

# WESTERN ILLINOIS UNIVERSITY BOARD OF TRUSTEES

June 8-9, 2017

Western Illinois University  
Moline, Illinois

Agenda Topic	Page	Action
<b><u>June 8, 2017 – Room 3420A, Building C</u></b>		
<b>Motion to Convene to Open Session – 7:00 p.m.</b>		
<b>Roll Call</b>		<b>Action</b>
<b>Motion to Permit Remote Attendance</b>		
<b>Roll Call</b>		<b>Action</b>
<b>Motion to Convene to Closed Session – 7:00 p.m.</b>		
<b>Roll Call</b>		<b>Action</b>
<b>Closed Session</b>		
<b>Motion to Reconvene in Open Session</b>		
<b>Adjourn</b>		
<b><u>June 9, 2017 – Riverfront Campus Rooms 103 &amp; 104</u></b>		
<b>Motion to Convene to Open Session – 8:00 a.m.</b>		
<b>Roll Call</b>		<b>Action</b>
<b>Review and Approval of March 30-31, 2017 Board Meeting Minutes .....</b>	<b>5</b>	<b>Action</b>
<b>Public Comments</b>		
<b>Chairperson’s Remarks</b>		
Cathy Early		

**President’s Remarks**

Jack Thomas

**Assistant to the President for Governmental Relations Report**

Jeanette Malafa

**General Comments by Vice Presidents**

- Dr. Kathleen Neumann, Interim Provost and Academic Vice President
- Dr. Ronald Williams, Vice President for Student Services
- Mr. Brad Bainter, Vice President for Advancement and Public Services
- Mr. Matthew Bierman, Vice President for Administrative Services
- Dr. Joe Rives, Vice President for Quad Cities and Planning

**Advisory Group Reports and Comments**

- Stacy Dorethy – President, Civil Service Employees Council – Macomb  
& Steve Whan – Representative, Civil Service Employees Council – Quad Cities
- Christopher Pynes – Chair, Faculty Senate – Macomb  
& Brendan Young – Executive Committee Member, Faculty Council – Quad Cities
- Grant Reed – President, Student Government Association – Macomb  
& Michael Cortez – President, Student Government Association – Quad Cities
- Dustin Van Sloten – President, Council of Administrative Personnel – Macomb  
& Audrey Adamson – Representative, Council of Administrative Personnel – Quad Cities

**Board Committees**

**Finance Committee**

Todd Lester, Chair

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FY2018 Preliminary Spending Plan (Vice President Matt Bierman)		

<b>Agenda Topic</b>	<b>Page</b>	<b>Action</b>
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Resolution No. 17.6/6 ..... <i>Higher Values in Higher Education</i> Academic Year 2017-2018 Supplement (Vice President Joe Rives)	73	<b>Action</b>

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<b>Old Business</b>		
<b>New Business</b>		
<b>Next Meeting</b> July 13-14, 2017 – Retreat – Quad Cities September 28-29, 2017 – WIU, Macomb		
<b>Adjourn</b>		<b>Action</b>

# WESTERN ILLINOIS UNIVERSITY BOARD OF TRUSTEES

June 9, 2017

Review and Approval of the March 30-31, 2017  
Meeting Minutes

Minutes are available for review at:

**[http://www.wiu.edu/board\\_of\\_trustees/minutes/index.php](http://www.wiu.edu/board_of_trustees/minutes/index.php)**



WESTERN ILLINOIS UNIVERSITY  
BOARD OF TRUSTEES

June 9, 2017

Report No. 17.6/1  
Report on Contributions  
Vice President Brad Bainter



# Interim Campaign Progress Report

## July 1, 2016 - June 30, 2017

Pledges Made	Planned Gifts	Total Pledges
\$ 1,687,990	\$ 1,684,000	<b>\$ 3,371,990</b>
Cash Gifts	Gifts-in- Kind	Total Receipts
\$ 2,977,021	\$ 99,262	<b>\$ 3,076,283</b>

	Overall Total	Goal	% to Goal
FY2017	<b>\$ 6,448,273</b>	\$ 7,000,000	92.1%

Outside scholarships not included in report: \$ 1,191,686

PURPOSE: Record of fiscal year goals and progress

AUDIENCE: Internal use for administrators, development officers, and board members

NOTES: \*Cash Gifts do not include pledge payments.

Gifts-in-kind do not include service or noncharitable gifts-in-kind.

Printed on 2017-05-17





# Interim Campaign Progress Report

## July 1, 2016 - June 30, 2017

COLLEGE/UNIT	PLEDGES	GIFTS	GIFTS- IN-KIND	PLANNED GIFTS	FISCAL YEAR TOTAL
CAS	97,290	735,043	3,140	310,000	1,145,474
CBT	600,591	555,989	3,247	0	1,159,827
COEHS	74,363	240,218	2,097	672,000	988,678
COFAC	84,800	173,675	11,100	672,000	941,574
LIBRARY	23,133	4,149	6,698	5,000	38,980
HONORS	64,930	7,815	0	0	72,745
INTL STUDIES	120	8,855	100	0	9,075
STUDENT SERVICES	147,231	84,393	184	25,000	256,808
QC	30,530	68,904	0	0	99,434
WQPT	50,654	426,210	20,215	0	497,078
ATHLETICS	348,136	138,836	44,967	0	531,939
ALUMNI	2,835	18,701	1,225	0	22,761
BGS	4,863	6,693	0	0	11,556
TRI-STATES RADIO	80,529	173,482	0	0	254,011
PFA	14,427	650	0	0	15,077
UNIV SCHOLARSHIPS	57,869	221,991	1,442	0	281,302
OTHER	5,690	111,418	4,847	0	121,955
<b>UNIVERSITY TOTALS:</b>	<b>1,687,990</b>	<b>2,977,021</b>	<b>99,262</b>	<b>1,684,000</b>	<b>6,448,273</b>

Outside scholarships not included in report: \$ 1,191,686

PURPOSE: Record of fiscal year progress by unit

AUDIENCE: Internal use for administrators, development officers, and board members

NOTES: Gifts do not include pledge payments.

Radio is separate from COFAC; Parent and Family Association is separate from Student Services.

Gifts-in-kind do not include service or noncharitable gifts-in-kind.

Printed on 2017-05-17



WESTERN  
ILLINOIS  
UNIVERSITY

# Significant Donors Report

## Gifts of \$5,000 or more for Fiscal Year

### July 1, 2016 - June 30, 2017

Name	Pledges Made	Planned Gifts Made	Planned Gifts PV	GIK Pledge	Non-Deductible GIK Pledge	Total Pledges	Cash Gifts	Pledges Paid	Planned Gifts Paid	Planned Gifts Cash	GIK Pledge Paid	Non-Deductible GIK Paid	Total Receipts
JENNA ADAIR	0	0	0	0	0	0	7,500	0	0	0	0	0	7,500
MIKE ADAIR	0	0	0	0	0	0	7,500	0	0	0	0	0	7,500
AGRIBANK	0	0	0	0	0	0	25,000	0	0	0	0	0	25,000
AMERICAN ONLINE GIVING FOUNDATION	0	0	0	0	0	0	22,625	0	0	0	0	0	22,625
ANONYMOUS	2,300	0	0	0	0	2,300	12,321	2,300	0	0	0	0	14,621
ANONYMOUS	0	0	0	0	0	0	5,000	0	0	0	0	0	5,000
ARYSTA LIFESCIENCE	0	0	0	0	0	0	12,000	0	0	0	0	0	12,000
BARB BAILY	2,273	0	0	0	0	2,273	80	3,023	0	0	0	600	3,703
JACK BAILY	2,273	0	0	0	0	2,273	50	3,023	0	0	0	0	3,073
BRAD BAINTER	8,097	0	0	0	0	8,097	398	9,810	0	0	100	0	10,308
ANN BAISE	0	0	0	0	0	0	0	0	0	0	0	0	0
GARY BAISE	0	0	0	0	0	0	10,000	0	0	0	0	0	10,000
LARRY BALSAMO	1,000	0	0	0	0	1,000	2,050	1,000	0	0	0	0	3,050
BASF CORPORATION	0	0	0	0	0	0	9,000	0	0	0	0	0	9,000
BAYER CORPORATION	0	0	0	0	0	0	12,500	0	0	0	0	0	12,500
PEGGY BECKMAN	0	0	0	0	0	0	5,000	0	0	0	0	0	5,000
GIL BELLES	2,060	0	0	0	0	2,060	12,890	2,060	15,195	0	50	0	30,195
CARRIE BILLS	0	0	0	0	0	0	0	0	0	0	0	0	0
MATT BILLS	5,500	0	0	0	0	5,500	0	2,500	0	0	0	0	2,500
MARION BLACKINTON	0	0	0	0	0	0	38,211	6,000	0	0	0	0	44,211
GINNY BOYNTON	7,562	0	0	0	0	7,562	3,656	8,762	0	0	0	0	12,418
JILL BRODY	25,600	0	0	0	0	25,600	0	5,600	0	0	0	0	5,600
DIANE BRUNS	1,300	0	0	0	3,750	5,050	100	1,300	0	0	0	3,750	5,150
PAUL BUSSAN	0	0	0	0	0	0	14,000	0	0	0	0	0	14,000
CHARLENE CALLISON	1,000	0	0	0	0	1,000	2,200	1,000	0	0	1,324	0	4,524
CHARLIE CAREY	6,200	0	0	0	0	6,200	5,560	6,200	0	0	0	0	11,760
LINDA CAREY	0	0	0	0	0	0	0	0	0	0	0	0	0
BYRON CARLSON	0	0	0	0	0	0	25,500	0	0	0	0	0	25,500

Name	Pledges Made	Planned Gifts Made	Planned Gifts PV	GIK Pledge	Non-Deductible GIK Pledge	Total Pledges	Cash Gifts	Pledges Paid	Planned Gifts Paid	Planned Gifts Cash	GIK Pledge Paid	Non-Deductible GIK Paid	Total Receipts
GAYLE CARPER	2,500	0	0	1,625	0	4,125	250	2,500	0	0	1,625	0	4,375
TOM CARPER	2,500	0	0	1,625	0	4,125	434	2,500	0	0	1,625	0	4,559
DEBRA CARTER	2,750	0	0	0	0	2,750	450	2,750	0	0	263	0	3,463
JIM CARTER	2,750	0	0	0	0	2,750	2,150	2,750	0	0	263	0	5,163
STEVE CARTER	0	0	0	0	0	0	10,000	0	0	0	0	0	10,000
CATERPILLAR FOUNDATION	0	0	0	0	0	0	6,975	0	0	0	0	0	6,975
CC SERVICES INC	0	0	0	0	0	0	50	10,000	0	0	0	0	10,050
CHICAGO MERCANTILE EXCHANGE GROUP FOUNDATION	25,000	0	0	0	0	25,000	0	25,000	0	0	0	0	25,000
ROSELYN CHOWN	1,500	0	0	0	0	1,500	0	51,500	0	0	0	0	51,500
KAREN CHRISTIE	0	0	0	0	0	0	0	2,500	0	0	0	0	2,500
NORMAN CHRISTIE	0	0	0	0	0	0	741	2,500	0	0	0	0	3,241
CHERIE CLARK	0	0	0	0	0	0	0	5,000	0	0	0	0	5,000
ERIC CLARK	0	0	0	0	0	0	0	5,000	0	0	0	0	5,000
PAT CLAWSON	0	0	0	0	0	0	125	0	0	0	0	0	125
ROGER CLAWSON	1,350	0	0	0	0	1,350	4,325	5,150	0	0	0	0	9,475
COBANK	0	0	0	0	0	0	5,000	0	0	0	0	0	5,000
CHERYL COLLIFLOWER	2,500	0	0	0	0	2,500	0	2,500	0	0	0	0	2,500
BILL COLLIFLOWER	2,500	0	0	0	0	2,500	0	2,500	0	0	0	0	2,500
LAURA COOPER	0	0	0	0	0	0	5,000	0	0	0	0	0	5,000
MARK COOPER	0	0	0	0	0	0	0	0	0	0	0	0	0
DAVENPORT JAYCEES FOUNDATION	0	0	0	0	0	0	5,100	0	0	0	0	0	5,100
DON DEXTER	5,050	0	0	0	0	5,050	0	11,050	0	0	0	0	11,050
VIRGINIA DIEHL	1,100	0	0	0	0	1,100	2,500	1,100	0	0	0	0	3,600
RUSSELL DOHNER	0	0	0	0	0	0	0	0	75,000	0	0	0	75,000
DORIS & VICTOR DAY FOUNDATION	25,000	0	0	0	0	25,000	1,000	25,000	0	0	0	0	26,000
DOT FOODS INC	0	0	0	0	0	0	10,200	0	0	0	0	0	10,200
DOW AGROSCIENCES LLC	0	0	0	0	0	0	19,650	0	0	0	0	0	19,650
GINGER DYKSTRA	0	0	0	0	0	0	100	10,000	0	0	0	0	10,100
CATHY EARLY	2,100	0	0	0	0	2,100	2,614	2,100	0	0	0	0	4,714
EDWARD JONES	4,790	0	0	0	0	4,790	295	4,790	0	0	0	0	5,085
DAVE EGLER	658	200,000	0	0	0	200,658	55	658	0	0	0	0	713

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SALLY EGLER	558	0	0	0	0	558	50	558	0	0	0	0	608
KIM EKENA	0	0	0	0	0	0	5,000	0	0	0	0	0	5,000
LORI EKENA	0	0	0	0	0	0	0	0	0	0	0	0	0
ELLIOTT AVIATION	0	0	0	0	0	0	10,000	0	0	0	0	0	10,000
GEORGE ENGELN	0	0	0	0	0	0	2,500	0	0	0	0	0	2,500
SONDRA EPPERLY	1,275	0	0	0	0	1,275	925	775	0	0	0	0	1,700
BILL EPPERLY	6,275	0	0	0	0	6,275	3,440	4,425	0	0	0	0	7,865
LORRAINE EPPERSON	3,500	0	0	0	0	3,500	1,650	3,500	0	0	0	0	5,150
FAITH UNITED PRESBYTERIAN	5,000	0	0	0	0	5,000	0	5,000	0	0	0	0	5,000
FAMILY MUSEUM	0	0	0	0	0	0	0	0	0	0	0	5,384	5,384
SUE MARTINELLI-FERNANDEZ	7,036	0	0	0	0	7,036	652	7,036	0	0	0	0	7,688
MARTA FERRI	0	0	0	0	0	0	33,687	0	0	0	0	0	33,687
DICK FERRI	0	0	0	0	0	0	0	0	0	0	0	0	0
BERTHA FINK	0	30,000	0	0	0	30,000	100	0	0	0	130	0	230
RODNEY FINK	0	30,000	0	0	0	30,000	300	0	0	0	130	0	430
FIRST CHRISTIAN CHURCH	0	0	0	0	0	0	5,500	0	0	0	0	0	5,500
FMC CORPORATION- AGRICULTURAL PRODUCTS GROUP	0	0	0	0	0	0	8,000	0	0	0	0	0	8,000
CYNTHIA FORBES	12,000	0	0	0	0	12,000	0	12,000	0	0	0	0	12,000
JERRY FORBES	18,000	0	0	0	0	18,000	0	18,000	0	0	0	0	18,000
ARDITH FORD	2,323	0	0	0	0	2,323	0	2,323	0	0	415	0	2,738
DAVE FORD	2,323	0	0	0	0	2,323	100	2,323	0	0	415	0	2,838
CORY FOSDYCK	6,250	0	0	0	0	6,250	0	1,250	0	0	0	0	1,250
HILLARY FOSDYCK	6,250	0	0	0	0	6,250	0	1,250	0	0	0	0	1,250
JOHN GARVEY	12,500	0	0	0	0	12,500	0	6,250	0	0	0	0	6,250
SARAH GARVEY	12,500	0	0	0	0	12,500	0	6,250	0	0	0	0	6,250
GATEHOUSE MEDIA - WESTERN ILLINOISDIVISION	0	0	0	0	0	0	514	0	0	0	0	6,769	7,283
CHUCK GILBERT	6,400	0	0	0	0	6,400	5,750	6,400	0	0	0	0	12,150
KAREN IHRIG-GILBERT	100	0	0	0	0	100	250	100	0	0	0	0	350
CHRISTOPHER GRAMKOW	0	0	0	0	0	0	0	0	0	0	0	6,950	6,950
GREAT RIVER MEDICALCENTER	0	0	0	0	0	0	5,000	0	0	0	0	0	5,000
GEORGE GRICE	12,000	1,344,000	0	0	0	1,356,000	25,500	12,000	0	0	0	0	37,500

Name	Pledges Made	Planned Gifts Made	Planned Gifts PV	GIK Pledge	Non-Deductible GIK Pledge	Total Pledges	Cash Gifts	Pledges Paid	Planned Gifts Paid	Planned Gifts Cash	GIK Pledge Paid	Non-Deductible GIK Paid	Total Receipts
GROWMARK FOUNDATION	0	0	0	0	0	0	8,000	0	0	0	0	0	8,000
RICH GUERINE	0	0	0	0	0	0	10,000	0	0	0	0	0	10,000
CLIFF HAKA	0	0	0	0	0	0	6,000	0	0	0	0	0	6,000
SUE HAKA	0	0	0	0	0	0	6,000	0	0	0	0	0	6,000
JIM HANSEN	15,000	0	0	0	0	15,000	15,100	10,000	0	0	0	0	25,100
RACHEL HANSEN	3,500	0	0	0	0	3,500	0	3,500	0	0	0	0	3,500
ANN MARIE HAYES-HAWKINSON	0	0	0	0	0	0	0	0	0	0	0	0	0
KEN HAWKINSON	0	0	0	0	0	0	0	6,000	0	0	0	0	6,000
AMY HIGH	5,000	0	0	0	0	5,000	0	1,000	0	0	0	0	1,000
ED HOLZWARTH	3,000	0	0	0	0	3,000	125	3,000	0	0	0	0	3,125
SUE HOLZWARTH	3,055	0	0	0	0	3,055	500	3,055	0	0	0	0	3,555
KATHY HOMMOWUN	0	0	0	0	0	0	7,500	0	2,500	0	0	0	10,000
BOB HOMMOWUN	0	0	0	0	0	0	7,500	0	2,500	0	0	0	10,000
HONOR SOCIETY OF PHI KAPPA PHI	0	0	0	0	0	0	10,000	0	0	0	0	0	10,000
WILLIAM HOOVER	0	0	0	0	0	0	0	0	0	398,065	0	0	398,065
TIMOTHY HOWE	3,800	0	0	0	0	3,800	615	3,800	0	0	0	0	4,415
ILLINOIS CORN MARKETING BOARD	0	0	0	0	0	0	50,000	0	0	0	0	0	50,000
MONICA IVERSON	550	0	0	0	0	550	175	550	0	0	0	0	725
RICK IVERSON	1,550	0	0	0	0	1,550	5,150	1,550	0	0	0	0	6,700
LAURA JANUS	0	0	0	0	0	0	6,250	0	0	0	0	0	6,250
LESLIE JEFFERSON	6,100	0	0	0	0	6,100	0	2,100	0	0	0	0	2,100
JOHN DEERE CLASSIC	0	0	0	0	0	0	7,769	50,000	0	0	0	0	57,769
DALE JOHNSON	0	0	0	0	0	0	2,500	0	0	0	0	0	2,500
LYNN JOHNSON	0	0	0	0	0	0	2,500	0	0	0	0	0	2,500
MARILYN JOHNSON	9,681	0	0	0	0	9,681	838	9,681	0	0	0	0	10,519
GARRY JOHNSON	10,906	0	0	0	0	10,906	750	10,906	0	0	0	0	11,656
DONALD KELLIS	0	0	0	0	0	0	0	0	90,000	91,418	0	0	181,418
JUDY KERR	5,050	0	0	0	0	5,050	0	5,050	0	0	0	0	5,050
MEL KERR	5,050	0	0	0	0	5,050	0	5,050	0	0	0	0	5,050
CAROLYN TYIRIN-KIRK	0	0	0	0	0	0	0	0	0	0	0	0	0
GORDON KIRK	25,000	0	0	0	0	25,000	1,600	35,000	0	0	0	0	36,600
BURDETTE KNAPPENBERGER	0	0	0	0	0	0	54,991	0	0	0	0	0	54,991

