.

The College of Fine Arts and Communication rigorously supports the Values, Vision, and Mission of Western Illinois University to establish an academic and professional environment that encourages students to develop their creative, intellectual, and technical potential. We also encourage and nurture continued faculty growth as artists, scholars, and teachers. The College is committed to expanding recruitment/retention activities and enrollment for our programs through participation in Discover Western and WIU admissions activities, visits to area high schools, colleges, and universities, and conducting individual meetings with prospective students and parents. The College is also committed to utilizing online and social media marketing tools in an effort to expand our regional base. The College continues to develop partnerships with community/regional schools, arts organizations, museums, clinics, retirement homes, and hospitals to expand our mission throughout the Macomb community and Western Illinois.

**Continue to:**

- Support the *Higher Values in Higher Education*, the Vision, and Mission of Western Illinois University and the College of Fine Arts and Communication.
- Establish an academic environment and to teach in a manner that encourages students to develop their creative, intellectual, and technical potential in the visual arts.
- Encourage and reward continued faculty growth as artists, scholars, and teachers.
- Support the University-wide Strategic Planning/Revision initiative.
- Create and implement a new Strategic Vision for the College of Fine Arts.

**Recruiting/Retention**

- Continuation of "Broadcasting Days" for perspective students (*HVHE Goal 1 - Action 4*)
- Strengthen and expand Broadcasting, Art, and Fine Arts Living Learning Communities in Tanner and Corbin Halls (*HVHE Goal 1 - Action 3/Goal 2 – Action 1 & 2*)
- Revamp COFAC recruiting materials and displays (*HVHE Goal 1 - Action 4*)
- Build upon the success of Communication Career Preparation Day (*HVHE Goal 1 - Action 3/Goal 2 – Action 1 & 2*)
- Establish a COFAC Fall Career Day (*HVHE Goal 1 - Action 4/Goal 2 – Action 1*)

## Curriculum

- Formally implement the Graphic Design Major in Art (HVHE Goal 1 - Action 1 & 4)
- Implement Broadcasting/Sports Management Program (HVHE Goal 1 - Action 1 & 4)
- Increase COMM 241 offerings for all students (HVHE Goal 3 - Action 1)
- Explore College-wide Arts Administration Program BA/MA (HVHE Goal 1 - Action 1, 4 & 5)
- Begin exploring conversion of expanding dance minor to major with new CPA facilities (HVHE Goal 1 - Action 1/Goal 2 – Action 4)
- Continue to support COFAC growth in the Honors Program (HVHE Goal 1 - Action 4/Goal 2 – Action 1)

## Faculty/Staff

- Broadcasting - Unit B position-Production (HVHE Goal 2 - Action 1-5)
- Communication - Stabilize budget for Graduate Teaching Assistants (HVHE Goal 2 - Action 1-5)
- Communication Sciences and Disorders - Hire PhD level Unit A faculty Member (HVHE Goal 2 - Action 1-5)
- Museum Studies – Establish a half-time Unit B position (HVHE Goal 2 - Action 1-5)
- Music - Tenure Track position in Voice (HVHE Goal 2 - Action 1-5)
- Music - Tenure Track position in Music Business (HVHE Goal 2 - Action 1-5)
- Theatre & Dance - Conduct national search for replacement, full-time tenure track Lighting Designer (HVHE Goal 2 - Action 1-5)
- Theatre & Dance – Increase half-time Unit B position in Dance to full-time Unit B (HVHE Goal 2 - Action 1-5)
- Initiate search for Facilities Manager/Production Manager for Center for Performing Arts (HVHE Goal 2 - Action 1-5)

## Facilities

- Funding Release/Ground Breaking for Center for Performing Arts (HVHE Goal 3 – Action 4/Goal 4 – Action 3 & 4)
- Create a feasibility study for Art Gallery renovations (HVHE Goal 3 – Action 4/Goal 4 – Action 3 & 4)
- Complete WIU Tactical Renovation Plan with Facilities Management (HVHE Goal 2 – Action 1/Goal 3 – Action 4/Goal 4 – Action 3 & 4)
- Broadcasting conversion to HD in studio and production truck (HVHE Goal 2 – Action 1/Goal 3 – Action 4)
- Continue purchase of Wenger Practice Modules for Music to reside in Sallee Hall (HVHE Goal 2 – Action 1/Goal 3 – Action 4)

## Resources

- Revise and expand web presence for COFAC (HVHE Goal 6 - Action 2)
  - Explore a marketing plan for Museum Studies (HVHE Goal 2 – Action 1)
  - Create a COFAC Computer Rotation Plan (HVHE Goal 2 - Action 5)
  - Increase Broadcasting Partnerships and outreach initiatives (HVHE Goal 4 – Action 3/Goal 5 – Action 1)
  - Implement fundraising plan with CPA Construction (HVHE Goal 5 – Action 3)
  - Finalize Agreement with Knox College and TSPR (HVHE Goal 5 – Action 3)
2. List the most important divisional accomplishments for FY14 and document how these accomplishments support the goals and objectives of the University, including specific Strategic Plan accomplishments. List the accomplishments based on the below goal areas. Divisions may indicate “not applicable” or “none” under a goal area as appropriate.
- a. **Enhanced Culture for Teaching and Learning**
- Maintain rigor and high academic standards
    - Art continues to carryout its academic vision and provide instruction in a manner that encourages students to develop their creative, intellectual, and technical abilities as artists, scholars, and teachers. High profile projects like the WPA Exhibit in conjunction with the Figge Museum of Art and the Rocky on Parade Public Art Project contributed to the reputation and success of the program and the University. Art was also able to upgrade the University Art Gallery and re-open the second floor gallery.
    - Broadcasting continues to provide rigorous, high quality educational programs to a diverse student population, while providing services to the entire region. Broadcasting was able through the support of many to renovate and upgrade the control studio to a state-of-the-art High Definition studio. Sports Broadcasting was honored by being named a Signature Program at WIU.