Name	Pledges Made	Planned Gifts Made	Planned Gifts PV	GIK Pledge	Non-Deductible GIK Pledge	Total Pledges	Cash Gifts	Pledges Paid	Planned Gifts Paid	Planned Gifts Cash	GIK Pledge Paid	Non-Deductible GIK Paid	Total Receipts
GEORGE KRULL	0	0	0	0	0	0	5,000	0	0	0	0	0	5,000
NANCY KRULL	0	0	0	0	0	0	1,000	0	0	0	0	0	1,000
DELANO KRUZAN	0	0	0	0	0	0	15,320	0	0	0	0	0	15,320
BILL LAMBERT	0	0	0	0	0	0	0	0	0	0	0	0	0
LAND O'LAKES	0	0	0	0	0	0	10,000	0	0	0	0	0	10,000
MOPPY LAVERY	0	0	0	0	0	0	10,447	0	0	0	0	0	10,447
RANDALL LINDSEY	0	0	0	0	0	0	11,000	0	0	0	0	0	11,000
MIKE LITWIN	0	0	0	0	0	0	5,000	0	0	0	0	0	5,000
MARY KATHLEEN LOCKARD	2,500	0	0	0	0	2,500	0	500	0	0	0	0	500
LOWELL N JOHNSON CHARITABLE FOUNDATION	0	0	0	0	0	0	50,000	0	0	0	0	0	50,000
DAVE LUMLEY	3,000	0	0	0	0	3,000	4,200	3,000	0	0	0	0	7,200
JULIE LUMLEY	0	0	0	0	0	0	0	0	0	0	0	0	0
JEAN MAAKESTAD-WOLF	225	0	0	0	0	225	675	225	0	0	0	0	900
BILL MAAKESTAD	10,125	0	0	0	0	10,125	350	2,625	0	0	0	0	2,975
MACOMB AREA CONVENTION & VISITORS BUREAU	1,290	0	0	0	0	1,290	3,975	1,290	0	0	250	0	5,515
JAN MATHERS	0	0	0	0	0	0	350	0	0	0	0	0	350
RICHARD MATHERS	300	0	0	0	0	300	5,650	400	0	0	0	0	6,050
JODY MC CAMEY	1,500	0	0	0	0	1,500	10,050	1,500	0	0	0	0	11,550
STEVE MC CANN	5,300	0	0	0	0	5,300	1,050	2,800	0	0	250	0	4,100
MC CARTHY-BUSH FOUNDATION	0	0	0	0	0	0	0	5,000	0	0	0	0	5,000
CECIL MC DONOUGH	0	0	0	0	0	0	109,382	0	0	0	0	0	109,382
MC DONOUGH EYE ASSOCIATES, PC	37,500	0	0	0	0	37,500	0	37,500	0	0	0	0	37,500
CHAROLETTE MEGGINSON	240	0	0	0	0	240	5,610	240	0	0	50	0	5,900
MIDAMERICA BASEMENTSERVICES	0	0	0	0	0	0	6,240	0	0	0	0	0	6,240
DAVID MILLER	2,500	0	0	0	0	2,500	600	500	0	0	0	0	1,100
JIM MINER	3,375	0	0	0	0	3,375	77	4,208	0	0	0	0	4,285
SUZI MINER	200	0	0	0	0	200	55	2,700	0	0	0	0	2,755
MOLINE FOUNDATION	0	0	0	0	0	0	0	50,000	0	0	0	0	50,000
TOM NARDI	10,000	0	0	0	0	10,000	0	5,000	0	0	0	0	5,000
SUZAN NASH	3,800	0	0	0	0	3,800	300	3,800	0	0	0	0	4,100
CRAIG NEADER	0	0	0	0	0	0	6,000	0	0	0	0	0	6,000

Name	Pledges Made	Planned Gifts Made	Planned Gifts PV	GIK Pledge	Non-Deductible GIK Pledge	Total Pledges	Cash Gifts	Pledges Paid	Planned Gifts Paid	Planned Gifts Cash	GIK Pledge Paid	Non-Deductible GIK Paid	Total Receipts
DEB NELSON	1,500	0	0	0	0	1,500	0	1,500	0	0	0	0	1,500
KATE NELSON	0	0	0	0	0	0	20,603	0	0	0	0	0	20,603
STEVE NELSON	4,500	0	0	0	0	4,500	25,030	4,500	0	0	0	0	29,530
JOYCE NIELSEN	0	0	0	0	0	0	2,500	0	0	0	0	0	2,500
JIM NIELSEN	0	0	0	0	0	0	2,500	0	0	0	0	0	2,500
TERE NORTH	6,000	0	0	0	0	6,000	0	2,000	0	0	0	0	2,000
DAN O'NEILL	2,375	0	0	0	0	2,375	671	2,375	0	0	0	0	3,046
LINDA O'NEILL	1,775	0	0	0	0	1,775	329	1,775	0	0	0	0	2,104
DEBRA OHLIN	0	0	0	0	0	0	0	0	0	0	0	0	0
ED OHLIN	1,000	0	0	0	0	1,000	4,000	1,000	0	0	0	0	5,000
MARIANNE OLIVA	0	0	0	0	0	0	0	0	0	0	0	0	0
SAM OLIVA	500,000	0	0	0	0	500,000	40,000	500,000	0	0	0	0	540,000
BLENDA ONTIVEROS	500	0	0	0	0	500	0	500	0	0	0	0	500
CHRIS ONTIVEROS	0	0	0	0	0	0	0	5,000	0	0	0	0	5,000
PAMELA ONTIVEROS	0	0	0	0	0	0	0	5,000	0	0	0	0	5,000
ROBERT ONTIVEROS	500	0	0	0	0	500	100,943	500	0	0	0	0	101,443
BEE OTTO	0	0	0	0	0	0	0	0	25,000	0	0	0	25,000
POH P'NG	0	0	0	0	0	0	5,000	0	0	0	0	0	5,000
NICHOLAS PANO	2,600	0	0	0	0	2,600	4,670	2,600	0	0	0	0	7,270
HEIDI PARKHURST	50	0	0	0	0	50	250	50	0	0	250	0	550
GAYLE PETERSON	1,800	0	0	0	0	1,800	1,630	2,050	0	0	0	0	3,680
RON PETERSON	1,800	0	0	0	0	1,800	1,930	2,050	0	0	0	0	3,980
JULIE PICKETT	5,250	0	0	0	0	5,250	325	1,250	0	0	100	0	1,675
LAWRENCE PICKETT	250	0	0	0	0	250	410	250	0	0	0	0	660
PHYLLIS QUENSEL-WEBER	0	0	0	0	0	0	5,000	0	0	0	0	0	5,000
RUTH RADEMACKER	100	5,000	0	0	0	5,100	0	100	0	0	0	0	100
REFRESHMENT SERVICES PEPSI	25,000	0	0	0	0	25,000	0	5,000	0	0	420	100	5,520
REGIONAL DEVELOPMENT AUTHORITY	6,000	0	0	0	0	6,000	0	6,000	0	0	0	0	6,000
ALENE REUSCHEL	16,300	0	0	0	0	16,300	635	4,300	0	0	0	0	4,935
PAUL REUSCHEL	16,300	0	0	0	0	16,300	510	4,300	0	0	0	0	4,810
RUTH RICHERT	250	0	0	0	0	250	23,300	250	0	0	0	0	23,550
JOE RIVES	8,340	0	0	0	0	8,340	500	8,340	0	0	0	0	8,840

Name	Pledges Made	Planned Gifts Made	Planned Gifts PV	GIK Pledge	Non-Deductible GIK Pledge	Total Pledges	Cash Gifts	Pledges Paid	Planned Gifts Paid	Planned Gifts Cash	GIK Pledge Paid	Non-Deductible GIK Paid	Total Receipts
MATT ROBINS	6,250	0	0	0	0	6,250	0	6,250	0	0	0	0	6,250
NICKI ROBINS	6,250	0	0	0	0	6,250	0	6,250	0	0	0	0	6,250
MICHAEL ROBSON	5,250	0	0	0	0	5,250	1,750	1,750	0	0	0	0	3,500
JUDY ROCKE	0	0	0	0	0	0	0	0	0	0	0	0	0
NORM ROCKE	0	50,000	0	0	0	50,000	1,963	0	0	0	0	0	1,963
SHEILA ROEHLK	0	0	0	0	0	0	0	0	47,764	0	0	0	47,764
ELIZABETH ROGERS	0	0	0	0	0	0	26,202	0	0	0	0	0	26,202
MICHAEL ROGERS	0	0	0	0	0	0	0	0	0	0	0	0	0
RUSSELL R. DOHNER CHARITABLE FOUNDATION	0	0	0	0	0	0	50,000	0	0	0	0	0	50,000
SARAH KNIGHT MEMORIAL	0	0	0	0	0	0	5,000	0	0	0	0	0	5,000
MONA SAWYER	1,000	0	0	0	0	1,000	30,000	1,000	0	0	0	0	31,000
SCOTT COUNTY REGIONAL AUTHORITY	0	0	0	0	0	0	10,610	0	0	0	0	0	10,610
JIM SHIPP	1,000	0	0	0	0	1,000	0	13,500	0	0	0	0	13,500
VERONICA SHIPP	0	0	0	0	0	0	0	12,500	0	0	0	0	12,500
TONY SINGH	0	0	0	0	0	0	8,000	0	0	0	0	0	8,000
JOYCE SINGH	0	0	0	0	0	0	0	0	0	0	0	0	0
DARLA SIPOLT	0	0	0	0	0	0	0	0	0	0	0	0	0
MARCUS SIPOLT	0	0	0	0	0	0	20,000	0	0	0	0	0	20,000
AMY SPELMAN	2,580	0	0	0	0	2,580	126	4,610	0	0	0	0	4,736
STATE FARM COMPANIES FOUNDATION	0	0	0	0	0	0	6,085	0	0	0	0	0	6,085
STC INVESTMENTS	500	0	0	14,730	0	15,230	656	500	0	0	14,730	0	15,886
DENISE STEWART	0	0	0	0	0	0	2,500	0	0	0	0	0	2,500
FRANK STOUT	1,750	0	0	0	0	1,750	1,500	1,750	0	0	0	0	3,250
PENNY STOUT	1,750	0	0	0	0	1,750	0	1,750	0	0	0	0	1,750
STRONGHURST LLC	0	0	0	0	0	0	100	25,000	0	0	0	0	25,100
CARMELITA TEETER	0	0	0	0	0	0	2,000	0	0	0	0	0	2,000
NORM TEETER	0	0	0	0	0	0	10,000	0	0	0	0	0	10,000
THE CHICAGO COMMUNITY FOUNDATION	0	0	0	0	0	0	14,500	0	0	0	0	0	14,500
THETA CHI ALUMNI ASSOC ZETA PSI CHAPTER	0	0	0	0	0	0	5,000	0	0	0	0	0	5,000
JACK THOMAS	1,000	0	0	0	0	1,000	3,350	6,040	0	0	0	0	9,390
LINDA THOMAS	0	0	0	0	0	0	350	0	0	0	0	0	350



Name	Pledges Made	Planned Gifts Made	Planned Gifts PV	GIK Pledge	Non-Deductible GIK Pledge	Total Pledges	Cash Gifts	Pledges Paid	Planned Gifts Paid	Planned Gifts Cash	GIK Pledge Paid	Non-Deductible GIK Paid	Total Receipts
DAVE THOMPSON	1,100	0	0	0	0	1,100	9,663	1,100	0	0	0	0	10,763
JACKIE THOMPSON	1,200	0	0	0	0	1,200	9,851	1,200	0	0	0	0	11,051
DIANE TICHENOR	1,575	0	0	0	0	1,575	250	2,025	0	0	0	0	2,275
LEE TICHENOR	1,625	0	0	0	500	2,125	344	2,075	0	0	0	500	2,919
TIM TOMLINSON	0	0	0	0	0	0	10,000	0	0	0	0	0	10,000
BETH TRIPLETT	0	25,000	0	0	0	25,000	0	0	0	0	0	0	0
ANN URCH	4,750	0	0	0	0	4,750	1,123	4,250	0	0	0	0	5,373
SCOTT URCH	1,250	0	0	0	0	1,250	403	1,250	0	0	0	0	1,653
DAVID WEHRLY	0	0	0	0	0	0	5,000	0	0	0	0	0	5,000
ANITA WERLING	1,825	0	0	0	0	1,825	6,350	1,425	0	0	0	0	7,775
DENNIS WERLING	2,575	0	0	0	0	2,575	1,875	1,975	0	0	0	0	3,850
WESLEY UNITED METHODIST CHURCH	0	0	0	0	0	0	22,144	0	0	0	0	0	22,144
WEST CENTRAL FS INC	0	0	0	0	0	0	5,000	0	0	0	0	0	5,000
CURT WESTEN	1,500	0	0	0	0	1,500	1,750	1,500	0	0	0	0	3,250
SUE WESTEN	500	0	0	0	0	500	1,750	500	0	0	0	0	2,250
WESTEN INVESTMENTS INC	262	0	0	8,100	0	8,362	0	262	0	0	8,100	0	8,362
WETA	0	0	0	0	0	0	5,000	0	0	0	0	0	5,000
WGEM-QUINCY BROADCASTING CO	5,000	0	0	0	0	5,000	210	1,000	0	0	0	0	1,210
WAYNE WHIPPS	6,400	0	0	0	0	6,400	100	6,400	0	0	0	0	6,500
JANET WIGGLESWORTH	6,990	0	0	0	0	6,990	0	6,990	0	0	0	400	7,390
MARGARET WONG	0	0	0	0	0	0	0	34,000	0	0	0	0	34,000
EMERY WOOD	0	0	0	0	0	0	0	0	0	0	0	0	0
JOY WOOD	0	0	0	0	0	0	10,000	0	0	0	0	0	10,000
WOODRUM AUTOMOTIVE INC	500	0	0	0	5,404	5,904	120	500	0	0	0	5,404	6,024
WVIK QUAD CITIES NPR	0	0	0	0	0	0	0	0	0	0	0	8,238	8,238
JIM YOUNG	0	0	0	0	0	0	5,000	0	0	0	0	0	5,000
JAMES YUNKER	0	0	0	0	0	0	0	0	0	0	0	0	0
PENNY YUNKER	8,000	0	0	0	0	8,000	575	2,000	0	0	0	0	2,575
DALE ZIEGLER	0	0	0	0	0	0	2,500	0	0	0	65	0	2,565
MARIE ZIEGLER	0	0	0	0	0	0	2,500	0	0	0	3,800	0	6,300
1ST FARM CREDIT SERVICES	0	0	0	0	0	0	7,800	0	0	0	0	0	7,800
3M FOUNDATION	5,000	0	0	0	0	5,000	0	5,000	0	0	0	0	5,000

Name	Pledges Made	Planned Gifts Made	Planned Gifts PV	GIK Pledge	Non-Deductible GIK Pledge	Total Pledges	Cash Gifts	Pledges Paid	Planned Gifts Paid	Planned Gifts Cash	GIK Pledge Paid	Non-Deductible GIK Paid	Total Receipts
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PURPOSE: List of significant donors with gifts or pledges \$5,000 or greater for current fiscal year.

AUDIENCE: External (Board) and internal use for administrators and development officers.

NOTES: Some individuals are shown with less than \$5,000 giving because combined with their spouse, they have at least \$5,000.

"Pledges Made" includes any new pledges for current or future fiscal years.

"Pledges Paid" includes the amount that is expected to be paid this fiscal year for any pledge through installments or payroll deductions.

Totals includes memberships for next fiscal year (e.g. Leatherneck Club)

Printed on 2017-05-17



# Annual Fund Report

## July 1, 2016 - June 30, 2017

COLLEGE/UNIT	# OF PLEDGES	TOTAL PLEDGES	AVERAGE PLEDGE	PLEDGES PAID	CASH	GIK	GIK PAID	*TOTAL GIFTS
CAS	419	38,950	93	28,986	97,241	0	0	126,227
CBT	450	41,982	93	32,226	93,008	3,247	0	128,481
COEHS	490	31,813	65	21,077	82,363	2,097	0	105,537
COFAC	310	52,280	169	42,392	78,315	11,086	250	132,042
ALUMNI	8	683	85	586	15,176	0	0	15,762
INTL STUDIES	1	120	120	110	1,855	100	0	2,065
LIBRARY	175	23,133	132	21,490	3,649	6,698	0	31,836
HONORS	9	12,230	1,359	4,510	4,315	0	0	8,825
QC	19	4,330	228	4,000	12,904	0	0	16,904
ATHLETICS	1,162	303,188	261	252,785	74,486	44,967	26,539	398,778
STUDENT SERVICES	112	19,556	175	14,855	17,797	184	0	32,836
BGS	111	4,863	44	2,857	4,693	0	0	7,549
TRI-STATES RADIO	530	80,529	152	64,576	173,482	0	0	238,058
WQPT	425	50,654	119	30,199	427,210	20,215	0	477,624
PFA	367	14,427	39	4,131	625	0	0	4,756
SCHOLARSHIPS	336	34,921	104	29,840	82,520	1,442	0	113,802
OTHER	62	5,690	92	4,458	69,005	4,847	0	78,311
<b>Total</b>	<b>4,986</b>	<b>719,349</b>	<b>144</b>	<b>559,077</b>	<b>1,238,643</b>	<b>94,883</b>	<b>26,789</b>	<b>1,919,392</b>

**\*\*Total Annual Fund: \$2,052,875**

Above Pledge totals include:

Leatherneck Club	\$ 299,638
Library Atrium Society	\$ 21,968
Performing Arts Society	\$ 42,844

Above Receipt totals include:

Leatherneck Club	\$ 276,279
Library Atrium Society	\$ 21,711
Performing Arts Society	\$ 38,404

PURPOSE: Record of fiscal year Annual Fund totals by Unit; includes Phonathon and President's Scholarship totals.

AUDIENCE: Internal use for administrators, development officers, and board members.

NOTES:

\*Total Gifts equals Income (Cash, Pledges Paid, Gifts in Kind, and GIK Pledges Paid).

\*\*Total Annual Fund equals sum of Pledges, GIKs, and Cash.

Radio is separate from COFAC; Parent and Family Association is separate from Student Services.

Gifts-in-kind do not include service or noncharitable GIKs.

Printed on 2017-05-17



# Phonathon Report

## July 1, 2016 - June 30, 2017

COLLEGE/UNIT	# OF PLEDGES	TOTAL PLEDGES	AVERAGE PLEDGE	PLEDGES PAID	CASH	GIK	GIK PAID	*TOTAL GIFTS
CAS	375	22,965	61	14,370	750	0	0	15,120
CBT	409	22,856	56	14,316	350	0	0	14,666
COEHS	467	21,770	47	12,120	95	0	0	12,215
COFAC	111	5,692	51	2,830	50	0	0	2,880
ALUMNI	1	25	25	0	0	0	0	0
INTL STUDIES	0	0	0	0	0	0	0	0
LIBRARY	45	2,185	49	1,065	10	0	0	1,075
HONORS	0	0	0	0	150	0	0	150
QC	0	0	0	0	0	0	0	0
ATHLETICS	53	5,430	102	4,285	0	0	0	4,285
STUDENT SERVICES	53	2,970	56	565	0	0	0	565
BGS	107	4,545	42	2,550	45	0	0	2,595
TRI-STATES RADIO	1	25	25	25	0	0	0	25
WQPT	1	50	50	50	0	0	0	50
PFA	367	14,427	39	4,131	0	0	0	4,131
SCHOLARSHIPS	293	23,060	79	18,800	1,250	0	0	20,050
OTHER	39	1,583	41	695	0	0	0	695
<b>Total</b>	<b>2,322</b>	<b>127,583</b>	<b>55</b>	<b>75,802</b>	<b>2,700</b>	<b>0</b>	<b>0</b>	<b>78,502</b>

**\*\*Total Phonathon: \$130,283**

Above Pledge totals include:

Leatherneck Club	\$ 5,380
Library Atrium Society	\$ 1,020

Above Receipt totals include:

Leatherneck Club	\$ 4,235
Library Atrium Society	\$ 630

PURPOSE: Record of fiscal year Phonathon totals by Unit.

AUDIENCE: Internal use for administrators, development officers, and board members.

NOTES:

\*Total Gifts equals Income (Cash, Pledges Paid, Gifts in Kind, and GIK Pledges Paid).

\*\*Total Phonathon equals sum of Pledges, GIKs, and Cash.

Radio is separate from COFAC; Parent and Family Association is separate from Student Services.

Gifts-in-kind do not include service or noncharitable GIKs.

See Annual Fund report for all phonathon and annual fund totals.

Printed on 2017-05-17

# WESTERN ILLINOIS UNIVERSITY BOARD OF TRUSTEES

June 9, 2017

## Report No. 17.6/2 Repair and Maintenance of Official Residence

The Western Illinois University Board of Trustees Finance Committee established guidelines at the June 4, 2004 meeting regarding ongoing maintenance of the official residence. The Vice President of Administrative Services is responsible for performing maintenance of at least \$20,000 annually and presenting a report to the Board at the June meeting.

FY2018 (planned):

- Landscaping improvements
- Driveway

FY2017

- \$2,400 in labor and materials for routine maintenance

FY2016:

- \$3,000 in labor and materials for routine maintenance

FY2015:

- Updated lighting
- Kitchen, stairway, and upstairs flooring
- Cooktop
- Coated driveway
- Painting
- Repaired garage floor

FY2014:

- Upstairs windows

FY2013:

- Railing and back patio repair
- Upstairs windows

FY2012:

- Vinyl flooring, main floor public areas
- General painting, ceiling fans, and bathroom fixtures
- Security system
- Windows and sliding glass doors

FY2011 Fiber installation and parking lot resurfacing  
FY2010 HVAC  
FY2009 Painting and exterior walk-in doors  
FY2008 Windows and kitchen doors  
FY2007 Windows and carpet  
FY2006 Landscaping and main entrance  
FY2005 Windows and doors  
FY2004 No work done  
FY2003 Roof

# WESTERN ILLINOIS UNIVERSITY BOARD OF TRUSTEES

June 9, 2017

Report No. 17.6/3

## Purchases of \$100,000 - \$249,999

Vendor	Type of Purchase	Amount	Number of Bids
Laverdiere Construction Inc; Macomb, IL	Parking lot replacements (Tillman Hall and Credit Union)	\$116,250.00	7

## Purchases of \$250,000 - \$499,999 Receiving Presidential Approval

Vendor	Type of Purchase	Amount	Number of Bids
University of Illinois CARLI; Champaign, IL	FY18 continuous order for library materials database subscriptions.	\$292,000.00	IPHEC Sole-Source
Holtzbrinck Publishers LLC; Gordonsville, VA	FY18 continuous order for textbooks for resale by the University Bookstore	\$340,000.00	IPHEC Sole-Source
McGraw Hill Global Education; East Windsor, NJ	FY18 continuous order for textbooks for resale by the University Bookstore	\$350,000.00	IPHEC Sole Source
MBS Service Co; Columbia, MO	FY18 continuous order for textbooks for resale by the University Bookstore (resale-exempt from BOT approval)	\$410,000.00	IPHEC

**Purchases \$500,000 and above  
Exempt from BOT Approval**

Vendor	Type of Purchase	Amount	Number of Bids
Cengage Learning; Florence, KY	FY18 continuous order for textbooks for resale by the University Bookstore (resale – exempt from BOT approval)	\$500,000.00	Sole Source
Follett Higher Education Group; River Grove, IL	FY18 continuous order for textbooks for resale by the University Bookstore (resale – exempt from BOT approval)	\$505,000.00	1
Kone Inc; Peoria, IL	FY18 elevator service for Macomb campus. Fifth year of a five-year contract with the option to renew for one additional 5-year term. Previously approved by BOT on June 7, 2013.	\$600,000.00	1
EBSCO Industries Inc; Cary, IL	FY18 continuous order for library materials (exempt from BOT approval)	\$706,000.00	IPHEC



# WESTERN ILLINOIS UNIVERSITY BOARD OF TRUSTEES

June 9, 2017

## Resolution No. 17.6/1 New or Changed Capital Reserves for Non-Indentured Entities

**Resolution:**

**WHEREAS** request for the approval of new or changed capital reserves for non-indentured entities shall be submitted to the Board of Trustees annually; and,

**WHEREAS** general guidelines established by the Legislative Audit Commission were followed:

**THEREFORE** be it resolved that the Board of Trustees approves the capital reserves as presented.

### PREVIOUSLY APPROVED RESERVES

<u>Entity</u>	<u>Approved Amount</u>	<u>Funded Amount as of 4/30/2017</u>	<u>Change Requested</u>	<u>Adjusted Total</u>
<u>Movable Equipment</u>				
Public Service	\$425,000	\$69,251	\$0	\$425,000
Student Programs and Services	\$400,000	\$314,188	\$0	\$400,000
Instructional Resources and Services	\$545,000	\$235,525	\$0	\$545,000
University Stores and Service Centers	\$850,000	\$32,431	\$0	\$850,000
University Publications	\$26,625	\$0	\$0	\$26,625
Sponsored Credit	\$4,000	\$0	\$0	\$4,000
Parking Operations	\$40,000	\$0	\$0	\$40,000
Transit	\$32,500	\$0	\$0	\$32,500
<u>Parking Lots</u>				
Parking Operation	\$1,600,000	\$42,157	\$0	\$1,600,000



# WESTERN ILLINOIS UNIVERSITY BOARD OF TRUSTEES

June 9, 2017

## Resolution No. 17.6/2 FY2018 Preliminary Spending Plan

**WHEREAS** Western Illinois University must prepare a preliminary spending plan prior to July 1 for State Appropriated, University Income, Auxiliary and All Other Funds for the Illinois Board of Higher Education, Illinois State Legislature and the Governor; and,

**WHEREAS** this spending plan requires Board of Trustees approval prior to submission; and,

**WHEREAS** this spending plan reflects Western's tradition of strong, conservative fiscal management and resource allocation to support goals and priorities stated in *Higher Values in Higher Education* and Western Illinois University's *Mission Statement*:

**THEREFORE** be it resolved that the Board of Trustees approves the FY2018 spending plan as presented in the FY2018 spending plan document, and be it further resolved that the President be authorized to make technical adjustments in these budgets if necessary.

The FY2018 spending plan document will be provided prior to the board meeting.



# WESTERN ILLINOIS UNIVERSITY BOARD OF TRUSTEES

June 9, 2017

## Resolution No. 17.6/3 Authorization to Use Auxiliary Facilities System Revenue

**Resolution:**

**WHEREAS** the Board of Governors created the Auxiliary Facilities System (System) by adopting the Bond Resolution on December 5, 1985; and,

**WHEREAS** the Board of Trustees has several outstanding issues of System Revenue Bonds issued under the authority of the Western Illinois University Revenue Bond Law, 110 ILCS 691/36-1 et seq.; and,

**WHEREAS** the Board of Trustees has pledged all revenues generated by the System be used for System purposes; and,

**WHEREAS** the University has not receive a full State Appropriation for fiscal year 2016 and 2017 as of the date of this resolution; and,

**WHEREAS** the University may soon deplete all other non-System sources of funds; and

**WHEREAS** in order to maintain operational continuity of the University it may be necessary to utilize System funds for non-System purposes:

**THEREFORE** be it resolved that the Board of Trustees of Western Illinois University authorizes the University to take all necessary actions to ensure the operational continuity of Western Illinois University which includes the temporary use of System funds for non-System purposes during the Fiscal year ending June 30, 2018.

**BE IT FURTHER RESOLVED** that the Board of Trustees authorizes the University to replace System funds after the necessary state appropriation has been received or as soon as financially possible in order to cure this technical default.



# WESTERN ILLINOIS UNIVERSITY BOARD OF TRUSTEES

June 9, 2017

## Report No. 17.6/4 Annual Listing of Academic Program Changes

The Illinois Board of Higher Education requires that each public university submit a list of academic program changes annually in June. Following is Western Illinois University's report for the period June 21, 2016, to June 20, 2017.

**WESTERN ILLINOIS UNIVERSITY**  
**ANNUAL LISTING OF ACADEMIC PROGRAM CHANGES**  
**June 21, 2016 to June 20, 2017**

	PROGRAM CHANGE	CIP CODE	PROGRAM TITLE	REMARKS	DATE APPROVED
	<b>*****REPORTING CATEGORIES AS IDENTIFIED BY IBHE*****</b>				
1	Creation of a new non-credit program or a program of study composed of credit courses that does not result in the formal award of a degree.		N/A		
2	Creation of a new unit that does not have an instructional, research, or public service mission including new units that might be named department, division, or institute.		N/A		
3	Addition of a new organized set of courses within a major to an existing degree program.	13.0499	Ed.D.in Educational Leadership, options in: PreK-12 Higher Education	Inadvertently omitted from 2016 annual report	Campus 12/01/15
		45.0701	B.S. in Geography and Geographic Information Science, options in: General Geography Geospatial Science		Campus 04/21/17
		13.0101	M.S.Ed. in Educational Studies, options in: Professional Education Language, Culture and Education	Formerly 13.0901 M.S.Ed. in Educational and Interdisciplinary Studies To be submitted to IBHE in SU 17	IBHE TBD
4	Addition of an externally funded research or public service activity labeled as a center or institute because of grant requirements. The activity is temporary, not formally organized, and has no continuous mission.		N/A		
5	Addition of a new minor.		Minor in Middle Level Literacy Teaching	Implemented FL 16 in conjunction with B.S. Ed. In Middle Level Education (see #17)	Campus 05/05/15
			Minor in Middle Level Mathematics Teaching	Implemented FL 16 in conjunction with B.S. Ed. In Middle Level Education (see #17)	Campus 05/05/15
			Minor in Middle Level Science Teaching	Implemented FL 16 in conjunction with B.S. Ed. In Middle Level Education (see #17)	Campus 05/05/15



	PROGRAM CHANGE	CIP CODE	PROGRAM TITLE	REMARKS	DATE APPROVED
	<b>*****REPORTING CATEGORIES AS IDENTIFIED BY IBHE*****</b>				
5	Addition of a new minor (cont'd).		Minor in Middle Level Social Studies Teaching	Implemented FL 16 in conjunction with B.S. Ed. In Middle Level Education (see #17)	Campus 05/05/15
			Minor in Cyber Security		Campus 12/01/16
6	Change in a degree title.	45.0701	B.S. in Geography and Geographic Information Science	Formerly B.S. in Geography	Campus 07/25/16
		11.1003	B.S. in Cyber Security	Formerly 11.0901 B.S. in Network Technologies To be submitted to IBHE in SU 17	IBHE TBD
		13.0101	M.S.Ed. in Educational Studies	Formerly 13.0901 M.S.Ed. in Educational and Interdisciplinary Studies To be submitted to IBHE in SU 17	IBHE TBD
7	Change in the name of an administrative, research, or public service unit.		N/A		
8	Elimination of an existing degree program/center.	13.0501	B.S. in Media and Instructional Technology	Formerly B.S. in Instructional Design and Technology Scheduled for elimination after SU 17	Campus 03/11/15
		50.0901	B.A. in Music	Scheduled for elimination after SU 17	Campus 05/12/16
9	Reorganization, restructuring, consolidation, elimination, and other changes of existing administrative, research, or public service units that does not result in an increase in subunits.		Department of African American Studies merged into Department of Liberal Arts and Sciences	Department of African American Studies dissolved	Campus 03/22/17
			Department of Philosophy and Religious Studies (Philosophy component) merged into Department of Mathematics	Department of Philosophy and Religious Studies dissolved	Campus 03/22/17
			Department of Philosophy and Religious Studies (Religious Studies component) merged into Department of Liberal Arts and Sciences	Department of Philosophy and Religious Studies dissolved	Campus 03/22/17
			Department of Women's Studies merged into Department of Liberal Arts and Sciences	Department of Women's Studies dissolved	Campus 03/22/17
			Department of Geography, Geographic Information Science and Meteorology	Formerly Department of Geography	Campus 03/23/17

	PROGRAM CHANGE	CIP CODE	PROGRAM TITLE	REMARKS	DATE APPROVED
	<b>*****REPORTING CATEGORIES AS IDENTIFIED BY IBHE*****</b>				
10	Creation of certificate program in a field in which there is a previously approved degree program.		N/A		
11	Creation of a joint degree program from two previously approved programs.	54.0101	Integrated 5-Year Baccalaureate / Master's Degree Program in History	Created from previously approved Bachelor of Arts in History and Master of Arts in History	Campus 12/14/16
12	Creation of a new, formally organized research or public service unit that has a temporary mission of up to five years.		N/A		
13	Creation of a certificate program in a field or at a level in which there is not a previously approved degree program at that level or higher level.		N/A		
14	Creation of a new program that results from the reorganization or restructuring of the curricular elements of an existing program that have over time evolved into separate and distinct programs.		N/A		
15	Reclassification of a program resulting from incremental changes or consolidation of two or more degree programs into a single program.	11.1003	B.S. in Cyber Security	Formerly 11.0901 B.S. in Network Technologies To be submitted to IBHE in SU 17	IBHE TBD
		13.0101	M.S.Ed. in Educational Studies	Formerly 13.0901 M.S.Ed. in Educational and Interdisciplinary Studies To be submitted to IBHE in SU 17	IBHE TBD
16	Changes in degree designation at the same level.		N/A		
17	Creation of a degree program in a new field or at a new level.	13.1203	B.S.Ed. in Middle Level Education		ISBE 07/27/16 IBHE 09/27/16
		14.1901	B.S. in Mechanical Engineering		IBHE 09/27/16
18	Creation of new units of instruction, research, or public service that involve a change or expansion in mission.		Department of Liberal Arts and Sciences	Degree programs formerly overseen by College of Arts and Sciences; minors formerly overseen by individual departments, now dissolved (see #9)	IBHE 03/14/17
19	Creation of a new campus.		N/A		

	PROGRAM CHANGE	CIP CODE	PROGRAM TITLE	REMARKS	DATE APPROVED
<b>****ADDITIONAL CATEGORIES IDENTIFIED BY UNIVERSITY****</b>					
<b>20</b>	Elimination of existing minor		Minor in Statistics	Eliminated 07/01/16	Campus 03/11/15
			Minor in Family and Consumer Sciences	Was scheduled for elimination 07/01/16 1 student still in progress	Campus 03/11/15
			Minor in Communication Sciences and Disorders	Scheduled for elimination after SU 17	Campus 03/11/15
			Minor in Community Health	Scheduled for elimination after SU 17	Campus 03/11/15
			Minor in Entrepreneurship	Scheduled for elimination after SU 17	Campus 03/11/15
			Minor in Functional Morphology and Evolutionary Anatomy	Scheduled for elimination after SU 17	Campus 03/11/15
			Minor in Health Services Management	Scheduled for elimination after SU 17	Campus 03/11/15
			Minor in Kinesiology	Scheduled for elimination after SU 17	Campus 03/11/15
			Minor in Photographic Media	Scheduled for elimination after SU 17	Campus 03/11/15
			Minor in Urban Forestry	Scheduled for elimination after SU 17	Campus 03/11/15
<b>21</b>	Elimination of existing pre-professional program		Pre-Professional Program in Pharmacy	Scheduled for elimination after SU 17	Campus 03/11/15
<b>22</b>	Elimination of post-baccalaureate certificate		Post-Baccalaureate Certificate in Applied Mathematics	Scheduled for elimination after SU 17	Campus 03/11/15
			Post-Baccalaureate Certificate in Women's Studies	Scheduled for elimination after SU 17	Campus 03/11/15
<b>23</b>	Offering existing academic program at Quad Cities campus		Minor in Economics		Campus 03/07/17
			Minor in Human Resource Management		Campus 04/03/17
		27.0501	M.S. in Applied Statistics and Decision Analytics		Campus 05/25/17
		52.1302	Post-Baccalaureate Certificate in Business Analytics		Campus 05/25/17

	PROGRAM CHANGE	CIP CODE	PROGRAM TITLE	REMARKS	DATE APPROVED
<b>****ADDITIONAL CATEGORIES IDENTIFIED BY UNIVERSITY****</b>					
<b>24</b>	Reassignment of existing minor		Minor in African American Studies reassigned to Department of Liberal Arts and Sciences	Formerly in Department of African American Studies, now dissolved (see #9)	Campus 03/22/17
			Minor in Religious Studies reassigned to Department of Liberal Arts and Sciences	Formerly in Department of Philosophy and Religious Studies, now dissolved (see #9)	Campus 03/22/17
			Minor in Women's Studies reassigned to Department of Liberal Arts and Sciences	Formerly in Department of Women's Studies, now dissolved (see #9)	Campus 03/22/17
			Minor in Philosophy reassigned to Department of Mathematics	Formerly in Department of Philosophy and Religious Studies, now dissolved (see #9)	Campus 03/22/17
<b>25</b>	Retitling of option or emphasis	09.0101	B.A. in Communication, Communication Studies option	Formerly General Communication option	Campus 06/21/16
<b>26</b>	Significant restructuring of degree program based on legislation passed by the State of Illinois, rules developed by ISBE, and 2011 ISLCC standards	13.0411	Ed.S. in Educational Leadership	Reduced from 35 s.h. to 30 s.h.	Campus 12/01/15 ISBE 07/27/16 IBHE 09/27/16

# WESTERN ILLINOIS UNIVERSITY BOARD OF TRUSTEES

June 9, 2017

## Report No. 17.6/5 Report on Academic Curricular and Administrative Changes

The following agenda report on academic curricular and administrative changes is provided in accordance with Section III, Subsection D.2., of the *Board of Trustees Regulations*. The report includes changes for the period June 21, 2016, to June 20, 2017.

### **Creation of new units of instruction, research, or public service that involve a change or expansion in mission**

On March 14, 2017, the Illinois Board of Higher Education (IBHE) approved the creation of a new Department of Liberal Arts and Sciences at Western Illinois University, effective July 1, 2017.

### **Reorganization, restructuring, consolidation, elimination, and other changes of existing administrative, research, or public service units that do not result in an increase of subunits**

The Department of African American Studies, the religious studies component of the Department of Philosophy and Religious Studies, and the Department of Women's Studies will be combined with the new Department of Liberal Arts and Sciences, effective July 1, 2017. This includes all degree programs (all of which are currently in phase-out, to be eliminated at the end of the Summer 2019 session), minors, faculty, operating budgets, and course prefixes formerly assigned to the original departments.

The philosophy component of the Department of Philosophy and Religious Studies will be combined with the Department of Mathematics, effective July 1, 2017. This includes the degree program (currently in phase-out, to be eliminated at the end of the Summer 2019 session), minor, faculty, operating budget, and course prefix (PHIL) formerly assigned to the original departments.

### **Reclassification of a program resulting from incremental changes**

The Master of Science in Education in Educational and Interdisciplinary Studies has evolved over time. Faculty members in the Department of Educational Studies, with assistance from focus groups comprised of administrators and educators in the West-Central Illinois Region, conducted a comprehensive review of the degree program. Based on the results of this review, Western Illinois University is pursuing IBHE approval to convert the existing M.S.Ed. in Educational and Interdisciplinary Studies (CIP Code 13.0901) into an M.S.Ed. in Educational Studies (CIP Code 13.0101) program. The curricular request reflecting this change was approved on campus on March 9, 2017, and a request for a reasonable and moderate extension of an existing program will be submitted to IBHE in summer 2017. IBHE response is anticipated in time for the Fall 17 catalog.

The Bachelor of Science in Network Technologies has also evolved over time. Emphases in Network Technologies and Cyber Security were created in Fall 2015. Any students entering the degree program under the Fall 2015 catalog (or later) were required to select an emphasis, while students enrolled under earlier catalogs were given the choice of completing the original program, or changing to the Fall 2015 (or newer) catalog and declaring an emphasis. As of February 10, 2017, 67% of the Network Technologies majors had officially declared their emphasis as Cyber Security, 21% had declared their emphasis as Network Technologies, and 13% had not declared an emphasis. Student demand clearly favors Cyber Security, so Western Illinois University is pursuing IBHE approval to convert the existing B.S. in Network Technologies (CIP Code 13.0901) degree program into a B.S. in Cyber Security (CIP code 13.0101) program. The curricular request reflecting this change was approved on campus on April 10, 2017, and a request for a reasonable and moderate extension of an existing program will be submitted to IBHE in summer 2017. IBHE response is anticipated in time for the Fall 17 catalog.

### **Creation of a degree program in a new field or at a new level**

The Bachelor of Science in Education in Middle Level Education degree program was approved by ISBE on July 27, 2016, and by IBHE on September 27, 2016. This program was implemented in Fall 2016, and had an enrollment of five students in Spring 2017, the end of the program's initial offering year.

The Bachelor of Science in Mechanical Engineering degree program was approved by IBHE on September 27, 2016. This program was implemented in Spring 2017, and had an enrollment of twenty-six students during the program's initial offering semester.

WESTERN ILLINOIS UNIVERSITY  
BOARD OF TRUSTEES

June 9, 2017

Resolution No. 17.6/4  
Tenure Recommendations for 2017-2018

**Resolution:**

**WHEREAS** the attached tenure recommendations are in accordance with Article 20 of the 2010-2015 (extended through 2017) Collective Bargaining Agreement with UPI Local 4100 and applicable Board Regulations:

**THEREFORE** be it resolved that the Board of Trustees of Western Illinois University approves, as presented, the tenure recommendations for 2017-2018.