- Communication fosters a high quality and critical learning environment for faculty and students. The department is working to increase the number of majors at both the Macomb and QC campuses and saw modest growth in both areas.
- Communication Sciences and Disorders continues to upgrade facilities and the speech-language clinic. The department is also working to revise its graduate curriculum.
- Music is dedicated to developing technically proficient and artistically expressive musicians at the undergraduate and graduate levels as well as students trained in music therapy, education and business. Music has committed considerable resources to increased recruiting and retention.
- Theatre and Dance continues to expand recruitment efforts by attending state high school theatre festivals in Illinois, Iowa, and Wisconsin. The department has also implemented a three-year recruitment rotation for the MFA acting and directing programs. Musical Theatre was honored by being named a Signature Program at WIU.
- Support for Quad Cities Riverfront campus
  - The Museum Studies graduate program and post-baccalaureate certificate program support the mission of the QC campus. MST partners with Art and RPTA in offering courses at the Figge Museum.
  - Communication continues to offer a major and minor in the QC.
  - Art, Music, and Communication have offered classes to support the QC freshman honors cohort in FY 14.
  - Plans are underway for the development of a Masters in Art Education in the QC.
  - A 4+1 program with Art and Museum Studies is being completed.
  - Graphic Design courses will be offered in the QC in Fall 2014.
- Continue to expand scope of the Centennial Honors College
  - All programs are focusing their recruitment efforts on high achieving students who qualify for the Western Commitment scholarships (ACT 36-22). These students are automatically members of the Centennial Honors College.
  - All departments have honors directors who work to identify potential honors scholars and also work with them as they progress through the honors curriculum.
  - All departments and the College office are supportive of the COFAC Honors Curriculum. The College has financially supported their activities this year.
  - COFAC Honors offered our sophomore honors course for the second time Fall 2013. This course was for all honors students and team-taught by faculty members from all six departments.
  - Faculty are encouraged to work with students on papers and projects/performances suitable for Undergraduate Research Day.
  - Communication offered two sections of COMM 241H. A number of Communication faculty conducted in-class honors projects for Centennial Honors students.
- Increase course based civic learning, internships, and service learning opportunities
  - Art, Broadcasting, Music and Theatre and Dance students serve the local and regional communities through their art work/gallery exhibits, broadcast programming, concerts, workshops, master classes, and productions.
  - The Community Music School provides music lessons for area children and adults while providing teaching opportunities for current and former students.
  - CSD's Speech and Hearing Clinic is a training ground for undergraduate and graduate students while providing speech language and hearing services to the region.
  - Music Therapy students also provide services to members of the region as part of their coursework.
  - CSD collaborated with the Department of Kinesiology to serve children with autism in the Adapted Physical Education Clinic.
- Support undergraduate and graduate research opportunities
  - All departments in COFAC encourage their students to participate in Undergraduate and Graduate Research Day (URD) opportunities.
  - Art BFA students give their formal BFA presentations during URD.
  - Almost all Communication 400-level courses contain some level of research requirement.
  - In fulfillment of established goals of the fund, the Wayne N. Thompson endowment supported funding for graduate and undergraduate student scholar awards and graduate assistantships. This endowment also provided funding for a graduate student to attend the NCA conference this past fall.
  - CSD funded four student research presentations at conferences.
- Support special program for Women in the Sciences and Government  
The College supports this program

- Support scholarly/professional activity
  - The Wayne N. Thompson Endowment allows for the designation of one faculty member as the recipient of the Thompson Professorship. This individual receives research and travel support.
  - CSD subsidized faculty travel with non-appropriated funds.
  - Theatre and Dance provided partial support for faculty and student participation at NAST's annual meeting, Kennedy Center American College Dance Festival and Kennedy Center American College Theatre Festival.

**b. Fiscal Responsibility and Accountability**

- Implement zero-based funding and identify further costs savings to meet challenges in the FY15 budget
  - The College and each department and program underwent zero-based budget initiatives to address the budget deficit and is adjusting to the new budget realities accordingly.
- Identify alternative funding sources
  - Department Foundation accounts.
  - Music has sought outside funding for graduate assistantships through area churches and schools.
  - MST received grant funding from the Community Foundation of the Great River Bend for an interactive technology project partnership with CAIT.
  - MST added an assistantship funded by the Figge Art Museum.
  - MST is using donor funds to support students' participation in Campbell Center workshops and conferences.
- Develop college priorities in fundraising
  - Through the Consolidated Annual Report Process and our Foundation officer, COFAC is in the process of creating a fundraising plan and priority assignment as we bridge to the next Capital Campaign.