**Tenure Recommendations - June 9, 2017 BOT Meeting**

<b>TENURE RECOMMENDATIONS</b>			
<b>NAME</b>	<b>DEPARTMENT/UNIT</b>	<b>DEGREE</b>	<b>RANK</b>
<b><i>Arts and Sciences</i></b>			
Buchanan, Rebekah J.	English	Ph. D.	Associate
Mallur, Saisudha B.	Physics	Ph. D.	Associate
*Luciano Picano	Foreign Languages & Literatures	Ph.D.	Associate
<b><i>Business and Technology</i></b>			
Franken, Jason R.	Agriculture	Ph. D.	Associate
Zhao, Chunying	Computer Sciences	Ph. D.	Associate
<b><i>Education &amp; Human Services</i></b>			
Keist, Carmen	Diet, Fashion Merch, & Hosp	Ph. D.	Associate
Schafer, John R.	Law Enforce & Justice Admin	Ph. D.	Associate
<b><i>Fine Arts and Communication</i></b>			
Oursler, Henry C.	Art	M. F. A.	Associate
Tang, Yong	Broadcasting & Journalism	Ph. D.	Associate
*Killian, Tammy L.	Theatre & Dance	M. F. A.	Professor
<b>NEGATIVE TENURE RECOMMENDATIONS</b>			
<b>NAME</b>	<b>DEPARTMENT/UNIT</b>	<b>DEGREE</b>	<b>RANK</b>
<b><i>Education &amp; Human Services</i></b>			
**Schooper, Sarah E.	Educational Studies	Ph. D.	Assistant
10 candidates recommended, of which 2* are newly hired Department Chairpersons			
**1 candidate not recommended - will be issued a terminal contract for 2017-2018			



WESTERN ILLINOIS UNIVERSITY  
BOARD OF TRUSTEES

June 9, 2017

Resolution No. 17.6/5  
Presidential Assessment and Contract

**Resolution:**

**WHEREAS** the Board of Trustees is responsible for Presidential Assessment; and,

**WHEREAS** constituency input was sought:

**THEREFORE** be it resolved that the Western Illinois University Board of Trustees hereby authorizes the following:



# WESTERN ILLINOIS UNIVERSITY BOARD OF TRUSTEES

June 9, 2017

## Report 17.6/6 Quarterly Planning Update

The *October 2016 Quarterly Planning Update* presented a University Planning calendar for the remainder of Fiscal Year 2017. This *Update* provides the Board and university community with a status report on these activities.

- Reconvening the Social Responsibility Task Force to prepare the Academic Year 2017-2018 Strategic Plan Supplement.

Status: In Progress.

- The *2017 Strategic Plan Supplement* will be presented as a *Report* and *Resolution* at today's Western Illinois University Board of Trustees Meeting.

- Maintaining currency and presenting to all governance groups on both campuses *The Statewide Budget Context and Western Illinois University's Mission-Driven Planning and Results*, as shown in the Power Point presentation for *Western Illinois University Board of Trustees Report 16.10/5*.

Status: Complete.

- The power point has been shared with all governance groups on both campuses.

- Continuing growth and expansion of the President's Executive Institute (PEI), as discussed in *Western Illinois University Board of Trustees Report Number 16.10/7*.

Status: Ongoing.

- A power point presentation at today's Western Illinois University Board of Trustees meeting documents FY17 accomplishments and FY18 plans.

- Expanding Community and Economic Development Summits (formerly called Mayors Summits) to Quincy, and introducing Education Summits (formerly called High School Summits) in Macomb, the Quad Cities, and Quincy.

Status: Ongoing.

- There were eight Economic Development Summits, 24 Education Summits, and two Summits on the Creating Entrepreneurial Opportunities program during Fiscal Year 2017. These meetings occurred in seven locations (Havana, Macomb, Moline, Peoria, Quincy, Saint Louis, and Savanna).

- The Illinois Institute for Rural Affairs' 28th Annual Conference: *Rural Community and Economic Development Conference: Building Our Niche in a Changing Environment* served as a proxy for the third round of Community and Economic Development Summits scheduled for Fiscal Year 2017. The Conference was held in March 2017 in Springfield.

- The Illinois Institute for Rural Affairs' annual Midwest Community Development Institute will serve as a proxy for the fourth round of Community and Economic Development Summits. The Conference will be held in August 2017 in Moline.
- During FY18 Rockford and Deatur will be added to the education and community and economic development summit rotation. Additionally, alumni summits have been scheduled for (Macomb, Moline, Decatur, Peoria, Quincy, Rockford, Saint Louis, and Savanna).
- Preparing monthly Strategic Plan Updates, FY17 Master Plan, and annual Performance Report.  
Status: Complete.
  - *July 2016-June 2017 Strategic Plan Updates* were submitted to the Board and university community.
  - The *Fiscal Year 2017 Master Plan Update* and *Performance Report* were presented at the December 2016 Western Illinois University Board of Trustees meeting.
- Maintaining the University's ongoing relationship with the Higher Learning Commission by responding to requested reporting; leading the Persistence and Completion Academy; and preparing a FY17 Status Report on Western Illinois University's Quality Initiative.
  - Western Illinois University Board of Trustees *Report No. 17.3/8* provides the University's response on the effects of the ongoing statewide budget impasse. All Illinois public universities were required to respond to the Commission on a standardized series of questions.
  - Institutional progress on the Persistence and Completion Academy will be presented at today's Western Illinois University Board of Trustees meeting, and it was presented at the December 2016 Board meeting.
  - A *Fiscal Year 2017 Status Report on Western Illinois University's Quality Initiative* will be presented at today's Western Illinois University Board of Trustees meeting, and it was presented at the December 2016 Board meeting.

As the materials in *Update* show, University Planning activities are committed to engaging in inclusive and transparent processes. The Board and university community will receive a Fiscal Year 2018 university planning calendar at the fall 2017 Board meeting.

# WESTERN ILLINOIS UNIVERSITY BOARD OF TRUSTEES

June 9, 2017

Report 17.6/7

## Higher Learning Commission Quality Initiative: Fiscal Year 2017 Update #2

### Executive Summary

As reported to the Western Illinois University Board of Trustees in December 2015, the Higher Learning Commission requires all member institutions to initiate one approved Quality Improvement (QI) project between years five and nine of the ten-year accreditation cycle. Western Illinois University is currently in year six of its ten-year accreditation cycle. Western's Commission-approved QI project (see *Western Illinois University Board of Trustees Report 16.6/8*) set four goals for the University:

1. Update the Strategic Plan.
2. Increase enrollment, retention, and graduation rates.
3. Continue participation in the Commission's Persistence and Completion Academy; and,
4. Engage in fiscal reduction and reinvestment, while continuing advancement in national ranking systems.

In the first year of QI implementation, the University created a *Strategic Plan Supplement*, enhanced institutional planning processes, stabilized new freshmen enrollment, increased retention and graduation rates, continued participating in the Persistence and Completion Academy, engaged in fiscal reduction and reinvestment, and advanced in national ranking systems.

Higher Learning Commission Quality Initiative:  
Fiscal Year 2017 Update

Reporting on the current status of the University's Quality Initiative (QI) and its four goals follows Higher Learning Commission questions stated below for areas of scope and impact, commitment and engagement, resource provision, and plans for the future. The Western Illinois University Board of Trustees will continue to receive updates on the University's QI until it is completed by the start of academic year 2019-2020.

**GOAL 1: RECEIVE WESTERN ILLINOIS UNIVERSITY BOARD OF TRUSTEES IMPLEMENTATION APPROVAL FOR A NEW STRATEGIC PLAN BY THE END OF FISCAL YEAR 2016.**

**Scope and Impact**

1. Explain what was accomplished in the Quality Initiative in relation to its purposes and goals.  
The University was originally going to update its Strategic Plan as part of its Quality Initiative. However, implementation of a new strategic planning supplement process in 2016 will benefit Western in the years during and after QI participation.

Starting in 2002, Western Illinois University had an established history of updating ten-year strategic plans every five years. However, the Board of Trustees, as described below, decided to retain the current *Strategic Plan* and add annual Strategic Plan Supplements. The Board adopted new *2016* and *2017 Strategic Plan Supplements* in June of those years.

2. Evaluate the impact of the initiative, including any changes in processes, policies, technology, curricula, student learning and success that are now in place in consequence of the initiative.  
There is enhanced continuity and precision in strategic planning. Annual Strategic Plan Supplements enable the University to continue advancing the vision of becoming the leader in quality, opportunity, and affordability, while adjusting tactical actions (where appropriate) to unforeseen and unpredictable circumstances at the time of writing the *2012-2022 Strategic Plan*.

There were two specific changes made to Strategic Plan processes. First, student, faculty, and staff focus groups were added to iterative drafting processes. Second, annual reporting templates for all academic departments and administrative units were revised to include plans and accomplishments related to the Strategic Plan and its current *Supplement*.

3. Explain any tools, data, or other information that resulted from the work of this initiative.  
New data resulting from preparation for and implementation of economic development and educational summits (detailed in Goal 2) enhanced empirically based planning processes. This included expanded analyses of population migration, market share analyses, and an increased regional recruitment and retention activities between education, civic, business and industry leaders.
4. Describe the biggest challenges and opportunities encountered in implementing this initiative.  
The biggest challenge that University faced was the State of Illinois' historic and unprecedented budget FY16 budget impasse that continued into FY17. All Illinois public higher education institutions did not receive its first appropriation until the 10<sup>th</sup> month of Fiscal Year (FY) 2016. The \$14.9 million for Western Illinois University represents only 29% of the University's FY15 appropriation. In the last week of the FY16, the University received an

additional \$31.4 million to be vouchered against expenses for FY16 and/or for the first six months of FY17. Similar appropriation percentages and funding restrictions were received and placed on the other 11 Illinois public universities. The Illinois public universities had no received any other state appropriation since the June 2016 release.

Never in the history of Illinois public higher education dating back to 1857 have the public universities experienced delayed appropriations for 10 months, been given funding at two points in time (termed stop-gap funding by the General Assembly), or received only 30% of anticipated appropriated funding for two fiscal years. The Western Illinois University Board of Trustees decision to add annual Strategic Plan Supplements ensures the sustainability of the University; advances the Strategic Plan's vision, goals and priorities; and as originally planned for the University's QI, "supports the fulfillment of Western Illinois University's mission and niche within Illinois public higher education."

The greatest strength of this portion of the QI is the Western Illinois University community making necessary but difficult decisions (described in Goal Four), committing to inclusive planning processes (described below), and exercising shared governance. Equally as strong are the civic, education, business and industry leaders who partnered with the University to engage in shared educational, economic, and community development priorities.

### **Commitment to and Engagement in the Quality Initiative**

#### **5. Describe the individuals and groups involved at stages throughout the initiative and their perceptions of worth and impact.**

The Western Illinois University Board of Trustees requested an updated Strategic Plan by June 2016 in April of that year given uncertainties in state funding. The goals and priorities for the new *Plan* involved significant input and feedback from the university community in an expedited time frame.

This included incorporating feedback received from the 22-member Academic Excellence Task Force, eight member Student Cost Task Force, 37-member Social Responsibility Task Force, review of 1,101 responses to a university survey on cost reductions and containment (representing 58% of university employees), and a final draft review by 10 groups with representation from students, faculty, staff, alumni, and community members. The Western Illinois University Board of Trustees approved the *2016 Strategic Plan Supplement* in June 2016.

Creation of the 2017 Strategic Plan Update (currently in progress) started in fall 2016, and reverted to the University's traditional iterative drafting model. This model with focus group enhancements is summarized below.

- The Social Responsibility Task Force met 16 times during academic year 2016-2017.
- There were eight focus group meetings with faculty and students.
- The *February* and *March 2017 Strategic Plan Updates* solicited feedback from the university community on the *2017 Strategic Plan Supplement*.
- A draft of the 2017 Strategic Plan Supplement was presented at the Western Illinois University Board of Trustees March 2017 meeting for feedback.

- The Vice President for Quad Cities and Planning also meet with all governance groups on both campuses to get feedback and receive endorsement on the *2017 Strategic Plan Supplement*. This included a total of 12 meetings with the Civil Service Employees Council, Council of Administrative Personnel, Faculty Senate, Quad Cities Faculty Council, and Student Government Associations in Macomb and the Quad Cities.
- The final *2017 Strategic Plan Supplement* was presented at the Western Illinois University Board of Trustees March 2017 meeting, and received implementation approval.

6. Describe the most important points learned by those involved in the initiative.

The most important point learned by the university community and all other Illinois public universities is that Illinois public higher education is not immune from the State’s fiscal problems. Not only did universities continue to endure reduced and delayed funding, but the “Crisis of Confidence” created by the uncertainties of state funding resulted in all but three of the 12 Illinois public universities having fall 2016 new freshmen enrollment declines. While Western Illinois University stabilized new freshmen enrollment, there were double-digit declines at other Illinois public regional universities.

Locally, budget reduction strategies (discussed in Goal 4) for the first time addressed personnel reductions. Illinois public universities have dealt with decreased and delayed appropriations since FY2002. No longer could necessary budget reductions be achieved through operating reductions alone.

**Resource Provision**

7. Explain the human, financial, physical, and technological resources that supported the initiative.

The University’s two-way video conference system was used to support Task Force and focus group meetings. Each of these meetings included members from both campuses.

Development of the *2016 Strategic Plan Supplement* involved:

- Twenty-two members of the academic year 2015-2016 Academic Excellence Task Force (see Appendix A).
- Eight members of the academic year 2015-2016 Student Cost Task Force (see Appendix B).
- Thirty-seven members of the academic year 2015-2016 Social Responsibility Task Force (See Appendix C)
- One thousand one hundred and one members of the university community responding to the institutional survey on suggested measures of cost reductions and containment.

Current development of the 2017 Strategic Plan Supplement engaged:

- Forty-three members of the academic year 2016-2017 Social Responsibility Task Force (see Appendix D).
- Ten members of the faculty focus group (see Appendix E).
- Eight members of the student focus group (see Appendix F).



## Plans for the Future

### 8. Describe plans for ongoing work related to or as a result of the initiative.

The Vice President for Quad Cities and Planning will continue to coordinate institutional planning processes. Academic Year 2017-2018 will include the scheduled creation of Higher Values in Higher Education 2017-2027. Preparation of the new Strategic Plan will include:

- Engaging the Social Responsibility Task Force and university community in iterative drafting processes that will culminate with consensus on the 2017-2028 Strategic Plan goals and priorities.
- Achieving endorsement of the 2017-2018 Strategic Plan from all governance groups on both campuses (i.e., Civil Service Employees Council, Council of Administrative Personnel, Faculty Senate, Quad Cities Faculty Council, and Student Government Associations in Macomb and the Quad Cities).
- Providing the Western Illinois University Board of Trustees with a final report on FY17 Strategic Plan Supplement's accomplishments and actions that continue into FY18.
- Presenting the 2017-2027 Strategic Plan to the Western Illinois University Board of Trustees for implementation approval by June 2017.

The goals and priorities in the 2017-2027 Strategic Plan will support university re-affirmation of accreditation. Following the Higher Learning Commission's scheduling protocol, the University will host onsite Commission review teams during academic year 2019-2020 in the Quad Cities and at off-campus locations. Western will host a second team in Macomb during academic year 2020-2021. The University will create its first Strategic Plan Supplement for the 2017-2027 during academic year 2018-2019.

## **GOALS 2A-2C: STOP ENROLLMENT DECLINE, AND INCREASE RETENTION AND GRADUATION RATES TO THE MEDIAN OF WESTERN ILLINOIS UNIVERSITY BENCHMARK INSTITUTIONS IN THE SHORT-TERM AND TO THE TOP QUARTILE IN THE LONG TERM.**

### Scope and Impact of the Initiative

#### 1. Explain what was accomplished in the Quality Initiative in relation to purposes and goals.

The data discussed in this section is for fall 2016. It will be updated after fall 2017 census day. Data for fall 2016 shows that the University stabilized new freshmen enrollment, and improved first-year retention and six-year graduation rates.

While total enrollment decreased by 721 students (6.5%) from 11,094 in fall 2015 to 10,373 in fall 2016, the University stabilized new freshmen enrollment after four consecutive years of enrollment decline. New freshmen enrollment peaked at 1,955 in fall 2011, was 1,535 in fall 2015, and leveled at 1,527 in fall 2016.

The University also saw an increase in the quality of the freshmen class. The percent of full-time new freshmen with a minimum 20 ACT composite score and 3.0 high school grade point average increased from 28.8% of the fall 2014 cohort to 42.0% of the fall 2016 cohort.

Data from the last two fall-to-fall retention rates of new freshmen increased from 67.7% to 69.2%. Likewise, the six-year graduation rate increased from 52.8% to 53.1%.

2. Evaluate the impact of the initiative, including any changes in processes, policies, technology, curricula, programs, student learning and success that are now in place in consequence of the initiative.

Recognizing the cost sensitivity of our students, where 75% of currently enrolled students receive financial assistance:

- Western Illinois University, upon recommendation of the Educational Opportunity (Student Cost) Task Force, lowered academic year 2016-2017 tuition by three percent for new students. The University did not increase tuition for academic year 2017-2018.
- Student Governance Groups on both campuses recommended no fee increases, and the President’s Leadership Team proposed establishment of one tuition rate for all domestic students. The Board of Trustees approved both of these recommendations.
- The President’s Leadership Team approved adding a need component and expanding the merit component in the Western Commitment Scholarship program. The first scholarship values reported for 2015 are guaranteed merit awards and may go as high as the second reported value based on financial need.

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

3. Explain any tools, data, or other information that resulted from the work of this initiative.

In addition to the actions above, the Provost and Academic Vice President charged:

- The Faculty Senate with completing an academic year 2016-2017 review of the University’s General Education program with regard to program goals, appropriateness of the program categories, and the number of courses offered in each category. The current administrative structure of General Education will also be reviewed.
- A Task Force within Academic Affairs to complete an academic year 2016-2017 review of the university-wide Teacher Education program with regard to the current administrative structure of teacher education, time to completion in relationship to the State licensure regulations, and curricular applications to fulfill state required competencies.

President Thomas also established:

- Community and Economic Summits for four cities (Macomb, Moline, Peoria, and Quincy) in the University’s service region. Coordinated by the members of the President’s Executive Institute (PEI), these Summits focused on economic development strategies to recruit and retain residents in the 16-county Western Illinois University service region. There were eight Summits in FY17.

- Education Summits, also coordinated by PEI members in seven communities across Illinois (Macomb, Moline, Galesburg, Havana, Peoria, Quincy, Savanna) and St. Louis, Missouri. These educational Summits focused on working with educational leaders to provide high school students with new educational experiences that make students want to stay in the region and attend Western Illinois University. There were 22 Summits in FY17.
  - The PEI Team members meet with business and industry in Illinois, Iowa, and Missouri to discuss the recruitment of working professionals to the University, in addition to developing internships sites, philanthropic relationships, and other partnerships with Western Illinois University. FY17 accomplishments include:
    - Engaging 251 Summit participants in our planning.
    - Recruiting three school districts to engage in 13 sponsored credit classes.
    - Enrolling 53 students who had their employer pay their tuition.
    - Generating over \$1.0 million in supporting PEI goals and priorities.
  - The charge for the Vice President for Quad Cities and Planning to meet with all community colleges in Illinois, and select community colleges in Iowa, Missouri, and Wisconsin to build new enrollment partnerships, and to discuss Western's transfer friendliness with existing partners. The Vice President met with 19 Illinois community colleges, two from Iowa, and one each from Indiana and Missouri during FY17. While many partnership explorations are in development, a specific extension of "on-the-spot admissions" resulted from these meetings.
4. Describe the biggest challenges and opportunities encountered in implementing the initiative.  
 The biggest challenge has been the FY16/17 State budget impasse described in Goal 1. The biggest opportunity has been the engaging members of our university and host regions to engage in shared recruitment and retention goals and priorities. And this opportunity has been expanded into neighboring states for the PECC and community college relations.

### **Commitment to and Engagement in the Quality Initiative**

5. Describe the individuals and groups involved at stages throughout the initiative and their perceptions of its worth and impact.

As demonstrated in response to questions #2 and #3, members involved in this part of the QI include the Student Cost Task Force for recommending lowered tuition, Student Government Associations for recommending no fee increases, and the President's Leadership Team (President and Vice Presidents) and Board of Trustees for approving these recommendations and setting of one tuition rate for all domestic students.

Other members of the University community engaged in the QI include the General Education Review Committee, Teacher Education Review Task Force, President's Executive Institute, and the Vice President for Quad Cities and Planning for conducting community college meetings in four states.

Evidence of perceptions of worth and impact is the voluntary assignment of time and effort to the tasks described above. Student success is a shared value of Western Illinois University. We take this commitment strongly. It is stated in our institutional values of academic excellence and educational opportunity. These values were first published in 2005 and remain unchanged

after three updates to the University's Strategic Plan (2008, 2012, and 2016). Moreover, each college, school, and department has responsibilities for implementing and evaluating departmental undergraduate and graduate recruitment and retention plans annually. Members of the Western Illinois University community participate in the QI because they want to see students succeed.

6. Describe the most important points learned by those involved in the initiative.

There were three lessons learned from institutional participation in this part of the QI. First, even the best intended programs can be effected by the external environment. For example, the addition of a need-based component to the Western Commitment Scholarship can be negated if the state does not continue to fund its Illinois Monetary Assistance (financial aid) program. Second, there is an inverse relationship between the amount of unmet financial need and student enrollment at Western Illinois University. Third, participation in the QI reaffirmed the institutional belief and value that student enrollment, persistence, and completion is a shared responsibility of all members of the university community.

### **Resource Provision**

7. Explain the human, financial, physical, and technological resources that supported this initiative.

Contributing to this portion of the University's QI were:

- All academic colleges, schools, and departments.
- The 2015-2016 Student Cost Task Force.
- The eight member academic year 2016-2017 Student Cost Task Force (see Appendix G).
- Macomb Student Government Association.
- Quad Cities Student Government Association.
- President's Leadership Team.
- The ten member Summit Planning Team (see Appendix H).
- The nine member President's Executive Institute (see Appendix I).
- The 22 member General Education Review Committee (see Appendix J).
- The nine member Teacher Education Task Force (see Appendix K).