**c. Enhance Academic Affairs Role in Enrollment Management and Student Success**

- Develop undergraduate, graduate, and international recruitment plans for each department/school
  - All departments in COFAC have developed recruitment plans and have set goals for recruitment and retention.
  - Communication conducts an annual Career Preparation Day to assist students in meeting their academic and career goals.
  - Music has an extensive and sophisticated enrollment management plan that is overseen by the School of Music Recruitment Coordinator.
- Continue to expand Distance Learning opportunities
  - All the departments in COFAC, except CSD, offer one or more online courses.
  - Broadcasting offers three online courses.
  - THEA 390 was developed into an online course last summer.
  - Communication has developed a new Computer-Mediate Communication minor that is fully deliverable online.
- Provide opportunities for non-degree seeking students
  - COFAC is looking into Post Baccalaureate Certificate Plans where appropriate as well as other non-credit opportunities and possible future summer options.
- Increase participation in the Building Connections mentorship program
  - Faculty, staff, and chairs participate in the Building Connections mentorship program.
- Implementation of revised FYE
  - All departments offering FYE courses revised their course content to align with the revised FYE program.
  - Theatre and Dance was negatively impacted by the change in the number of required FYE courses. SCH production for the year will be down by approximately 30%.
- Review campus-wide advising procedures
  - COFAC advisors participated in the self-study and external review of campus academic advising.
- Enhance access, equity, and multicultural initiatives for entire campus community
  - Theatre and Dance encouraged non-traditional and color-blind casting in all productions and chose scripts this year and next year with roles for actors of color and nationality.
  - CSD initiated a formalized double major with Foreign Languages and Literatures to allow students to easily double-major in CSD and a foreign language.

- Broadcasting has a diverse population. The department continues to recruit women, minority students, and first-generation college students.

**d. Focus on International Recruiting and Education Opportunities**

- Increase the number of international students
  - a. Music faculty recruit internationally. Additionally, the President's International String Quartet adds to the diversity and quality of our student population.
  - b. MST has a new graduate student from China.
  - c. Broadcasting has one student from China. The department is in discussions with International Programs about developing study abroad opportunities in China, Brazil, and Germany.
  - d. Theatre and Dance have had preliminary conversations with the University of Bayreuth, Germany, regarding student exchange programs and perhaps productions.
- Increase study abroad participation and opportunities
  - a. CSD continued to implement the Wales study abroad program last summer and two students have been selected to go to Wales this summer.
  - b. Broadcasting students participate in study abroad opportunities, primarily at Edgehill University in England and at universities in Australia.
  - c. Art continues to work to finalize a student exchange program in Cardiff, Wales.
  - d. Communication offers their Disney organizational culture course. The department will also offer a study abroad course focusing on intercultural communication in Barcelona, Spain next year.
- Develop academic partnerships with international institutions of higher learning
  - Music faculty have established partnerships in Brazil, the Dominican Republic, and South Korea.
- Strengthen relationships with embassies and host countries
  - COFAC fully supports the growth of International Studies and has been a solid partner in the Burmese exchange currently under study.

**e. Facilities Enhancement and Technology Support**

- Support for Center for Performing Arts  
COFAC supports the immediate release of construction funds for the Center for Performing Arts
- Renewed funding for classroom renovation
  - Communication has completed installation of electronic classroom equipment in MH 338 and MH 339. They have also purchased videoconferencing equipment to better facilitate communication between Macomb and Quad Cities campuses.
- Support major capital budget initiatives
- Support initiatives in Agriculture and Horn Field Campus
  - COFAC Supports these initiatives
- Obtain approval, and implement University Technology Strategic Plan
- Continue computer replacement as funds are available
  - Departments replace faculty, classroom, and lab computers when funds are available.

**3. Indicate measures of productivity by which the unit's successes can be illustrated.**

- Art Department
  - Two students placed first and third at the 2013 College Invitational. This was a nine-school, regional competition.
  - Throwing Thursdays give non-majors an opportunity to work in the ceramics facilities
- Broadcasting
  - Broadcasting's undergraduate program has approximately 215 majors, 45 broadcasting minors and 25 film minors.
  - Six faculty and two staff continue their strong commitment to their profession. The average ACE load is 18 out of 22 by Unit A faculty and Unit B faculty work the maximum of 24 ACEs.
  - Faculty and students continue to produce podcasts and videos that are streamed on our website, as well as on iTunes and Broadcasting's Facebook and YouTube sites.
  - Increased number of freshmen. Fall 2008—26 freshmen; Fall 2009—30 freshmen; Fall 2010—46 freshmen; Fall 2011—51 freshmen, Fall 2012—60 freshmen, Fall 2013—44 freshmen.
  - Sports Broadcasting was named as a Signature Program at WIU.
  - Broadcasting students produce a live half-hour newscast Tuesday through Thursday on wiutv3 during the fall and spring semesters. This is the only local television newscast in Macomb.

- By the end of this academic year the department will cover 200+ sporting events for wiuvt3, WIUS-FM, and RockyVision. In the fall, Broadcasting also produced a weekly football coach's show. Abbreviated versions of home football games and the weekly football coach's show aired in the Quad Cities. In addition, the department produced an interview show with all WIU athletic coaches featured each week called "Inside Leatherneck Athletics."
- In radio, WIUS-FM is on the air with announcers from 6 a.m. to 2 a.m. Monday through Friday morning and weekends, noon to 2 a.m. Unmanned hours are automated. The radio students voice-track the automated hours. In sports, WIUS-FM carries all football games (home and away), all men's and women's basketball (home and away), home baseball and all softball games, all volleyball games and home soccer games. WIUS-FM continues to be the flagship station for all Western sports.
  - Macomb Bombers football, soccer, volleyball, and basketball games are aired on a tape-delayed basis.
  - Broadcasting hosted the Youth Leadership Academy students from Macomb High School.
  - Broadcasting hosted faculty and students from Lyons Township high School in the fall semester.
  - The department offers three general education courses to the university at large. One course is a humanities course cross-listed with English, one is a B-List humanities course and one course is a multi-cultural course. BC 323 and BC 328 are also available online.
  - In the area of curriculum, the faculty have designed a sports production emphasis and sports production minor. The sports production emphasis has significantly increased the amount of programming done by our students. Intercollegiate sports are divided into two tiers. Tier one will include football, men's and women's basketball, and softball. Tier two will include volleyball, men's and women's soccer, and baseball. Students have the opportunity to learn to cover a wider range of sports.
  - The first sports broadcasting students have been accepted into the 4+1 Integrated Bachelors/Masters program with Kinesiology.
- Communication
  - The Department of Communication undergraduate program currently has 298 majors (261 in Macomb; 37 in the QC) and 131 minors (94 in Macomb; 37 in the QC). The graduate program has 21 students actively engaged in coursework.
  - The department has 13 tenure-track/tenured faculty; 7 associate faculty; 1 ASP (Undergraduate advisor); and 2 staff members. The major and the minors are available at both the Macomb and Quad Cities campuses.
  - One means whereby to measure productivity is by professional activity output. In FY 2014, Communication faculty published 24 journal articles and/or book chapters and presented/will present 28 conference papers/panels at regional and national conferences.
  - Three faculty members served in national leadership positions with the National Communication Association, serving as members of the executive boards of three different divisions. Additionally, two faculty members served in a leadership capacity with the UPI, with one of those serving in the role of president of the local chapter of UPI.
  - During the Summer 2013 sessions, the Department of Communication offered 15 sections of classes, serving 340 students. Of these courses, over half (nine) were offered on-line.
  - The department has progressed in its review and updating of the curriculum in the following ways: the new Computer-Mediated Communication (CMC) minor was approved by the faculty Senate. Furthermore, a new COMM 235 class was approved as a Social Science Gen Ed course, increasing the department's ability to offer Gen Ed courses now in two areas (Social Sciences and Humanities) and to recruit majors from those classes. An emphasis for the QC Communication major is being explored. Additionally, course prerequisites, descriptions, and the composition of the major were discussed to improve both the accuracy and marketability of course offerings.
  - The groundwork has been laid to offer a second degree in Public Relations. At this juncture, the degree program will be a collaborative effort between Communication and English & Journalism. A feasibility study will be conducted during Spring 2014.
  - The department continues to service the university by providing a large number of sections of General Education courses, public speaking classes, cross-listed courses, and a Study Abroad class. During FY14, 30 total sections of Introduction to Human Communication (COMM 130) were offered, including 17 regular sections, 2 sections taught on-line, and 11 FYE sections. Thirty-four sections of Introduction to Public Speaking (COMM 241/242) were offered during FY14, including two 241H sections and four online versions of this course available to BGS students. Two total FY13 sections of the cross-listed COMM 315 course (Women's Studies 316) were also offered.
  - The Communication faculty continues to provide a wide array of department, college and university-level service on a variety of committees and councils.
  - The Department of Communication continues to be identified as a "Top Ten" department for

research in one or more areas of disciplinary research focus by the Communication Institute for On-line Scholarship. The CIOS's ComVista/ComAnalytics system tracks article publication by faculty at more than 700 programs in the US and Canada, ranking them on the basis of research article productivity in the field's journal literature. A "Top Ten" designation occurs for a department (1) with faculty who have collectively published a minimum of 3 articles on a tracked subject and (2) when the department's collective record of publication places the department in the field's top ten, allowing for tied ranks.