In addition to the allocation of employee time to these initiatives, the University allocated \$2.3 million to Western Commitment Scholarships in FY15. This was the last year that scholarships were exclusively merit based. The University allocated an additional \$2.5 million and \$700,000 to expand the merit component and add a need-based component in FYs 16 and 17, respectively.

### **Plans for the Future**

8. Describe plans for ongoing work related to or as a result of the initiative.

During FY18:

- The Educational Opportunity (Student Cost) Task Force will consider suggested modifications to the Western Commitment Scholarship program.
- The Summit Planning Team will continue to provide community and economic development and educational summits in Macomb, Moline, Galesburg, Peoria, Quincy, Savanna, and St. Louis. The communities of Rockford and Decatur, Illinois, will be added to our Summit rotation, and new alumni summits in all of the cities listed above and Springfield, Illinois, will be launched.

- The President’s Executive Institute will continue to cultivate expand Western Illinois University’s corporate relationships.
- The Vice President for Quad Cities and Planning will continue community college meetings in Illinois, Iowa, Missouri, and Wisconsin, and submit a report on reported strengths and opportunities for improvement.
- The General Education Review Committee and the Teacher Education Task Force will complete their reviews.

**GOAL 3: CODIFY NEW STRUCTURES AND PROCESSES RESULTING FROM INSTITUTIONAL PARTICIPATION IN THE PERSISTENCE AND COMPLETION ACADEMY.**

**Scope and Impact of the Initiative**

1. Explain what was accomplished in the Quality Initiative in relation to purposes and goals.  
Since joining the Persistence and Completion Academy (PCA), Western Illinois University has:

- Developed a 69 attribute distributed data warehouse supporting use of the predictive analytic framework and other analytic studies related to student persistence and completion. This is a major shift for the University that primarily relies on a legacy (mainframe) system for transactional and analytic computing.
- Established a Macomb “Student Success Center” approach to student persistence and completion. The program is designed to generalize Western’s best practices in academic and student support services for specialized populations (e.g., special admissions, international students, and student-athletes) to all regularly admissible students.

In the spirit of this model, the College of Arts and Sciences established new living-learning communities (LLCs) for residential students including CLASS (Community of Liberal Arts and Sciences Majors), an LLC for Liberal Arts and Humanities majors; Bio-Life for Biological Sciences majors; and Women in Science. The latter serves new freshmen majoring in math or science. Upper-class women math and science majors serve as peer mentors for the LLC. Interactions with science faculty and upper class science majors will help students get involved in the scientific community of Western Illinois University.

The Student Success Center model also engages faculty choosing to use Attendance Tracker software to automatically generate class attendance reports for Academic Advisors. This serves as an early earning system for Advisors to engage in appropriate academic and student support service referrals. Advisors in Macomb and the Quad Cities receive attendance data.

- Identified courses (Calculus and Statics) where engineering students in the Quad Cities have the most academic difficulty. The Assistant Dean for the College of Arts and Sciences led development of a Learning Assistance proposal for these courses, and the Team completed al webinar on modular math software successfully deployed for

engineering students at the University of Wisconsin-Green Bay. The engineering pilot test will be applied to other disciplines and shared with the Macomb and Distance Learning Teams for additional possible expansion.

- Installed, and based qualitative analysis from two surveys of distance education students, Respondus Lockdown Browser and Monitor software. This new software, piloted in the College of Business and Technology, enables distance education students to complete examinations online, rather than attending a physical testing center.
2. Evaluate the impact of the initiative, including any changes in processes, policies, technology, curricula, programs, student learning and success that are now in place in consequence of the initiative.

Based on the answers provided above, Western Illinois University now has:

- A distributed institutional database to support the predictive analytic framework and other empirical analyses.
  - Nine topical Living-Learning Communities (in Bio-Life, Broadcasting and Journalism, Community of Liberal Arts and Sciences Students, Environmental Sustainability, Fine Arts, Honors, Pathways (undecided majors), Women in Science, and Transfer Year Experience).
  - Attendance tracker tools and technology to support intentional advisement.
  - A model for identifying courses with the highest D/F/W rates that can be applied across disciplines, campuses, and instructional modalities.
  - Respondus Lockdown Browser and Monitor software that prevents online students from having to travel to a physical testing center.
3. Explain any tools, data, or other information that resulted from the work of this initiative.  
Also resulting from this initiative:
- A dashboard tracks goals, desired outcomes, operational definitions, data, and interventions for engineering students. The model is generalizable across other disciplines, campuses, and instructional modalities.
  - The University now publishes a Retention Newsletter, “Tips” website, and blog to track progress and ideas related to student persistence and completion.
4. Describe the biggest challenges and opportunities encountered in implementing the initiative.  
Similar to Goals 1 and 2 the statewide budget impasse is the greatest challenge, but it does not lessen institutional resolve to increase retention and graduation rates. Moreover, there is opportunity for the University is to assume leadership in academic support of high-achieving students. Neither at the Academy Midpoint Roundtable, nor within the Academy’s Collaboration Network could team members find examples of academic support for calculus classes. Materials focused on students in remedial and introductory mathematics classes.

### **Commitment to and Engagement in the Quality Initiative**

5. Describe the individuals and groups involved at stages throughout the initiative and their perceptions of its worth and impact.  
Five teams support the University’s PCA participation. The Steering Team coordinates institutional PCA participation and reporting, the Data Team developed the distributed database, and the remaining teams focus on issues for the students that they serve. Membership includes the:



- Thirteen member Steering Team (see Appendix L)
- Seventeen member Macomb Team and eleven member Student Success Center Planning Team (see Appendix M)
- Twenty-one member Quad Cities Team (see Appendix N)
- Twenty-eight member Distance Learning Team (see Appendix O)
- Three member Data Facilitation Team (see Appendix P)

Individual PCA participation is voluntary. Each year team members have the opportunity to renew their membership or conclude participation, based on individual assessments of time, capacity, worth and impact.

6. Describe the most important points learned by those involved in the initiative.

The most important reminders from PCA participation are:

- A. Projects can be scalable across population of students, disciplines, campuses, and instructional modalities.
- B. There are differences in the amount of staff time required to maintain project communications. Blogs and newsletters require population of information, whereas list-servs allow for end-users to determine content and frequency of information.
- C. Both high-achieving and all other students face persistence issues. Some of these issues are common across students (e.g., costs) and others are local to subpopulations of students (the calculus student example in this *Update*).
- D. While much of the national literature and external reporting focus on new freshmen retention, there are student persistence needs across the educational experience.

### Resource Provision

7. Explain the human, financial, physical, and technological resources that supported this initiative.

Supporting the work of the PCA was purchase of Respondus software to support the Distance Learning Team, Attendance Tracker software to support the Student Success Center, and Pentaho software to support data extraction and analysis from the data warehouse. Additionally, University Housing and Dining Services allocated specific residence hall floors to support the University's Living-Learning Communities.

### Plans for the Future

8. Describe plans for ongoing work related to or as a result of the initiative.

The PCA Teams during FY18 will continue to implement and evaluate the Student Success Center model, academic support for engineering students, create a Retention Committee at the Quad Cities campus to address local student issues, and conduct a faculty survey related to student success in distance learning..

**GOALS 4A-4B: DOCUMENT REDUCTION AND REINVESTMENT OF \$20 MILLION IN ANNUAL INSTITUTIONAL FUNDS BETWEEN FISCAL YEARS 2016 AND 2018, WHILE CONTINUING TO ADVANCE IN NATIONAL RANKINGS OF QUALITY, OPPORTUNITY, AND AFFORDABILITY.**

## Scope and Impact of the Initiative

1. Explain what was accomplished in the Quality Initiative in relation to purposes and goals.  
The University has made \$3.1 million in Fiscal Year 2016 cost savings measures, and has advanced in national rankings of quality, opportunity, and affordability. It also reinvested \$3.0 million to the Western Commitment Scholarship program as discussed in Goal 2. Data for FY17 will be compiled at end of June 2017.
2. Evaluate the impact of the initiative, including any changes in processes, policies, technology, curricula, programs, student learning and success that are now in place in consequence of the initiative.

FY16 actions designed to increase revenue include initiating the President's Executive Institute, signing new dual enrollment agreements with Elgin Community College (Illinois) and Moberly Area Community College (Missouri), implementing hybrid programs in Business Administration and College Student Personnel, offering at least 10 percent of all courses in irregularly scheduled formats (e.g., weekend and distance education), and reducing student costs.

FY17 actions in this regard including the hosting of educational summits and community college visits to create new and enhance existing enrollment pipelines, sending a cyber security major request to the Illinois Board of Higher Education, and establishing a Military Task Force to benchmark and provide to the President and the President's Leadership Team recommendations to increase the enrollment, persistence, and completion of military/veteran students and their dependents.

FY16 actions designed to decrease expenditures include reducing the size of the workforce (26 faculty, eight administrative/professional, and 25 civil service positions), implementing a retirement incentive program, reducing 12-month contracts for select staff positions and departmental chairpersons/school directors, engaging in 110 layoffs (with 87 call backs), initiating a voluntary pay reduction program at the deans level and above, requiring a furlough program for all non-negotiated employees earning more than \$40,000 annually (479 employees), disestablishing four academic majors (African-American Studies, Philosophy, Religious Studies and Women's Studies), and implementing a hiring freeze. These actions reduced FY16 institutional expenditures by \$3.1 million.

FY17 actions will be compiled at the end of this fiscal year, and included in future reporting.

3. Explain any tools, data, or other information that resulted from the work of this initiative.  
None.
4. Describe the biggest challenges and opportunities encountered in implementing the initiative.  
The biggest challenge was the unforeseen and unprecedented statewide budget impasse. The largest opportunity was to position Western Illinois University for a strong and sustainable future in a new fiscal reality.

## Commitment to and Engagement in the Quality Initiative

5. Describe the individuals and groups involved at stages throughout the initiative and their perceptions of its worth and impact.



All Western Illinois University students, faculty and staff were impacted to some magnitude over the statewide budget impasse. Following actions discussed in response to Question #2:

- Establishing and implementing the President's Executive Institute involved 10 staff members.
- Signing new dual enrollment agreements requires Presidential and Vice Presidential approvals.
- Implementing hybrid programs involved faculty from the Colleges of Business and Technology and Education and Human Services, and all other curricular approval processes.
- Offering at least 10 percent of all courses in irregularly scheduled formats engaged all department chairs/school directors.
- Reducing student costs involved the Student Cost Task Force, Student Government Associations on both campuses, President's Leadership Team, and the Western Illinois University Board of Trustees.
- Reducing the size of the workforce involved supervisors and areas where 59 positions were not filled.
- Offering a retirement incentive program changed the status of 59 employees.
- Reducing 12-month contracts lowered the salary of all department chairs/school directors.
- Engaging in 110 layoffs with 87 callbacks reduced the size of the workforce.
- Initiating a voluntary pay reduction program lowered annual salaries at the deans' level and above.
- Requiring a furlough program for all non-negotiated employees earning more than \$40,000 annually lowered income for 479 employees.
- Disestablishing four academic majors impacted 24 majors in these programs.
- Implementing a hiring freeze had effects across the University.

6. Describe the most important points learned by those involved in the initiative.

There were three areas learned in this process. First, the University community through its *2016 Strategic Plan Supplement* recognized that the institution needed to stabilize enrollment, provide responsive programs, support innovation, decrease reliance on state funding, and increase business acumen.

Second, building on work related to the *2016 Strategic Plan Supplement*, the *2017 Strategic Plan Supplement* recognizes need and provides specific priorities to stabilize enrollment; provide educational opportunity and continue to advance academic excellence; expand community engagement; increase external revenue, while limiting cost increases to students; and support strategic and operational planning, with conservative, mission-driven fiscal management.

Third, even through the Illinois public universities continued to endure the statewide budget impasse, Western Illinois University continued to advance in national ranking systems for quality, opportunity, and affordability.

Western:

- Advanced from 11<sup>th</sup> place to 9<sup>th</sup> place in U.S. News and World Report's rankings of "Top Midwestern Public Regional Universities."

- Earned:
  - Recognition as an institution in the top two percent nationally for serving first-generation and low-income students by the United States Department of Education.
  - Ten Year reaffirmation of accreditation by the Commission on Collegiate Nursing Education.
  - Charter member status into SALUTE (Service – Academics – Leadership – Unity – Tribute - Excellence) Veterans National Honor Society.
  - Designation as:
    - The second best Physics program in the nation among institutions that offers a master's degree in physics as its highest degree in physics from the American Institute of Physics.
    - A “2016 Best Midwestern Regional University” from College Choice.
- Maintained:
  - “Best Midwestern University” status from *U.S. News and World Report* for the 12<sup>th</sup> consecutive year.
  - “Best Midwestern College” status from The Princeton Review for the 13th consecutive year.
  - “Best Online Programs: Bachelor's” category” from *U.S. News and World Report* for the fifth consecutive year.
  - “Best for Vets College” status from *Military Times EDGE Magazine* for the seventh consecutive year. Western was the only Illinois public university placing in the top 50 institutions in these rankings.

### **Resource Provision**

7. Explain the human, financial, physical, and technological resources that supported this initiative.  
See institutional responses to Questions #1, 2, and 5.

### **Plans for the Future**

8. Describe plans for ongoing work related to or as a result of the initiative.  
FY18 plans with preliminary results to increase revenue include:
- Engaging in aggressive recruitment. The University stabilized fall 2016 new freshmen enrollment after four years of enrollment decline.
  - Continuing to establish and support high demand programs. The University launched new master’s degree programs in Business Analytics and Community and Economic Development (in hybrid format) in fall 2016 and a new undergraduate degree in mechanical engineering in spring 2017.
  - Supporting student persistence. Gains in the University’s retention and graduation rate were reported in Goals 2A-2C.
  - Increasing the value of external funding. The value of external grants and contracts increased from \$9.9 million in FY14 to \$11.6 million in FY16.

- Furthering the outreach provided by the President's Executive Institute.
- Positioning the University for the next comprehensive fundraising campaign; and,
- Advocating with business, industry, education, and civic leader for fair and predictable higher education funding.

FY17 plans with preliminary results to decrease expenditures include:

- Evaluating needs for replacement hiring.
- Continuing to pool attrition savings.
- Closing the Quad Cities Executive Studies Center.
- Adjusting 12 month administrative contracts to 11 or 10 months where feasible.
- Canceling salary increases for non-negotiated personnel.
- Negotiating with the University Professionals of Illinois for a 1% FY16 salary give back and temporary FY 17-18 3% salary reductions that will be paid back if enrollment and appropriations triggers are met.
- Implementing a furlough program for non-negotiated administrative/professional staff members earning more than \$40,000 annually.
- Reducing and conserving operating funds.
- Merging Instructional Design and Technology with Engineering Technology; and,
- Discontinuing offering the B.A. in Music in Macomb, as well as the Bachelor's in Early Childhood Education and the Master's in Liberal Arts and Sciences at the Quad Cities.

Appendix A  
Academic Year 2015-2016  
Academic Excellence Task Force

- Dr. Kathy Neumann, Interim Provost and Academic Vice President, Chairperson
- Dr. Bill Bailey, Dean, College of Business and Technology
- Mr. John Biernbaum, Associate Vice President, Student Services
- Dr. Ginny Boynton, College of Arts and Sciences Dean's Representative, History
- Mr. Billy Clow, Dean, College of Fine Arts and Communication
- Mr. Sean Cordes, Library Dean's Representative
- Dr. Ray Diez, College of Business and Technology Chairs Council Representative, Engineering Technology
- Dr. Georg Gunzenhauser, Quad Cities Faculty Council Representative, Educational Studies
- Ms. Tammy Killian, College of Fine Arts and Communication Chairs Council Representative, Theatre and Dance
- Dr. Charles Lydeard, College of Arts and Sciences Chair Council Representative, Biological Sciences
- Dr. Michael Lorenzen, Dean, University Libraries
- Dr. Susan Martinelli Fernandez, Dean, College of Arts and Sciences
- Dr. Kristi Mindrup, Assistant Vice President, Quad Cities Academic Affairs
- Dr. Russ Morgan, Interim Associate Provost for Budget, Planning and Personnel
- Dr. Latharine Pawelko, Graduate Council Representative, Recreation, Park and Tourism Administration
- Dr. Nancy Parsons, Associate Provost, Undergraduate and Graduate Studies
- Dr. Christopher Pynes, Faculty Senate Representative, Philosophy
- Dr. Miriam Satern, College of Education and Human Services Representative, Kinesiology
- Mr. Ian Shelly, College of Fine Arts and Communication Dean's Representative, Art
- Dr. Erskine Smith, Dean, College of Education and Human Services
- Dr. Danny Terry, College of Business and Technology Dean's Representative, Agriculture
- Dr. Janet Wigglesworth, College of Education and Human Services Chairs Council Representative, Kinesiology
- Dr. Ron Williams, Assistant Vice President of Academic Affairs

Appendix B  
Academic Year 2015-2016  
Student Cost Task Force

- Dr. Gary Biller, Vice President for Student Services, Chairperson
- Mr. Matt Bierman, Director, Budget
- Ms. Angela Bonifas, Director, Institutional Research and Planning
- Dr. Andy Borst, Admissions
- Ms. Julie DeWees, Vice President, Administrative Services
- Ms. Mary Lawson, Director, Financial Aid
- Dr. Kathy Neumann, Interim Provost and Academic Vice President
- Dr. Bill Polley, Interim Associate Dean, College of Business and Technology/Associate Professor, Economics and Decision Sciences
- Dr. Joe Rives, Vice President, Quad Cities and Planning

Appendix C  
Academic year 2015-2016  
Social Responsibility Task Force

- Dr. Joe Rives, Vice President, Quad Cities and Planning, Chairperson
- Dr. Bill Bailey, Dean, College of Business and Technology
- Mr. Brad Bainter, Vice President, Advancement and Public Services
- Mr. John Biernbaum, Associate Vice President, Student Services
- Dr. Gary Biller, Vice President, Student Services
- Ms. Angela Bonifas, Associate Director, Planning, Budget, and Institutional Research
- Dr. Andy Borst, Director, Undergraduate Admissions
- Ms. Pam Bowman, Director, Human Resources
- Mr. Billy Clow, Dean, College of Fine Arts and Communication
- Mr. Scott Coker, Director, Facilities Management
- Ms. Julie DeWees, Vice President, Administrative Services
- Mr. Stephen Fraizer, Chief Information Officer
- Dr. Georg Gunzenhauser, Professor, Educational Studies/Chair, Quad Cities Faculty Council
- Dr. Everett Hamner, Assistant Professor, English and Journalism
- Dr. Jeff Hancks, Associate Professor, University Libraries
- Dr. Robert Hironimus-Wendt, Associate Professor, Sociology and Anthropology
- Dr. Fred Isele, Associate Professor, Curriculum and Instruction
- Dr. Jin Jin, Assistant Professor, Chemistry
- Dr. Gregg Jorgensen, Assistant Professor, Curriculum and Instruction
- Dr. Brian Locke, Associate Professor, Music/Chair, Graduate Council
- Dr. Michael Lorenzen, Dean, University Libraries
- Dr. Chuck Lydeard, Chairperson, Biological Sciences
- Dr. Sue Martinelli Fernandez, Dean, College of Arts and Sciences
- Ms. Kerry McBride, Business Administrative Associate, President's Office
- Dr. Don McLean, Professor, Recreation, Park and Tourism Administration
- Dr. Kristi Mindrup, Assistant Vice President, Quad Cities Academic Affairs
- Mr. Nicholas Moreno, President, Quad Cities Student Government Association
- Ms. Cayrn Morgan, Academic Advisor, College of Arts and Sciences
- Dr. Amy Mossman, Associate Professor, English and Journalism
- Dr. Mark Mossman, Chairperson, English and Journalism
- Dr. Kathy Neumann, Provost and Academic Vice President
- Dr. Christopher Pynes, Professor, Philosophy and Religious Studies/Chair, Faculty Senate
- Dr. Erskine Smith, Dean, College of Education and Human Services
- Dr. Bill Thompson, Associate Professor, University Libraries
- Dr. Tammy Werner, Assistant Professor, Sociology and Anthropology