- The department boasts three COFAC Award recipients for the past fiscal year: Bree McEwan (COFAC Award for Excellence in Outstanding Service); Chris Carpenter (COFAC Award for Excellence in Scholarly Activity); and David Zanolla (COFAC Award for Associate Faculty Excellence in Teaching).
- Communication Sciences and Disorders
  - For the graduate program, 100% (16/16) of students passed the national certification exam for speech-language pathology (Praxis II: Speech-Language Pathology). Additionally, 100% (11/11) of students who sought teacher certification in Illinois passed the statewide content area exam for speech-language pathology. All 16 of our graduate students who completed the program in May 2013/August 2013 were employed as speech-language pathologists within three months of graduation.
  - The CSD faculty presented 9 conference presentations at regional and national meetings. CSD students were coauthors/presenters on four of these presentations.
  - The WIU Speech Language Hearing Clinic served over 600 clients from the local community.
- Music
  - University and Community Audience:
    - Faculty Recital Series
    - Faculty ensemble performances: Julstrom String Quartet, Camerata Woodwind Quintet, Hopper Jazztet, and LaMoine Brass Faculty Chamber Series
    - Fall Collage Scholarship Concert on-campus
    - Performances of faculty compositions
    - Outreach to public schools and area music students and teachers: Summer Camps – Band, Strings, Jazz, Piano, Choral
    - Marching Band Classic
    - Showcase of Bands
    - All Star Honor Band Weekend
    - Jazz Festivals
    - Summer Seminars for Public School Music Teachers
    - Guest artists and master classes—public school students invited to join with WIU students
    - Opera performances on campus and Opera on Wheels off campus
    - Performance tours by Orchestra, Band, Choir, and Jazz Band major ensembles
    - Masterclasses and lessons for prospective students
    - Faculty serve as adjudicators for professional conferences and competitions
    - WIU Community Music School
    - Macomb Youth String Orchestra
    - New Music Festival
  - Approximately 150 performances presented during fall and spring semesters, including:
    - Faculty solo recitals and ensemble concerts, faculty guest artist recitals, student ensembles, student solo recitals, special events: Marching Band Classic, ElectroAcoustic Music Macomb, Orchestra Family Halloween Concert, Madrigal Dinner, Holiday Festival of Choirs and the New Music Festival
    - Marching Band home game and parade performances,
    - Educational conferences and workshops: Choral Music Education Day, Olympic Conference Choral Festival, West-Central Conference Choral Festival, and IMEA District IV Festival
    - Tours: Marching Band, Opera on Wheels, University Singers, Jazz Studio Orchestra
    - Specialty Festivals: Brass Fest, Flute Fest, Jazz Festival, Percussion, Horn, Oboe, New Music Festival
    - ACDA Men's Choral Festival, Honor Choir Reading, District IV IMEA Choral Workshop, Choral Music Education Day.
    - Band/Orchestra Showcase, Junior High and Senior High School Honor Choir events.
  - Certification exams: ISBE Teaching Certification, Music Therapy Exams

Accredited member of NASM (National Association of Schools of Music) since 1961

Teacher Education program nationally accredited

Music Therapy program accredited by the American Music Therapy Association

- Theatre and Dance
    - Casting of roles with students in on-campus productions indicating that a certain skill level has been attained; casting of more complex roles over time indicates students are learning in a progressive way
    - Numbers of technical/behind the scenes responsibilities with students for on-campus productions indicates a certain skill level has been attained; responsibilities of more complex design and technical assignments over time indicates students are learning
    - Alumni success in any area of theatre or dance and at any level of professional theatre or dance company or educational theatre and dance
    - Awards won by alumni in theatre or dance accomplishments
    - Produced an annual season of 12 Studio productions and 6 Mainstage productions
4. Describe how the division used any of the following categories of funds to enhance accomplishments and productivity:
- a. Western Illinois University Foundation funds
    - Art purchased five computers to develop a digital photography studio, equipment for the 3D studios, and supported two visiting artists this spring.
    - Broadcasting used foundation funds to help cover the costs of upgrading the television facilities to HD.
    - Communication used the Wayne N. Thompson endowment to support graduate and undergraduate student scholar awards, graduate assistantships, a faculty fellowship, and an invited scholar presentation. The department also used foundation funds to support the Communication Student Society's efforts to network with current and former students.
  - b. Funds available due to vacant positions or dollars saved through hiring of new personnel at whatever level those funds reside  
All salary savings monies are returned to the Provost office.
  - c. Grants, contracts, or local funds
    - Dr. Brendan Young (Quad Cities) continued his work on a grant entitled: "Intensive Referral Intervention to Improve Substance Use Disorder Treatment Outcomes among Rural and Highly Rural Veterans." This grant was awarded in October of 2012 by the Department of Veterans Affairs' Office of Rural Health, Veterans Rural Health Resource Center – Central Region. The Project Leader is Kathleen Grant, MD, VA Nebraska-Western Iowa Health Care System; Co-Investigators Lance Brendan Young, Ph.D., Western Illinois University-Quad Cities, and Kimberly Tyler, Ph.D., University of Nebraska-Lincoln.
    - Music received Illinois Arts Council and Performing Arts Society funds to support the Jazz Festival, Horn Institute, Band Classic, Honor Band, Band Showcase, Summer Music Institute, Brassfest, Opera on Wheels, and New Music Festival.
    - Tri States Public Radio continues to successfully fund its base operations through grants and external fundraising.
  - d. Internal Reallocations: For reallocations over \$20,000, identify the amount, area that was reallocated from, and the priority that funds supported
    - None
  - e. Other funding sources
    - Broadcasting used funds from the project with the School of Agriculture to help cover the costs of upgrading the television facilities to HD.
    - Music: ticket receipts, registration fees, summer seminar fees in Music Education, Summer Music Institute fees, Opera on Wheels performance fees, Fine Arts Fee funds, Talent Grant and Tuition Waiver funds.
    - Theatre and Dance: Fine Arts Fee funds, Talent Grant and Tuition Waiver funds
    - University Art Gallery: External fundraising and Fine Arts Fee funds

## Budget Enhancement Outcomes for FY14

For each budget enhancement received in FY14 complete an Accountability Report form (Attachment A). Be specific about approved productivity measures.



## **BUDGET YEAR Fiscal Year 2015**

### **Major Objectives and Productivity Measures for FY15**

1. List the most important goals and objectives the division will pursue in FY15, and how these actions will be measured/assessed.

The College of Fine Arts and Communication continues to:

- Support the *Higher Values in Higher Education*, the Vision, and Mission of Western Illinois University and the College of Fine Arts and Communication
- Establish an academic environment and to teach in a manner that encourages students to develop their creative, intellectual, and technical potential in the visual and communication arts
- Encourage and reward continued faculty growth as scholars, artists and teachers
- Continued support for University-Wide Strategic planning initiatives
- Create and implement a new Strategic Vision for the College of Fine Arts
- Provide unconditional support for courses of study and career pursuits in the fields of fine and performing arts, communication and related humanities

### **Recruiting/Retention**

- Immediate Funding Release for the Center for Performing Arts (HVHE Goal 3 – Action 4/Goal 4 – Action 3 & 4)
- Implementation of COFAC Recruiting Plans as submitted during 2013-2014 (HVHE Goal 1 – Action 1-9) [Ongoing]
- Continuation of highly successful “Broadcasting Days” for prospective students (HVHE Goal 1 - Action 4) [Ongoing]
- Strengthen and expand Broadcasting, Art, and Fine Arts Living Learning Communities in Tanner and Corbin Halls (HVHE Goal 1 - Action 3/Goal 2 – Action 1 & 2) [Ongoing]
- Explore additional marketing opportunities and recruiting materials across COFAC (HVHE Goal 1 - Action 4) [Ongoing]
- Expand the hugely successful Communication Career Preparation Day (HVHE Goal 1 - Action 3/Goal 2 – Action 1 & 2) [Ongoing]
- Continue COFACFEST (Opportunities Fair) (HVHE Goal 1 - Action 4/Goal 2 – Action 1) [Ongoing]

### **Curriculum**

- Review all departmental curriculum ensuring graduation goals and maximum opportunities (HVHE Goal 1 – Action 1, 4, 9) [Short-term]
- Complete implementation of Graphic Design Emphasis in Art (HVHE Goal 1 - Action 1 & 4) [Ongoing]
- Develop Public Relations Degree with English/Journalism for implementation Fall 2015 (HVHE Goal 1 – Action 1/ Goal 2 – Action 1) [Ongoing]
- Promote and build Broadcasting/Sports Management Program (HVHE Goal 1 - Action 1 & 4) [Short-term]
- Expand COMM 241 offerings for all students as funding allows (HVHE Goal 3 - Action 1) [Short-term]
- Complete and implement Masters in Art education for QC Campus (HVHE Goal 1 – Action 2, 4, 5) [Short-term]
- Explore college-wide Arts Administration Program BA/MA (HVHE Goal 1 - Action 1, 4 & 5) [Mid-term]
- Begin exploring expansion of dance minor to major with new CPA facilities (HVHE Goal 1 - Action 1/Goal 2 – Action 4) [Long-term]

- Continue to support COFAC growth in the Honors Program (HVHE Goal 1 - Action 4/Goal 2 – Action 1) [Short-term]

- Offer Art-Graphic Design Course in QC for Fall 2014 or Spring 2015 (HVHE Goal 1 – Action 2, 4, 5) [Short-term]

### Faculty/Staff

- Theatre and Dance – Graduate Assistant Accompanist (Goal 2 – Action 1-3/Goal 3 – Action 1 & 2) [Short-term]
- Music - Tenure Track position in Voice (HVHE Goal 2 - Action 1-4) [Short-term]
- Communication - Expand graduate teaching assistants (HVHE Goal 2 - Action 1-4) [Short-term]
- Museum Studies – Convert current Unit B position to Unit A (HVHE Goal 1-Action 1/Goal 2 - Action 1-5) [Short/mid-term]
- University Art Gallery – Graduate Assistant (HVHE Goal 2 - Action 1-4) [Short-term]
- Full-time Music Therapy Clinical Trainer (HVHE Goal 2 – Action 1-3/Goal 3 – Action 1 & 2) [Short-term]
- Theatre & Dance – Unit A Applied Voice position (HVHE Goal 2 - Action 1-4) [Short-term]
- Broadcasting – Equipment Attendant (HVHE Goal 2 - Action 1-4) [Mid-term]
- Music – Upgrade String Base position to Unit A (HVHE Goal 2 - Action 1-4)
- Music – Upgrade Guitar position to Unit A (HVHE Goal 2 - Action 1-4) [Short/mid-term]
- Communication – Half-time Unit B position for QC (HVHE Goal 2 - Action 1-4) [Mid-term]
- Music - Expand graduate teaching assistants (HVHE Goal 2 - Action 1-4) [Short-term]
- Communication – Unit B position Macomb Campus (HVHE Goal 2 - Action 1-4) [Long-term]
- Theatre & Dance - Conduct national search for replacement, full-time tenure track Dance faculty (HVHE Goal 2 - Action 1-4) [Short-term 2015 Search]
- Initiate search for Facilities Manager/Production Manager for Center for Performing Arts (HVHE Goal 2 - Action 1-5) [with Start of CPA Construction]
- Music - Tenure Track position in Music Business (HVHE Goal 2 - Action 1-5) [Mid/long-term]
- Theatre & Dance – Increase half-time Unit B position in Dance to full-time Unit B (HVHE Goal 2 - Action 1-4) [Mid/long-term]
- Full-time Academic Advisor in School of Music (HVHE (Goal 2 – Action 1-3/Goal 3 – Action 1 & 2) [Mid-term]
- Full-time Sound Technician/Designer for COFAC. CPA, Theatre and Dance and Music have combined needs (HVHE (Goal 2 – Action 1-5/Goal 3 – Action 1 & 2) [Long-term]
- Center for Performing Arts- Technical Coordinator (HVHE Goal 2 - Action 1-4) [Mid/long-term]