Appendix D  
Academic year 2016-2017  
Social Responsibility Task Force

- Dr. Joe Rives, Vice President, Quad Cities and Planning, Chairperson
- Mr. Jeff Andersen, Director of Planning, City of Moline
- Dr. Bill Bailey, Dean, College of Business and Technology
- Mr. Brad Bainter, Vice President, Advancement and Public Services
- Ms. Julie Baker, Director of Development, College of Fine Arts and Communication
- Dr. Laura Barden-Gabbei, Professor, Biological Sciences
- Mr. John Biernbaum, Associate Vice President, Student Services
- Mr. Matt Bierman, Interim Vice President, Administrative Services
- Ms. Angela Bonifas, Director, Institutional Research and Planning
- Ms. Pam Bowman, Director, Human Resources
- Mr. Billy Clow, Dean, College of Fine Arts and Communication
- Mr. Scott Coker, Director, Facilities Management
- Dr. Gary Daytner, Associate Professor, Educational Studies
- Dr. Mike Fansler, Professor, Music
- Ms. Lysa Fox, Assistant Professor, Theatre and Dance
- Mr. Stephen Fraizer, Chief Information Officer
- Mr. Austin Frank, President, Quad Cities Student Government Association
- Dr. Jeannie Galioto, Assistant Professor, Theatre and Dance
- Dr. Janice Gates, Instructor, Management and Marketing
- Mr. Mike Inmann, Mayor, City of Macomb
- Ms. Debbie Kepple-Mamros, Assistant to the Vice President, Quad Cities and Planning
- Dr. Michael Lorenzen, Dean, University Libraries
- Dr. Sue Martinelli Fernandez, Dean, College of Arts and Sciences
- Ms. Kerry McBride, Business Administrative Associate, President's Office
- Dr. Chris Merrett, Director, Illinois Institute for Rural Affairs
- Dr. Kristi Mindrup, Assistant Vice President, Quad Cities Academic Affairs
- Mr. Seth Miner, Director, Undergraduate Admissions
- Dr. Amy Mossman, Associate Professor, English and Journalism
- Dr. Mark Mossman, Chairperson, English and Journalism
- Mr. Steve Nelson, Member, Western Illinois University Board of Trustees
- Dr. Ken Nickels, Dean, Black Hawk College
- Dr. Kathy Neumann, Provost and Academic Vice President
- Ms. Becky Paulsen, Director of Development, College of Business and Technology
- Dr. Bill Polley, Associate Dean, College of Business and Technology
- Dr. Padmaja Pillutla, Associate Professor, Accounting and Finance, Quad Cities Faculty Council
- Dr. Christopher Pynes, Professor, Philosophy and Religious Studies/Chair, Faculty Senate
- Dr. Tim Roberts, Associate Professor, History
- Dr. Roger Runquist, Director, Center for Innovation in Teaching and Research
- Dr. Mallory Sajewski, Assistant Professor, University Libraries
- Dr. Erskine Smith, Dean, College of Education and Human Services
- Dr. Tammy Werner, Assistant Professor, Sociology and Anthropology
- Mr. Mike Wendt, Alderman, City of Moline
- Dr. Ron Williams, Interim Vice President, Student Services

Appendix E  
Strategic Planning Faculty Focus Group

- Dr. Joe Rives, Vice President, Quad Cities and Planning, Chairperson
- Dr. Laura Barden-Gabbei, Professor, Biological Sciences
- Dr. Gary Daytner, Associate Professor, Educational Studies
- Dr. Jeannie Galioto, Assistant Professor, Theatre and Dance
- Dr. Janice Gates, Instructor, Management and Marketing
- Dr. Padmaja Pillutla, Associate Professor, Accounting and Finance, Quad Cities Faculty Council
- Dr. Christopher Pynes, Professor, Philosophy and Religious Studies/Chair, Faculty Senate
- Dr. Tim Roberts, Associate Professor, History
- Dr. Mallory Sajewski, Assistant Professor, University Libraries
- Dr. Tammy Werner, Assistant Professor, Sociology and Anthropology

Appendix F  
Student Focus Group

- Austin Frank, Accountancy
- Will Gradle, Economics
- Patrick Quinlan, Economics
- Dovile Svirupskaite, Law Enforcement and Justice Administration; Political Science
- Aaron Terrile, Political Science

Appendix G  
Academic Year 2016-2017  
Student Cost Task Force

- Dr. Ron Williams, Interim Vice President, Student Services, Chairperson
- Mr. Matt Bierman, Interim Vice President, Administrative Services
- Ms. Angela Bonifas, Director, Institutional Research and Planning
- Ms. Terri Hare, Director, Financial Aid
- Mr. Seth Minter, Director, Admissions
- Dr. Kathy Neumann, Interim Provost and Academic Vice President
- Dr. Bill Polley, Associate Dean, College of Business and Technology
- Dr. Joe Rives, Vice President, Quad Cities and Planning



Appendix H  
Summit Planning Team

- Dr. Joe Rives, Vice President, Quad Cities and Planning
- Ms. Nichole Friedrichsen, Office Support Specialist, Quad Cities and Planning
- Ms. Margaritta Fultz, Administrative Aide, Office of the Vice President, Quad Cities and Planning
- Ms. Giselle Hamm, Faculty Assistant, Illinois Institute for Rural Affairs
- Ms. Debbie Kepple-Mamros, Assistant to the Vice President, Quad Cities and Planning
- Ms. Teresa Koltzenburg, Assistant Director, University Relations
- Ms. Linda Lee Blaine, Faculty Assistant, Illinois Institute for Rural Affairs
- Dr. Chris Merrett, Director, Illinois Institute for Rural Affairs
- Ms. Becky Paulsen, Director of Development, College of Business and Technology

Appendix I  
President's Executive Corporate Cluster Planning Team

- Dr. Joe Rives, Vice President, Quad Cities and Planning
- Ms. Julie Baker, Director of Development, College of Fine Arts and Communication
- Ms. Mahrya Carncross, Assistant Professor, Libraries
- Dr. Sean Cordes, Professor, Libraries
- Dr. Katrina Daytner, Associate Dean, College of Education and Human Services
- Ms. Margaritta Fultz, Administrative Aide, Office of the Vice President, Quad Cities and Planning
- Dr. Jeff Hancks, Director, Distance Learning, International Studies and Outreach
- Dr. Chris Merrett, Director, Illinois Institute for Rural Affairs
- Dr. Mark Mossman, Chairperson, English
- Ms. Becky Paulsen, Director of Development, College of Business and Technology
- Mr. Paul Plagenz, Director of Development, Western Illinois University-Quad Cities

Appendix J  
General Education Review Committee

- Dr. Darcy Plymire, Assistant Professor, Kinesiology, Chairperson
- Dr. P.K. Babu, Associate Professor, Physics
- Dr. Steve Bennett, Associate Professor, Geology
- Ms. Krista Bowers Sharpe, Assistant Professor, University Libraries
- Dr. Ute Chamberlin, Associate Professor, History
- Dr. Jongnam Choi, Professor, Geography
- Dr. Jonathan Day, Associate Professor, Political Science
- Dr. Gary Daytner, Associate Professor, Educational Studies
- Dr. Keith Holz, Professor, Art
- Dr. Kyle Mayborn, Associate Dean, College of Arts and Sciences
- Ms. Kathleen O'Donnell-Brown, Instructor, English
- Dr. Nancy Parsons, Associate Provost
- Ms. Joi Wells, Student Government Association Representative
- Dr. Michelle Yager, Director, University Advising and Academic Services
- Ms. Cheryl Bailey, Instructor, Communication
- Dr. Diane Sandage, Associate Professor, Sociology and Anthropology
- Marjorie Allison, Professor, English
- Dr. Gordon Pettit, Professor, Philosophy
- Dr. Marty Maskarinec, Professor, Computer Sciences
- Dr. Emily Shupe, Assistant Professor, Dietetics, Fashion Merchandising, and Hospitality
- Ms. Julie Dalmasso, Instructor, Communication Sciences and Disorders
- Dr. Ken Clontz, Professor, Law Enforcement and Justice Administration

Appendix K  
Teacher Education Task Force

- Dr. Andrew Baker, Chairperson, Agriculture
- Ms. Angela Bonifas, Director, Institutional Research and Planning
- Dr. Ginny Boynton, Professor, History
- Dr. Jeffrey Hancks, Director, Distance Learning, International Studies, and Outreach
- Dr. Angela Lynn, Registrar
- Dr. Susan Martinelli-Fernandez, Dean, College of Arts and Sciences
- Dr. Kyle Mayborn, Associate Dean, College of Arts and Sciences
- Dr. Greg Montalvo, Chairperson, Educational Studies
- Dr. Barry Witten, Chairperson, Curriculum and Instruction

Appendix L  
Persistence and Completion Academy (PCA) Steering Team

- Ms. Debbie Kepple-Mamros, Assistant to the Vice President for Quad Cities and Planning, Chairperson
- Ms. Audrey Adamson, Assistant Director, Quad Cities Student Services
- Ms. Angela Bonifas, Director, Institutional Research and Planning
- Ms. Jessica Butcher, Assistant to the Vice President for Student Services
- Dr. Georg Gunzenhauser, Professor, Educational Studies
- Ms. Stacie Hunt, Manager, Administrative Information Management Systems
- Dr. Angela Lynn, University Registrar
- Dr. Kristi Mindrup, Assistant Vice President of Academic Affairs for Quad Cities Campus
- Dr. Nancy Parsons, Associate Provost
- Dr. Christopher Pynes, Professor of Philosophy, Faculty Senate Chair
- Dr. Roger Runquist, Director, Center for Innovation in Teaching and Research
- Ms. Christine Staley, Office Manager, Kinesiology
- Dr. Ron Williams, Assistant Vice President, Academic Affairs

Appendix M  
Macomb PCA Team and Student Success Center Planning Team

- Dr. Lori Baker-Sperry, Professor, Women's Studies
- Ms. Angela Bonifas, Director, Institutional Research and Planning
- Ms. Jessica Butcher, Assistant to the Vice President, Student Services
- Dr. Katrina Daytner, Associate Dean, College of Education and Human Services
- Ms. Jennie Hemingway, Instructor, Recreation, Park and Tourism Administration
- Dr. Hoyet Hemphill, Professor, Instructional Design and Technology
- Ms. Sarah Jewell, Assistant Director, Admissions
- Dr. David Lane, Professor, Psychology
- Ms. Dana Moon, Assistant to the Dean, College of Education
- Ms. Michelle Oaks, Director, Residence Life
- Dr. Nancy Parsons, Associate Provost
- Dr. Christopher Pynes, Professor, Philosophy and Religious Studies/Chairperson, Faculty Senate
- Mr. Joe Roselieb, Director, Residential Facilities/Alumni Council Member
- Dr. Roger Runquist, Director, Center for Innovation in Teaching and Research
- Dr. Aimee Shouse, Chairperson, Women's Studies
- Ms. Michelle Terry, Academic Advisor, College of Business and Technology
- Dr. Michelle Yager, Director, University Advising and Academic Services Center

Student Success Center Planning Team

- Dr. Susan Martinelli-Fernandez, Dean, College of Arts and Sciences, Chairperson
- Ms. Angela Bonifas, Director, Institutional Research and Planning
- Ms. Jessica Butcher, Assistant to the Vice President, Student Services
- Mr. Tim Johnson, Advisor, Office of Academic Services
- Dr. David Lane, Professor, Department of Psychology
- Dr. Mark Mossman, Chairperson, English
- Dr. Nancy Parsons, Associate Provost
- Dr. Roger Runquist, Director, Center for Innovation in Teaching and Research
- Dr. Tracy Scott Director, Student Development Office
- Dr. Ronald Williams, Assistant Vice President of Academic Affairs
- Dr. Michelle Yager, Director, University Advising and Academic Services

Appendix N  
Quad Cities PCA Team

- Ms. Audrey Adamson, Assistant Director, Quad Cities Student Services, Chairperson
- Dr. Susan Brooks, Assistant Professor, Mathematics
- Mr. Scott Brouette, Assistant Director, Quad Cities Student Services
- Dr. Katherine Broughton, Assistant Professor, Recreation, Park and Tourism Administration
- Ms. Heather Calvert, Financial Aid Advisor, Quad Cities
- Dr. Keva Hibbert, Assistant Professor, Economics and Decision Sciences
- Ms. Debbie Kepple-Mamros, Assistant to the Vice President for Quad Cities and Planning
- Dr. Blair McDonald, Associate Professor, Engineering
- Dr. Kristi Mindrup, Assistant Vice President of Academic Affairs for Quad Cities Campus
- Dr. James Patterson, Assistant Dean, College of Business and Technology-Quad Cities
- Dr. Jim Rabchuk, Assistant Dean, College of Arts and Sciences, Quad Cities
- Mr. Kenny Wheeler, Academic Advisor
- Mr. Curtis Williams, Associate Director, Quad Cities Student Services

Appendix O  
Distance Learning PCA Team

- Dr. Roger Runquist, Director of Center for Innovation, Teaching and Research, Co-Chair
- Ms. Jennifer Tibbitts, Assistant Director General Studies Degree Program, Co-Chair
- Ms. Angela Bonifas, Director, Institutional Research and Planning
- Ms. Jessica Butcher, Assistant to the Vice President, Student Services
- Dr. Christine Anderson, Assistant Professor, Curriculum and Instruction
- Dr. Hoyet Hemphill, Professor, Instructional Design and Technology
- Dr. Leanda Hemphill, Professor, Instructional Design and Technology
- Dr. Lloyd Kilmer, Professor, Educational Studies
- Ms. Theresa Koltzenburg, Assistant Director, University Relations
- Dr. In Lee, Professor, Computer Science
- Dr. Angela Lynn, Registrar
- Dr. Susan Martinelli-Fernandez, Dean, College of Arts and Sciences
- Dr. Jill Meyers, Director, School of Law Enforcement and Justice Administration
- Dr. Kristi Mindrup, Assistant Vice President, Academic Affairs Quad Cities
- Dr. Lea Monahan, Director, School of Nursing
- Ms. Julie O'Brien, Academic Advisor
- Dr. Nancy Parsons, Associate Provost
- Dr. William J Polley, Associate Dean, College of Business and Technology
- Dr. Emeric Solymossy, Professor, Management and Marketing
- Mr. David N Towers, Faculty Assistant, Center for Innovation in Teaching and Research

Appendix P  
PCA Data Facilitation Team

- Ms. Stacie Hunt, Manager, Administrative Information Management Systems, Chairperson
- Ms. Angela Bonifas, Director, Institutional Research and Planning
- Dr. Angela Lynn, University Registrar

**WESTERN ILLINOIS UNIVERSITY  
BOARD OF TRUSTEES**

June 9, 2017

**Report 17.6/8  
President's Executive Institute Update #2**

A Power Point presentation on the President's Executive Institute will be made at today's Western Illinois University Board of Trustees meeting. This presentation will focus Fiscal Year 2017 performance indicators, and Fiscal Year 2018 plans. Information included in this presentation will be summarized in the July 2017 Strategic Plan Update for members of the university community.



# WESTERN ILLINOIS UNIVERSITY BOARD OF TRUSTEES

June 9, 2017

## Report 17.6/9 Academic Year 2017-2018 *Higher Values in Higher Education* Supplement Report #2

The Western Illinois University Board of Trustees completed its first reading and provided feedback to the draft of the Academic Year 2017-2018 Higher Values in Higher Education Supplement at its March 2017 meeting. Since that time, the Vice President for Quad Cities and Planning asked for university feedback in the *March 2017 Strategic Plan Update*, and received endorsement for the *Supplement* from all governance groups on both campuses.

Changes to the *Supplement* resulting from the feedback request and meetings with university governance groups are summarized below. None of the changes made to the document changed the original context of the *Supplement*. The three new priorities added to the *Supplement* reflect current actions in progress at the University. These new priorities are:

1. Priority 1.5: Document outcomes from the newly established Military Task Force charged with increasing the outreach, recruitment, and retention of military personnel, reservists, and dependents from all branches of the United States Military.
2. Priority 1.8.F: Benchmark and prepare recommendations to the President's Leadership Team on adjustments to the Western Transfer Commitment Scholarship to make the University's program financially competitive with competitor institutions.
3. Priority 2.1: Solidify the future of Western Illinois University by supporting areas of growth and high demand as stated in *Higher Values in Higher Education 2012-2022*.

Likewise, four priorities were revised. These revisions, highlighted in bold text, did not change the original context of the priorities. Changes made either reinforce current practice and/or provide point(s) of clarification. The revised priorities are:

1. Priority 1.8.D: Signing new articulation agreements, other program-specific agreements, **and reverse transfer agreements between Western Illinois University and community colleges**. The statement was revised to reflect institutional practice
2. The second part of the second paragraph of Goal 3 now reads ... Western Illinois University has a long-standing, nationally recognized tradition in community development. **This is demonstrated in the call for expanded student experiential education participation in Goal 2, and in the call for increased service learning opportunities in Goal 3.** This text was added to emphasize the University's value of educational opportunity and active student engagement and learning inside and outside of the classroom.
3. Priority 3.8: Document funding received and actions taken to advance community and economic development. Examples include recently funded actions to expand the Small

Business Development Center/International Trade Center, Vibrant Neighbors project, AmeriCorps school reading readiness program in a local Hispanic neighborhood, **and student participation in community service learning projects planned over the next year.** This addition reflects priorities of Student Government Associations on both campuses.

4. Priority 5.C.4: Keeping **students**, faculty, and staff, **and university governance groups** informed on plans and results from Strategic Plans, Supplements, and Annual Operating Plans. This change reflects the University's planning model used since 2005.

The complete *Academic Year 2017-2018 Higher Values in Higher Education Supplement* is displayed in *Western Illinois University Board of Trustees Resolution 17.6/5*. The Board is being asked in this *Resolution* to grant implementation approval for the goals and priorities contained in the University's new (and second annual) Strategic Plan *Supplement*.



WESTERN ILLINOIS UNIVERSITY  
BOARD OF TRUSTEES

June 9, 2017

Resolution 16.6/6  
Academic Year 2017-2018 Higher Values in Higher Education  
Supplement

**Resolution:**

**WHEREAS** *Higher Values in Higher Education 2012-2022* articulates the vision, mission, values, goals and priorities of Western Illinois University; and,

**WHEREAS** Western Illinois University is committed to continuous advancement in strategic planning, recognizing that many of the *Strategic Plan* priorities have been achieved or embedded into existing structures and processes, and at the same time, recognizing that external circumstances have changed since writing the current edition of the University's Strategic Plan; and,

**WHEREAS** beginning in academic year 2016-2017, annual *Strategic Plan Supplements* provide areas of focus for the University as we enrich academic excellence, provide educational opportunity, support personal growth, promote social responsibility, and demonstrate accountability; and,

**WHEREAS** creation of the new *2017 Strategic Plan Supplement* used methods of shared governance and transparency, including 16 meetings of the 43-member Social Responsibility Task Force, eight faculty and student focus groups, 12 meetings with University governance groups, two requests for university feedback in *February* and *March 2017 Strategic Plan Updates*, and discussion at the March 2017 meeting of the Western Illinois University Board of Trustees; and,

**WHEREAS** the goals and priorities of the *Academic Year 2017-2018 Higher Values in Higher Education Supplement* advance those in *Higher Values in Higher Education 2012-2022* by demonstrating agility to respond to changing and volatile economic conditions; and,

**WHEREAS** the Board is legally and fiduciary responsible for Western Illinois University.

**THEREFORE:** be it resolved that the Board of Trustees approves implementation of the *Academic Year 2017-2018 Higher Values in Higher Education Supplement*; and be it further resolved that the Board commends the university community for working collaboratively and efficiently in advancing strategic planning at Western Illinois University.

## **Higher Values in Higher Education Goals and Priorities for Academic Year 2017-2018**

### **Preamble**

Western Illinois University empowers students to become engaged and productive global citizens committed to making a difference in the diverse communities and professions they represent. Our graduates are leaders in their fields equipped with knowledge, problem solving skills, and community awareness necessary to address the professional, economic, and social issues of our time.

### **The History and Heritage of Western Illinois University**

Founded in 1899, the Western Illinois State Normal School was established to address teacher preparation in the state's grammar schools. The faculty and students of Western were eager to meet this need, and the institution soon became known for its well-rounded, deeply committed graduates, a tradition that continues.

As the years passed and the name was changed to Western Illinois State Teachers' College in 1921, and then to Western Illinois University in 1957, the institution's mission continually broadened to include academic majors that prepared high school teachers; the state's earliest and most successful extension program; a multifaceted graduate school; a liberal arts program; and, eventually, distinguished colleges devoted to Arts and Sciences, Business and Technology, Education and Human Services, and Fine Arts and Communication.

Throughout time, and most recently as Western celebrated 50 years as a University during academic year 2007–2008, we have earned and maintained a reputation for expanding public access to affordable, high-quality degree programs and fostering student involvement in University activities.

We are now a leading University with a residential campus in Macomb; a metropolitan, non-residential campus in the Quad Cities; and extension and distance learning programs. With an outstanding, diverse faculty and staff committed to multicultural and international education, Western Illinois University offers undergraduate and graduate programs of study to approximately 11,000 students from Illinois, across the nation, and around the world.

### **Strategic Planning at Western Illinois University**

Western Illinois University's institutional strategic planning is based on ten-year visions for the University created every five years. We recognize that internal and external environments are dynamic. There are unforeseen opportunities and challenges at the time of writing a strategic plan. Therefore, the University community creates and implements *Strategic Plan Supplements* annually in the intervening years before a new strategic plan is developed.

Annual *Strategic Plan Supplements* and *Strategic Plans* require endorsement of all governance groups on both campuses and approval of the Western Illinois University Board of Trustees before actions are implemented. This *Supplement* contains institutional goals and priorities for academic year 2017-2018.

These institutional goals and priorities in this *Supplement* will be implemented in tandem with the institutional goals and priorities contained *Higher Values in Higher Education 2012-2022*. Moreover, every academic department and administrative unit prepares Consolidated Annual Reports each spring to document strategic planning accomplishments and plans at the departmental, college, and divisional levels.

## The Vision, Mission, and Values of Western Illinois University

### **Our Vision**

Western Illinois University aims to be the leading public regional university in providing educational quality, opportunity, and affordability.

### **Our Mission**

Western Illinois University empowers students, faculty, and staff to lead dynamic and diverse communities. We provide student-centered undergraduate and graduate programs characterized by innovative teaching, research, and service, grounded in multidisciplinary, regional and global perspectives. We engage our students in educational opportunities guided by a professional and diverse faculty and staff in collaboration with alumni and community partners.

### **Our Values**

#### Academic Excellence

Central to our history is the commitment to teaching, to the individual learner, and to active involvement in the teaching-learning process. Western Illinois University's highly qualified and diverse faculty promotes critical thinking, engaged learning, research, and creativity in a challenging, supportive learning community. We are committed to student success in an academic environment that encourages lifelong development as learners, scholars, teachers, and mentors.

#### Educational Opportunity

Western Illinois University values educational opportunity and welcomes those who show promise and a willingness to work toward achieving academic excellence. We are committed to providing accessible, high quality educational programs and financial support for our students.

#### Personal Growth

Western Illinois University values the development of the whole person. We are committed to providing opportunities for personal growth in an environment that supports the development of wellness, ethical decision making, and personal responsibility in the global community.

#### Social Responsibility

Western Illinois University is committed to civic and community engagement, equity, social justice, and diversity and will maintain the highest standards of integrity in our work with others. We create an environment that fosters and promotes citizenship. We serve as a resource for and stimulus to educational, cultural, environmental, community and economic development in our region and well beyond it for the public good.

## Executive Summary

*Higher Values in Higher Education 2012-2022* articulates the shared *Vision* of the Western Illinois University community as we aim to become a leading public regional university in providing quality, opportunity, and affordability. It further articulates our *Mission* and *Core Values* that define and differentiate the University's educational experience from all other institutions.

We are a mid-size university that offers students personal attention with the resources of a large, comprehensive institution. By valuing academic excellence, educational opportunity, personal growth, and social responsibility, we provide a transformative, high quality, and innovative learning environment.

We are an inclusive community of scholars and practicing professionals, who celebrate diversity, and place a premium on active, engaged, and lifelong learning for students and in our personal and professional endeavors. We also serve as a catalyst for partnerships in community and economic development in our host communities, regions, and beyond for the public good.

We are committed to continuous improvement in our planning. Many of the *Strategic Plan* priorities have been achieved or embedded into existing structures and processes. At the same time, circumstances change. Therefore, beginning in academic year 2016-2017, annual *Strategic Plan Supplements* provide areas of focus for the University as we enrich academic excellence, provide educational opportunity, support personal growth, promote social responsibility, and demonstrate accountability.

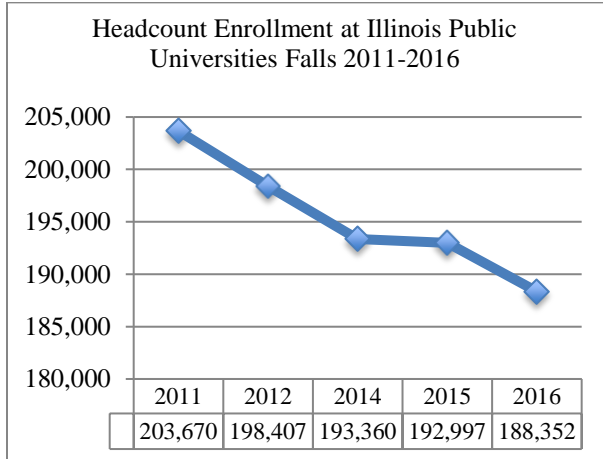
Our goals and priorities for academic year 2017-2018 focus on setting a strong future for Western Illinois University by:

1. Stabilizing Enrollment at 10,000 students.
2. Providing Educational Opportunity and Continuing to Advance Academic Excellence
3. Expanding Community Engagement
4. Increasing External Revenue, While Limiting Cost Increases to Students
5. Supporting Strategic and Operational Planning, with Conservative, Mission-Driven Fiscal Management

We choose our goals and supporting priorities carefully and deliberately. Western Illinois University will celebrate its 118<sup>th</sup> anniversary during academic year 2017-2018. The goals and priorities in this *Supplement* are designed to position the University for long-term, continued success as a top-tier, public master's granting institution nationally recognized for leadership in quality, opportunity, and affordability.

## 1. Stabilize Enrollment at 10,000 Students

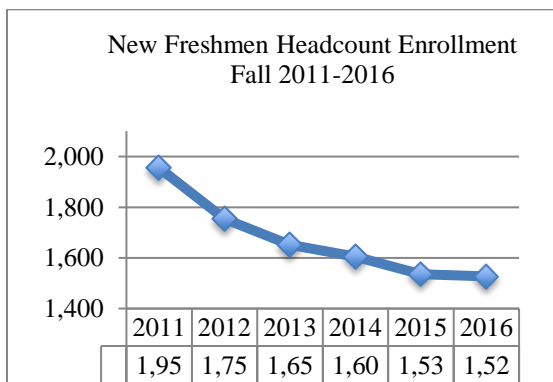
The 12 Illinois public universities are in a period of enrollment decline. Total headcount enrollment in Illinois public higher education decreased by 7.5% from 203,670 students in fall 2011 to 188,352 students in fall 2016. Many external factors are contributing to this enrollment decline.



### Challenges to Enrollment Stabilization

- A 2.4% decline in Illinois high school graduates over the last five years.
- An 8.8% decline in high school graduates in the 16 county WIU service region.
- A 1% increase in the number of Illinois community college students enrolled in baccalaureate/transfer programs.
- Over 45% of Illinois college bound students attend out-of-state.
- The historic and unprecedented State of Illinois Fiscal Year 2016 and 2017 budget impasse.
- A 5% projected decline in Illinois high school graduates between now and academic year 2023-2024.

Even with these challenges, the University has begun to position itself for enrollment stabilization with 10,373 students enrolled in fall 2016. We embrace that recruitment is a shared responsibility of all members of the University community. After five years of new freshmen enrollment decline, we stabilized new freshmen enrollment at 1,527 in fall 2016, just slightly below the fall 2015 new freshmen enrollment of 1,535.



### Actions Supporting Enrollment Stabilization

- Working as a university community to aggressively recruit and retain students.
- Increasing student participation in Centennial Honors College.
- Participating in the Higher Learning Commission's Persistence and Completion Academy.
- Offering new Living-Learning communities.
- Supporting the First Year Experience, Building Connections mentoring program, and University 100.
- Reducing new student tuition by 3%.
- Adding a need-component to merit-based scholarships.
- Advancing in national ranking systems in quality, opportunity, and affordability.

With enrollment stabilization, we saw an increase in the quality of the freshmen class. The percent of full-time new freshmen with a minimum 20 ACT composite score and 3.0 high school grade point average increased from 28.8% of the fall 2014 cohort to 42.0% of the fall 2016 cohort.

Continuing to increase enrollment of a diverse and high-quality student body is a shared responsibility of the University community for recruiting and telling our story. It also requires that we provide educational partnerships that promote seamless entry into Western Illinois University at all levels of the educational experience.

### **Priorities for Academic Year 2017-2018**

*Higher Values in Higher Education 2012-2022* contains many priorities designed to contribute to enrollment stabilization. We have implemented strategies that are designed to increase awareness of the University and our traditions of excellence, the number of adults with postsecondary education credentials, student diversity, international student enrollment, and the number of students enrolled in Centennial Honors College.

Complementing these strategies, are additional actions described below that will help stabilize enrollment at 10,000 students. However, it must be recognized, that it is an extremely competitive market for new students and enrollment stabilization may take time. Enrollment stabilization will require an “all hands on deck” approach that will be achieved by:

1. Providing opportunities for students, faculty, staff, and alumni to volunteer in the development and implementation of new recruitment and retention priorities [*Admissions, School of Graduate Studies, Student Services, Quad Cities Student Services*].
2. Developing and implementing an integrated marketing plan to increase awareness of the academic colleges, majors and programs of study at Western Illinois University [*University Marketing, University Relations, Web Services, University Technology in consultation with the Colleges of Arts and Sciences, Business and Technology, Education and Human Services, and Fine Arts and Communication; University Libraries; Centennial Honors College; and School of Distance Learning, International Studies, and Outreach*].
3. Engaging in University-wide and discipline-specific student recruitment activities on- and off-campus [*Admissions; School of Graduate Studies; Colleges of Arts and Sciences, Business and Technology, Education and Human Services, and Fine Arts and Communication; University Libraries; Centennial Honors College; and School of Distance Learning, International Studies, and Outreach*].
4. Identifying additional means to bring prospective new students to campus. Accepted students who have experienced campus visit(s) have higher matriculation rates than accepted students who have not visited a Western Illinois University campus prior to their final college selection choice [*Admissions; School of Graduate Studies; Student Services, Colleges of Arts and Sciences, Business and Technology, Education and Human Services, and Fine Arts and Communication; University Libraries; Centennial Honors College; and School of Distance Learning, International Studies, and Outreach*].
5. Documenting outcomes from the newly established Military Task Force charged with increasing the outreach, recruitment, and retention of military personnel, reservists, and dependents from all branches of the United States Military [*Military Task Force*].
6. Advancing access and affordability by:
  - A. Providing Western’s *Cost Guarantee* for tuition, fees, and room and board [*President’s Leadership Team, Board of Trustees*].

- B. Benchmarking the cost competitiveness of Western Commitment Scholarships for new freshmen and transfer students *[Student Cost Task Force]*.
  - C. Identifying to the President’s Leadership Team future opportunities to leverage Western Commitment Scholarship programs *[Student Cost Task Force]*.
  - D. Recommending to the Student Cost Task Force new opportunities for Western to continue national leadership in cost predictability and affordability *[All members of the university community]*.
7. Increasing partnerships with high schools by:
- A. Expanding the University’s dual enrollment program *[Admissions]*.
  - B. Providing special opportunities for dually enrolled high school students to learn more about the educational opportunities at the University in order to increase the number of dual enrolled students who stay at Western after high school graduation *[Admissions, Student Services, Quad Cities Student Services]*.
  - C. Exploring additional means of high school bridge programming to support early admission to Western Illinois University before the student enrolls full-time at the University. *[Colleges of Arts and Sciences, Business and Technology, Education and Human Services, and Fine Arts and Communication; University Libraries; Centennial Honors College; School of Distance Learning, International Studies and Outreach; Student Services]*.
  - D. Hosting regional Educational Summits with superintendents, principals, and guidance counselors to develop and implement recruitment strategies based on these Summits *[President’s Executive Institute; Admissions; Colleges of Arts and Sciences, Business and Technology, Education and Human Services, and Fine Arts and Communication; University Libraries; Centennial Honors College; School of Distance Learning, International Studies and Outreach; Student Services]*.
  - E. Providing opportunities for high school students to participate in on-campus curricular and cocurricular program, events, and/or services *[Admissions; Student Services; Quad Cities Student Services; Colleges of Arts and Sciences, Business and Technology, Education and Human Services, and Fine Arts and Communication; University Libraries; Centennial Honors College; and the School of Distance Learning, International Studies, and Outreach]*.
8. Expanding partnerships with community colleges by:
- A. Meeting with all Illinois community colleges and select community colleges in Iowa, Missouri, and Wisconsin to ensure Western’s transfer friendliness and opportunities for new and expanded partnerships, at the university, college, school, and departmental level *[Vice President for Quad Cities and Planning, President’s Leadership Team, Deans, Directors, Faculty and Staff]*.
  - B. Providing opportunities for prospective new transfer students to participate in on-campus curricular and cocurricular program, events, and/or services *[Admissions; Student Services; Quad Cities Student Services; Colleges of Arts and Sciences, Business and Technology, Education and Human Services, and Fine Arts and Communication; University Libraries; Centennial Honors College; and the School of Distance Learning, International Studies, and Outreach]*.
  - C. Developing and implementing new and enhanced partnerships at the institutional level. Examples include dual enrollment, financial aid consortium, general studies agreements, and/or honors articulation agreements *[Vice President for Quad Cities and Planning; Financial Aid; School of Distance Learning, International Studies and Outreach, and Centennial Honors College]*.
  - D. Signing new articulation agreements, other program-specific agreements, and reverse transfer agreements between Western Illinois University and community colleges *[Colleges of Arts and Sciences, Business and Technology, Education and Human Services, and Fine Arts and*

*Communication; School of Distance Learning, International Studies and Outreach; Admissions; and Vice President for Student Services*].

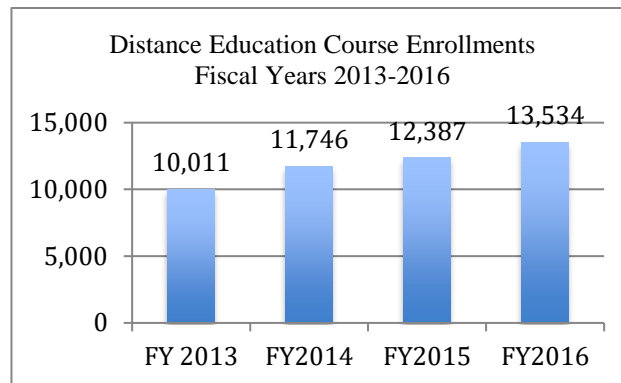
- E. Increasing contact and engagement with community college students interested or enrolled in 2+2 and other program-specific agreements prior to their transfer to Western Illinois University. Examples include on-the-spot admissions and on-site advisement [*Admissions; Student Services; Quad Cities Student Services; Colleges of Arts and Sciences, Business and Technology, Education and Human Services, and Fine Arts and Communication; University Libraries; Centennial Honors College; and the School of Distance Learning, International Studies, and Outreach*].
  - F. Benchmark and prepare recommendations to the President’s Leadership Team on adjustments to the Western Transfer Commitment Scholarship to make the University’s program financially competitive with competitor institutions [*Student Cost Task Force*].
9. Identifying opportunities for partnerships with:
- a. Four-year colleges and universities that build enrollment pipelines to Western Illinois University [*Admissions; School of Graduate Studies; Colleges of Arts and Sciences, Business and Technology, Education and Human Services, and Fine Arts and Communication; University Libraries; Centennial Honors College; School of Distance Learning, International Studies and Outreach*].
  - b. Professional and graduate schools that build enrollment pipelines to Western Illinois University [*School of Graduate Studies; Colleges of Arts and Sciences, Business and Technology, Education and Human Services, and Fine Arts and Communication; University Libraries; Centennial Honors College; School of Distance Learning, International Studies and Outreach*].
10. Augmenting the enrollment of working professionals through continued implementation of the President’s Executive Institute [*President’s Executive Institute, Colleges of Arts and Sciences, Business and Technology, Education and Human Services, and Fine Arts and Communication; University Libraries; Centennial Honors College; School of Distance Learning, International Studies and Outreach*].
11. Documenting outcomes of new initiatives designed to increase student persistence and completion rates [*Colleges of Arts and Sciences, Business and Technology, Education and Human Services, and Fine Arts and Communication; University Libraries; Centennial Honors College; School of Distance Learning, International Studies and Outreach; Student Services; Persistence and Completion Academy Teams; administrative units*].

## **2. Provide Educational Opportunity and Continue to Advance Academic Excellence**

Students enroll in a college or university to achieve their academic objectives. They have many choices (educational opportunities) in deciding where to enroll. The National Center for Education Statistics reports that there are 1,700 two-year degree-granting colleges and 3,026 four-year degree-granting institutions in the United States alone. Six hundred and thirty-three of the latter institutions share Western’s categorization as a master’s granting institution.



In providing educational opportunity, there are actions the University can take to increase its enrollment. For example, expanding distance learning (hybrid and online programs) opens new markets regionally, across the United States, and around the world. Western Illinois University has seen a 35% increase in distance education course enrollments between FY 2013 and 2016.



Moreover, there are defining characteristics and national recognitions shown in the table below that differentiate the Western Illinois University educational experience from our competitors. Our faculty continues to advance, and our staff and administrators continue to support the academic excellence of the University.

Defining Characteristics and National Recognitions of the Western Illinois University Educational Experience	
<p><u>Defining Characteristics</u></p> <ul style="list-style-type: none"> <li>• Transformative educational experiences that emphasize our values and the individual learner.</li> <li>• A broad education offering breadth and depth and equipping students with critical thinking and communication skills important in a democratic society.</li> <li>• General education based in the liberal arts and sciences.</li> <li>• Signature academic programs and a comprehensive, high-quality portfolio that is responsive to demand and need in the Midwest<sup>1</sup>.</li> </ul>	<p><u>National Recognitions</u></p> <ul style="list-style-type: none"> <li>• A Top Midwestern University—<i>US News and World Report, Princeton Review.</i></li> <li>• A regional and national leader in the retention and graduation of first-generation, low-income, and minority students—<i>Southern Education Review Board, United States Department of Education, Pell Institute for the Study of Opportunity in Education.</i></li> <li>• An institution recognized for social mobility, research, and public service—<i>Washington Monthly.</i></li> <li>• An alumni base that earns higher median salaries than predicted based on econometric data—<i>Brookings Institute, The Economist.</i></li> </ul>

Guided by our values, Western Illinois University offers a transformative educational experience to the students that we serve. Commitments to academic excellence and the individual learner keep our student-to-faculty ratio low (currently at 15:1), with full-time faculty teaching over 93% of all course sections.

Western’s faculty members provide a broad education equipping students with critical thinking and communication skills important in a democratic society. The general education curriculum is based in the liberal arts and sciences and equips students with the necessary foundational skills to be successful in the their chosen majors, professions, and continued graduate and professional studies.

<sup>1</sup> Western Illinois University’s signature programs are noted for their size, unique area of concentration for undergraduate students, or accessibility.

The educational opportunities and related academic portfolio of Western Illinois University is comprehensive, offering breadth and depth. Western's faculty and staff support 65 undergraduate degree programs, 38 graduate degree programs, and two doctoral programs. The curriculum includes the humanities, social sciences, fine arts, business, education, and a number of pre-professional and technical fields of study. We offer signature academic programs and a comprehensive, high-quality portfolio that is responsive to demand and need in the Midwest, and as a member of the global community.

### **Priorities for Academic Year 2017-2018**

*Higher Values in Higher Education 2012-2022* has many priorities supporting educational opportunity and academic excellence both inside and outside the classroom. This includes:

- Developing new undergraduate, graduate, and integrated degree programs and certificates in areas of high demand/critical skill shortages that are consistent with the mission of the University.
- Identifying unserved and underserved populations and exploring the feasibility of developing new/modified academic programs to meet their needs.
- Using academic program review and discipline-specific accreditation processes as means to affirm programmatic quality and viability.
- Expanding experiential education opportunities (e.g., internships, student teaching, clinical placements, undergraduate and graduate research days, leadership training, education abroad opportunities),
- Continuing to support growth of the Centennial Honors College.

Providing educational opportunity and continuing to advance academic excellence will be enhanced by:

1. Solidifying the future of Western Illinois University by supporting areas of growth and high demand as stated in *Higher Values in Higher Education 2012-2022* [*Colleges of Arts and Sciences, Business and Technology, Education and Human Services, and Fine Arts and Communication; University Libraries; School of Distance Learning, International Studies and Outreach; Faculty Senate, Graduate Council, Provost's Office, Provost, President, Board of Trustees*]
2. Continuing to base academic program establishment, on-notice, and disestablishment decisions based on the policies, procedures, and protocol discussed in Goal 5C of this *Supplement* [*Colleges of Arts and Sciences, Business and Technology, Education and Human Services, and Fine Arts and Communication; University Libraries; School of Distance Learning, International Studies and Outreach; Faculty Senate, Graduate Council, Provost's Office, Provost, President, Board of Trustees*]
3. Increasing student participation in experiential learning opportunities through applied studies in external settings. These applied settings include internships, student teaching, clinical placements, and undergraduate and graduate student research days, and education abroad opportunities [*Colleges of Arts and Sciences, Business and Technology, Education and Human Services, and Fine Arts and Communication; University Libraries; School of Distance Learning, International Studies and Outreach; Student Services; Quad Cities Student Services*]
4. Responding to changing student demographic information and needs by offering additional hybrid programs and degrees online<sup>2</sup> [*Colleges of Arts and Sciences, Business and Technology, Education and Human Services, and Fine Arts and Communication; University Libraries; School of Distance Learning, International Studies and Outreach*].
5. Completing and implementing approved recommendations from the following priorities to assure and advance quality.
  - A. General Education Review [*Deans, Department Chairs, School Directors, Faculty in the Colleges of Arts and Sciences, Business and Technology, Education and Human Services, and Fine Arts and Communication*].