### Facilities

- Immediate funding release for the Center for Performing Arts (HVHE Goal 3 – Action 4/Goal 4 – Action 3 & 4) [Immediate-term]
- Revise feasibility study for Visual Arts Center (HVHE Goal 3 – Action 4/Goal 4 – Action 3 & 4) [Short/mid-term]
- Complete WIU Space Utilization Study with Facilities Management (HVHE Goal 2 – Action 1/Goal 3 – Action 4/Goal 4 – Action 3 & 4) [Short-term]
- Broadcasting conversion to HD in Production Truck (HVHE Goal 2 – Action 1/Goal 3 – Action 4) [Short-term]
- Continue purchase of Wenger Practice Modules for Music to reside in Sallee Hall (HVHE Goal 2 – Action 1/Goal 3 – Action 4) [Short-term]

### Resources

- Update, modernize and expand web presence for COFAC with release of new WIU Home Page and templates (HVHE Goal 6 - Action 2) [Short-term]
- Expand marketing plan for Museum Studies (HVHE Goal 2 – Action 1) [Short-term]
- Create a COFAC Computer Rotation Plan (HVHE Goal 2 - Action 5) [Short-term]
- Continue to increase Broadcasting Partnerships and outreach initiatives (HVHE Goal 4 – Action 3/Goal 5 – Action 1) [Short-term]

- Re-negotiate Sports Broadcasting partnership with Athletics (HVHE Goal 4 – Action 3/Goal 5 – Action 1) [Immediate-term]
  - Implement fundraising plan with CPA Construction (HVHE Goal 5 – Action 3) [With funding release]
  - Finalize Burlington Transmitter Acquisition with TSPR (HVHE Goal 5 – Action 3) [Short-term]
2. Of the objectives identified above, please indicate which are directly related to Strategic Plan action items.
    - All College objectives directly link to the WIU Higher Values, Higher Learning, University Strategic Planning initiatives and COFAC Strategic Vision.  
See Above
  3. For Strategic Plan action items noted above, indicate whether you intend to have the action completed in the short-term (next 12 months), mid-term (2-4 years), or long term (5+ years).  
See Above

### Technology Goals and Objectives

1. List the most important technological goals and objectives the division will pursue in FY14, and how these will be measured/assessed.
  - COFAC Computer Rotation Plan – Complete study by end of 2014 to create a long-range plan for providing up-to-date computer technology to the College.  
*Measured through successful creation of a workable College/Department program plan.* [Short-term]
  - BROADCASTING conversion to HD Technology – Technology effort necessary to keep one of the signature programs at this institution on the cutting edge. HD studio portion completed Fall 2014  
*Measured through stepped implementation plan.* [Short/mid-term]
  - COFAC Computer Classroom Initiative – Create state of the art technology classrooms across the College.  
*Measured through stepped implementation plan and successful creation of at least one lab across the College.* [Mid-term]
  - Social Media Initiative – Increasing information and communication capabilities to current and prospective students, faculty and staff.  
*\*Measured through data collection on increased contacts, recruiting and retention.* [Short-term]
  - ART Graphic Design – Expand Graphic Design technology with establishment of Graphic Design major.  
*\*Measured through successful implementation of the Graphic Design Program.* [Short-term]
  - CSD Electronic Medical Records Software – Required by federal government by 2015.  
*\*Measured by successful implementation for fall 2014.* [Short-term]
2. Describe how these objectives build upon goals in divisional and/or institutional strategic plans.  
All College objectives directly link to the WIU Higher Values, Higher Learning, University Strategic Planning initiatives and COFAC Strategic Vision.
3. For each technology item, indicate whether you intend to have the action completed in the short-term (next 12 months), mid-term (2-4 years), or long term (5+ years).  
See Above

### Internal Reallocations and Reorganizations

1. What are planned FY15 reallocations or reorganizations, including the movement of positions, the upgrade of positions, the creation of new positions, or the reallocation of personnel or operating funds?  
Not Applicable
2. How do these reallocations and reorganizations further Strategic Plan goals and objectives?  
Not Applicable
31. Describe how all reallocations, permanent and temporary, will affect the unit's standard performance measures.

Not Applicable

4. How are you planning to find new funds?

a. Describe divisional strategies to seek additional resources (e.g., grants, Foundation)

COFAC is one of the campus leaders in innovative fundraising. Additional funding will be sought through a variety of means. Possibilities include:

- Increased PAS support
- Broader grant solicitation from BCA and COFAC
- Fundraising opportunities linked to the Center for Performing Arts
- Increased participation from COFAC advisory board
- Maintaining the high quality service we provide in our three clinics, in our broadcast services, and in our cultural activities. We carefully adjust pricing depending upon the market and event type.
- Reaching out to our alumni and seeking their contributions through more vigorous campaigns such as e-mails, phone calls and letters from the College, departments, and by face-to-face contact.
- Continually researching grant possibilities from state and federal sources. TSPR continues to do extremely well in this area while funding for the arts is reduced.

b. Provide an explanation of how additional resources would be used to enhance divisional objectives

- Additional resources will be directed at the sustainability of a number of initiatives including:
  - Freshman Recruiting Scholarships
  - Center for Performing Arts operating budgets and implementation needs
  - College objectives include major investments in program infrastructure such as replacement of the piano inventory, expansion and replacement of the instrument collection, continued HD equipment upgrades for Broadcasting and technology upgrades and clinic equipment and major necessary upgrades to theatre technology as well as funding for special events of benefit to the university community and the region

b. Summarize long-term external funding goals which extend beyond FY15

- CPA Funding and naming opportunities

c. Develop indicators/benchmarks to track attainment of goals

As plans are developed, benchmark indicators will be established for successful assessment of targets and goals. HEADS Data from the arts accrediting organizations provide wide-ranging data for comparisons. Departments benchmark against peer institutions, as well as aspirant institutions.

5. What is the current status of the long-term funding goals established last year?

The College continues to fundraise for contributions toward scholarships, artists-in-residence programs, Marching Band Uniform Campaign, and equipment needs. The Performing Arts Society continues its normal rate of success.

## Western Illinois University Quad Cities

Briefly describe programs or course offerings in the Quad Cities and the current success of those programs in terms of majors, minors, enrollment/SCH production, and completability.

COFAC delivers two programs in the Quad Cities—the graduate program in Museum Studies, including the certificate program, and the undergraduate major in Communication.

- In Museum Studies
  - There are currently 20 graduate students and applications for fall 2013 indicate as many as 30 students for next year. Student internship and practicum experiences include local, regional, national, and international placements.
- In Communication
  - The major in the QC has been implemented. Currently there are seven students but we are anticipating that number increasing as recruitment efforts continue to expand to area high schools and community Colleges.

How many faculty do you currently have located in the Quad Cities?

- Four full-time faculty

How many Macomb-based faculty deliver courses in the Quad Cities?

- Thirteen

How many adjuncts did you use last year to teach in the Quad Cities?

- Three adjuncts

Will you be requesting additional faculty/staff next year (explain)?

- One Unit B to Unit A position for Museum Studies.

- One part-time position in Communication

Will you be asking for new programs or offerings in the Quad Cities next year? Will you be offering fewer programs or courses next year (if so, explain why)?

COFAC hopes to expand Art-Graphic Design and is exploring additional options for 2015 in Theatre as well.

Summarize your short-term (2-4 years) and long-term (5 years or more) plans for Quad Cities in your unit (if applicable).

- Expansion of Communication Major - [Short/mid-term]
- Expand MST faculty in order to grow program beyond current levels - [Short-term]
- Explore Art/Graphic Design as a major in QC - [Mid/long-term]

Explain additional resources (grants, foundation, etc.) derived from or located in the Quad Cities.

Not Applicable

## **New Funding Requests**

### 1. New Academic Degree/Option/Certificate/Concentration Development Requests

Complete a Request for New Academic Degree/Option/Certificate/Concentration Development form (Attachment B) for each new degree, option, certificate, or concentration program to be submitted through the University curricular approval process in FY15, including enrollment projections and required resource requirements. Attach a copy of the feasibility study approved by the Provost.

### 2. New Operating/Base Resources Not Included in #1.

Complete an FY15 Budget Request form (Attachment C) for each new operating/base funding request not associated with new academic program development requests identified in #1 above. Also, please include any previous unfunded requests which remain as priorities.

### 3. Facilities Requests

Complete an FY15 Budget Request form (Attachment D) for each facility enhancement request over \$100,000.

## **Summary—New Funding Requests**

1. Identify, in priority order, requests for additional funding in a spreadsheet (Attachment E). Include all funds requested for new academic programs (#1), operating/base (#2), and facilities (#3).
2. On this spreadsheet, please be sure to indicate whether you are seeking one-time or continuous funding. If you are seeking continuous funding, identify whether it is for a period of years or a permanent base increase.

## **Scholarly/Professional Activities**

1. For the calendar year January 1, 2013, to December 31, 2013, provide the total number of scholarly/professional activities in your area for the following categories:
  - a. Book publications  
3 books plus 3 in process for publication
  - b. Chapter/monograph/refereed article publications  
52 domestic + 5 international
  - c. Creative activities—Please provide total creative activities and international subtotal  
622 domestic + 26 international
  - d. Conference presentations—Please provide total conference presentations and international subtotal  
94 domestic + 17 international

**ATTACHMENT B** Request for New Academic Degree/Option/Certificate/Concentration Development — FY15  
**ATTACHMENT C** Budget Request — New Operating/Base Resources — FY15  
**ATTACHMENT D** Budget Request — Facilities over \$100,000 — FY15  
**ATTACHMENT E** Summary — New Funding Requests — FY15