The Provost and Academic Vice President charged the Faculty Senate with completing an academic year 2016-2017 review of the University's General Education program with

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<sup>2</sup> *The Higher Learning Commission defines a hybrid program as containing 25% in-person instruction (on- or off-campus) and 75% online instruction.*

regard to program goals, appropriateness of program categories, and the number of courses offered in each category. The current administrative structure of General Education was also reviewed.

- B. Teacher Education Review [*Deans, Department Chairs, School Directors, University-Wide Teacher Education Faculty in the Colleges of Arts and Sciences, Business and Technology, Education and Human Services, and Fine Arts and Communication*].

The Provost and Academic Vice President charged a Task Force within Academic Affairs to complete an academic year 2016-2017 review of the university-wide Teacher Education Program with regard to the current administrative structure of teacher education, time to completion in relation to State licensure regulations, and curricular applications to fulfill the state required competencies.

- C. Scheduled program reviews for undergraduate programs in French Teacher Education, Spanish Teacher Education, Foreign Languages and Cultures, and the master's degree in Economics [*Foreign Languages and Literatures, Economics, Deans Offices for Arts and Sciences and Business and Technology, Provost's Office*].
- D. Three year progress reports on new programs implemented in fall 2014, i.e., the Ph.D. in Environmental Science: Large River Ecosystems and Post-Baccalaureate Certificate in Business Analytics [*Biological Sciences, Economics, Deans Offices for Arts and Sciences and Business and Technology, Provost's Office*].
- E. Reaffirmation of accreditation for the B.S. in Graphic Communication [*Engineering Technology, Dean's Office for College of Business and Technology, Provost's Office*].
- F. Initial accreditation for the B.S. in Mechanical Engineering [*Engineering, Dean's Office for College of Business and Technology, Provost's Office*].

6. Continuing to advocate for the:

- A. Release of previously allocated and currently frozen state capital funding that included construction funding for the Center for Performing Arts in Macomb and Phase III design planning in the Quad Cities [*Board of Trustees, President, Assistant to the President for Governmental Relations*].
- B. Restoration of state capital renewal funding that provides funding to address the highest maintenance needs and priorities at the University. [*Board of Trustees, President, Assistant to the President for Governmental Relations*].

### **Goal 3: Expand Community Engagement**

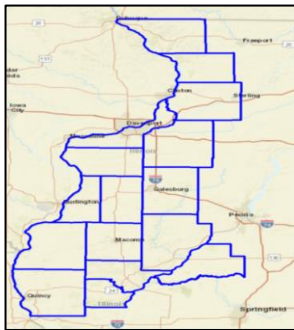
Western Illinois University is one of 361 institutions in the nation (top 8%) that holds Community Engagement Classification status from the Carnegie Foundation for the Advancement of Teaching. This honor was earned in 2010, and the University will begin the required re-certification process in 2018.

The Carnegie Foundation defines community engagement as, "The collaboration between institutions of higher education and their larger communities (local, regional/state, national, global) for the mutually beneficial exchange of knowledge and resources in a context of partnership and reciprocity." Western Illinois University has a long-standing, nationally recognized tradition in this area. This is demonstrated in

the call for expanded student experiential education participation in Goal 2, and in the call for increased service learning opportunities in Goal 3.

Examples of the University’s public service functions include Tri States Public Radio, WQPT-Quad Cities Public Television, and the Go West public transit system. In addition, the College of Fine Arts and Communication offers concerts and performances, which are open to the public, and the Illinois Institute for Rural Affairs provides economic and community development services to businesses and communities throughout Illinois. Students comprise Western’s All Volunteer Effort, and faculty members embed service-learning components into their curricula. The newest example supporting public service is the expansion of the Small Business Development Center and opening of an International Trade Center at Western Illinois University-Quad Cities.

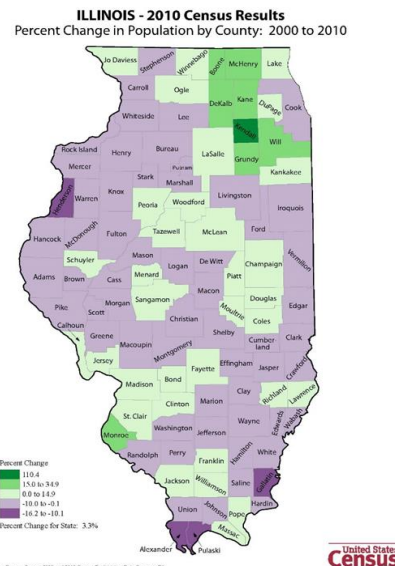
Sixteen County  
WIU Service Region



With regard to institutional resources, Western Illinois University has a \$473 million annual economic impact on its immediate 16 county service region<sup>3</sup>. We are part of the \$2.8 billion economic impact that Illinois public higher education contributes to its host communities and regions.

Consistent with the value of social responsibility and serving as a resource for and stimulus to community engagement in the form of educational, cultural, environmental, community and economic development in our region and well beyond it, President Thomas established the President’s Executive Institute (PEI) in Fiscal Year 2016. The PEI advances shared goals and priorities of the University and our host communities and regions by:

- Increasing regional recruitment and retention to address population decline in the 16-county Western Illinois University service region.
- Partnering with schools, colleges, and universities to promote educational attainment. The United States Bureau of Labor Statistics indicates that lifetime earnings for associate’s degree recipients are \$500,000 higher than those with a high school diploma. These values increase to \$1.0 million for baccalaureate degree recipients and over \$1.5 million for graduate and professional degree recipients.
- Assisting in community and economic development efforts for our host communities and regions to support entrepreneurial activity and economic expansion.
- Engaging employers to develop new and expanded internship opportunities for students and educational opportunities for employees.
- Increasing external funding to advance the vision, mission, values, goals and priorities of Western Illinois University.



<sup>3</sup> Adams, Brown, Carroll, Fulton, Hancock, Henderson, Henry, Jo Daviess, Knox, Mason, McDonough, Mercer, Rock Island, Schuyler, Warren, and Whiteside are the 16 counties in the Western Illinois University service region.

In addition to these institutional actions, the Carnegie Foundation defines the purpose of community engagement as “The partnership of a college and university knowledge and resources with those of the public and private sectors to enrich scholarship, research, and creative activity; enhance curriculum, teaching, and learning; prepare educated and engaged citizens; strengthen democratic values and civic responsibility; address societal issues; and contribute to the public good.” These are long standing activities of the faculty and staff of Western Illinois University.

### **Priorities for Academic Year 2017-2018**

*Higher Values in Higher Education 2012-2022* has seven specific priorities related to supporting strong commitments to mission-driven public service and outreach. It along with instruction, research, and support services are interrelated components of academic excellence.

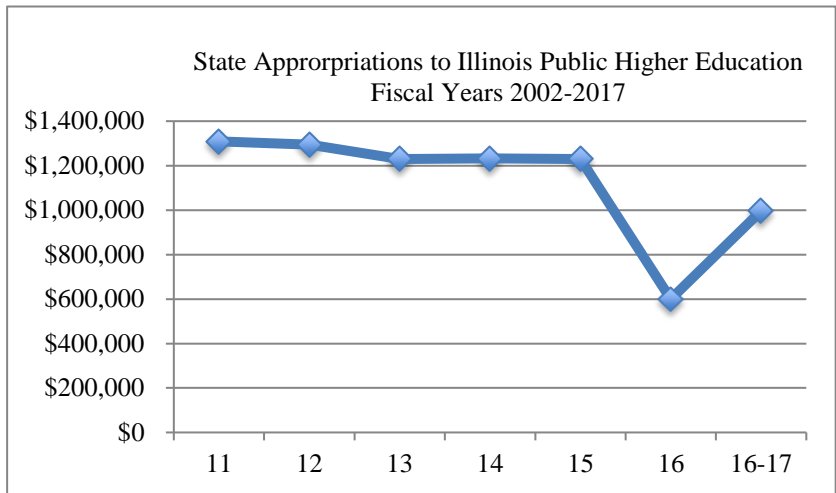
*Strategic Plan* priorities in public service range from supporting economic and cultural development to the provision of public service centers, institutes, and broadcasting services. Western Illinois University students, faculty, and staff contribute to volunteerism, entrepreneurism, civic engagement, and other forms of community and economic development. Expanding the University’s public service and community engagement commitments will be demonstrated by:

1. Developing and implementing the self-study process for the University’s re-certification (renewal) as a Carnegie Foundation for the Advancement of Teaching’s Community Engagement Classified institution [*Illinois Institute for Rural Affairs, President’s Executive Institute*].
2. Adopting an institutional mission statement on Community Engagement as we serve our host communities, regions, and beyond [*Illinois Institute for Rural Affairs, President’s Executive Institute, President, Board of Trustees*].
3. Reviewing College Mission Statements for the inclusion of community engagement in these documents [*Colleges of Arts and Sciences, Business and Technology, Education and Human Services, Fine Arts and Communication, and Centennial Honors College*].
4. Hosting regional Community and Economic Development Summits to develop and implement strategies based on these Summits [*President’s Executive Institute*].
5. Documenting outcomes from the President’s Executive Institute and collegiate efforts with regard to employer relations. This includes, but is not limited to increasing sponsored credit courses and enrollments, internship and experiential education opportunities, and enrollment of working professionals at Western Illinois University [*Vice President for Quad Cities and Planning; Colleges of Arts and Sciences, Business and Technology, Education and Human Services, and Fine Arts and Communication; University Libraries; Centennial Honors College; and School of Distance Learning, International Studies, and Outreach; Admissions; School of Graduate Studies; University Marketing*].
6. Increasing pre-collegiate student participation in summer camps and other non-credit activities [*School of Distance Learning, International Studies, and Outreach, sponsoring colleges and departments*].
7. Present the Creating Entrepreneurial Opportunities (CEO) program for high-achieving students with business and/or entrepreneurial interests to our host communities and region [*President’s Executive Institute, Illinois Institute for Rural Affairs, College of Business and Technology*].
8. Document funding received and actions taken to advance community and economic development. Examples include recently funded actions to expand the Small Business Development

Center/International Trade Center, Vibrant Neighbors project, AmeriCorps school reading readiness program in a local Hispanic neighborhood, and student participation in community service learning projects planned over the next year [Vice President for Quad Cities and Planning; Illinois Institute for Rural Affairs, WQPT, Quad Cities Student Services; Colleges of Arts and Sciences, Business and Technology, Education and Human Services, and Fine Arts and Communication; University Libraries; Centennial Honors College; and School of Distance Learning, International Studies, and Outreach; Student Government Associations in Macomb and the Quad Cities].

**Goal 4: Increase External Funding, While Limiting Cost Increases to Students**

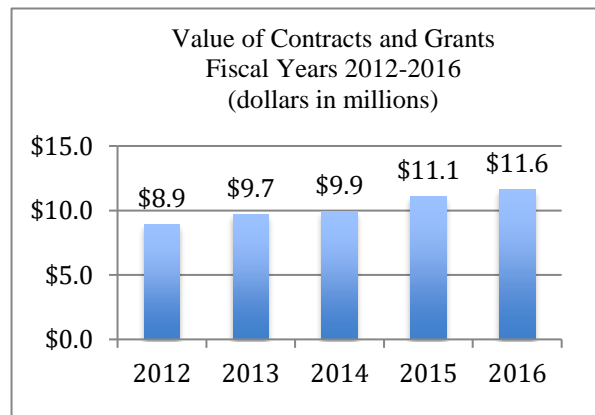
During the historic, unprecedented, and ongoing State of Illinois Fiscal Years (FY) 2016 and 2017 budget impasse, state appropriations for Illinois public higher education were reduced by over 29% over 18 months and by 47% over two years when compared to FY2015 levels<sup>4</sup>. Moreover, the Illinois public universities have only received partial and incremental funding with spending restrictions as opposed to full fiscal year budgets for 2016 and 2017.



In April 2016, Western Illinois University received \$14.9 million to be applied to FY16 expenses. Western received another \$31.4 million in June to be applied to FY16 or FY17 expenses with spending authority expiring December 31, 2016. Most recently, the University received an additional \$8.4 million in November 2016 under the same terms and conditions as the June appropriation. These three receipts total \$54.7 million or 70.9% of the funding that the University should have received in the 18 months since FY2015.

The University continues to make difficult but necessary decisions in response to delayed and decreasing appropriations. At the same time, we continue to aggressively seek increased revenue from external sources in order to reduce reliance on state funding to successfully advance the University’s vision, mission, values, goals, and priorities.

New fiscal realities require new actions to protect the future of the University. One such success is the \$2.7 million (30%) increase in annual revenue generated by faculty and staff in external grants and contracts between FYs 2012 and 2016. Other new sources of revenue will come from successful partnerships in the President’s Executive Institute and in positioning the University for the next comprehensive fundraising campaign.



Cost increases to students and their families will continue to be a last resort. In fact, the Western Illinois University Board of Trustees reduced tuition by three percent for

<sup>4</sup> Percentages as reported by Administrative Services are based on data as of March 15, 2017.

academic year 2016-2017, and approved no tuition increases for academic year 2017-2018. We have one tuition rate for all domestic students. The University serves a large percentage of low-income students. Over 75% of students enrolled at Western receive financial assistance. Our student population is financially sensitive to price increases. Educational access and affordability are defining characteristics and traditions of the University, and therefore define our goal to limit cost increases to the students that we serve and their families.

### **Priorities for Academic Year 2017-2018**

Western Illinois University and all other Illinois public universities had not experienced state cash flow issues (delayed reimbursements) or the historic and unprecedented budget impasse at the time *Higher Values in Higher Education 2012-2022* was written (academic year 2011-2012). Priorities focused on finding new sources of funding to support student employment opportunities, scholarships, and graduate assistantships. These priorities are consistent with the University's tradition and commitment to access and affordability.

Despite the changing fiscal climate, the University has maintained its tradition and commitment to access and affordability. We are dedicated to increasing external revenue to become less dependent (vulnerable) on state appropriations, while limiting cost increases to students. This is demonstrated by:

1. Continuing to advocate for the end of the historic and unprecedented state budget impasse and the restoration of fair and predictable appropriated funding to Illinois public higher education in general, and Western Illinois University in particular [*Board of Trustees, President, President's Leadership Team, Assistant to the President for Governmental Relations*].
2. Increasing the quantity of revenue received from external contracts and grants [*Faculty and staff*].
3. Engaging in strategic planning to position the University for the next comprehensive fundraising campaign, while also continuing to expand crowd funding, special projects such as the Mascot Memorial, and selling naming rights to classrooms, meeting rooms, and other facilities to increase the overall donor base and recognition<sup>5</sup>. [*Western Illinois University Foundation, President, Advancement and Public Service*].
4. Documenting external funding received through the Foundation, grants and contracts, the President's Executive Institute, and other external sources [*Advancement and Public Services, Sponsored Projects, Vice President for Quad Cities and Planning*].

### **Goal 5: Support Strategic and Operational Planning with Conservative, Mission-Driven Fiscal Management**

Page i of this document made two important points with relation to university planning and budgeting. First, Western Illinois University creates and updates its ten-year Strategic Plan every five years. The next five-year update of *Higher Values in Higher Education* is scheduled for academic year 2017-2018. The institutional *Strategic Plan* answers the question of *what* does the university want to look like in a ten-year period, with stated goals and priorities designed to advance the University's vision, mission, and values.

Second, the rapidly changing external environment poses both challenges and opportunities not foreseen at the time of writing a strategic plan. Therefore, annual *Strategic Plan Supplements* answer the question or

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<sup>5</sup> Western Illinois University Foundation policy requires donation of 51% of construction costs for a classroom, meeting room, etc. to be named.



*what* do we need to do institutionally during the next 12 months to continue successful implementation of *Higher Values in Higher Education*.

With these considerations in mind, Western Illinois University has used Consolidated Annual Reports since Fiscal Year 2005 to answer the question of *how* we will advance *Strategic Plan* goals and priorities. Responses to this question begin at the academic department/school level and culminate in annual presentations made by the vice presidents and areas that report to the president. These *Reports* represent the perspectives of different vice presidential areas and areas that report to the president.

However, these *Reports* do not address *how* the institution as a whole will address goals and priorities identified in annual *Strategic Plan Supplements*. In other words, they do not address *how* the institution will engage in operational planning to address key issues faced by the University.

The top three issues facing Western Illinois University for academic year 2017-2018 relate to enrollment, finances caused by the State’s historic and unprecedented budget impasse, and the effects on university program’s, services, and staffing. Therefore, this *Strategic Plan Supplement* calls for the development and implementation of empirically driven and transparent Annual Operating Plans to address the specifics of *how* the University has and will continue to address these issues. In the future:

- Higher Values in Higher Education will continue to provide the vision of *what* the University will look like in the next ten years.
- Annual Strategic Supplements will continue to identify key institutional challenges, along with goals and priorities to successfully meet these challenges as we continue successful implementation of the University’s *Strategic Plan*.
- Consolidated Annual Reports will continue to identify *how* colleges and vice president areas efficiently advance university priorities and goals.
- New Annual Operational Plans will do the same at the institutional level.

Western Illinois University Planning Calendar Fiscal Years 2017-2022						
	Fiscal Year					
	2017	2018	2019	2020	2021	2022
<b>Strategic Planning</b>						
Update Higher Values in Higher Education		X				X
Create Annual Strategic Plan Supplements	X		X	X	X	
<b>Operational Planning</b>						
Consolidated Annual Reports	X	X	X	X	X	X
Annual Operational Plans	X	X	X	X	X	X

Finally, Western Illinois University will uphold its fiduciary responsibility to state taxpayers, students and their families, granting agencies, and donors by continuing to engage in conservative, mission-driven fiscal management. We will use best university business practices to support and enhance the University’s goals and priorities, while protecting and enhancing the institutional ability to address unforeseen circumstances now and into the future. Additionally, results of the University’s planning and budgeting processes will continue to be communicated to the university and larger external community.

## **Priorities for Academic Year 2017-2018**

*Higher Values in Higher Education 2012-2022* priorities related to university planning activities focused on transparency and university accountability reporting. This included continuing with monthly *Strategic Plan Updates* and other annual planning reports, including annual *Strategic Plan Updates* and *Performance Reports*.

Because the fiscal climates in Fiscal Year 2012 and 2017 are very different, this *Supplement* calls for the regularly scheduled update to the University's Strategic Plan in academic year 2017-2018 to identify *what* the University will look like in ten years. It also calls for enhancement to university planning processes by developing annual operational plans to specifically articulate *how* the University will achieve its goals.

By definition, a strategic plan calls for the information to be provided in an operational plan, and the latter provides that information in a separate document. Building upon institutional commitments to transparency and accountability reporting, and supporting strategic and operational planning with conservative, mission-driven fiscal management will be demonstrated by:

1. Leading the development of Higher Values in Higher Education 2017-2027, with the resultant document receiving endorsement from all governance groups on both campuses before presenting to the Western Illinois University Board of Trustees for implementation approval [*President's Leadership Team, Social Responsibility Task Force, Council of Civil Service Employees, Council of Administrative Personnel, Faculty Senate, Quad Cities Faculty Council, and Student Government Associations in Macomb and the Quad Cities*].
2. Beginning in Fiscal Year 2018, creating and implementing an annual Fiscal Year Operational Plan for Western Illinois University [*President, President's Leadership Team*].
3. Including within the Fiscal Year 2018 Operational Plan, sections on:
  - A. Enrollment, with specific data regarding:
    - i. Fall 2011-2016 total university enrollment.
    - ii. The estimated number of new students needed in each of the next three falls (fall 2017-fall 2019) to stabilize total university enrollment at 10,000 students.
    - iii. An identification of the external challenges the University faces in new student recruitment.
    - iv. A summary of new initiatives started in FY16 and FY17 designed to help stabilize total university enrollment.
  - B. Finances, with specific data regarding:
    - i. Sources of revenue and identification of spending restrictions placed on these sources by state statute.
    - ii. A history of state appropriations that led to the initial announcement in March 2016 of "the need to engage in strategic reinvestment of institutional resources to support growth and academic excellence, with a three-year ... reduction and reinvestment goal."
    - iii. Actions taken during FY16 and FY17 to reduce reliance on state appropriations
    - iv. The fiscal impact or total operating and personal services expenditures reductions between FY15 and FY16.

- C. Programs, Services, and Staffing, with sections on:
- i. Guiding Principles, including:
    - a. An operational definition of what it means to be a comprehensive university.
    - b. Codified roles and responsibilities in shared governance, union agreements, and administrative decision-making in defining the academic programs offered at the University.
  - ii. Measures of Quality, including:
    - a. Descriptions of methods used to evaluate program quality in Academic Affairs and all other vice presidential areas.
  - iii. Measures of Demand, including discussions on:
    - a. Methods used to determine feasibility and need for new programs.
    - b. An operational definition used to determine low enrolled programs.
    - c. Reviews of low-enrolled programs, including discussions on
      1. The contractually agreed upon Academic Program Elimination and Review Committee’s purpose and process.
      2. Review processes if a program is placed on notice.
  - iv. Fiscal Considerations, including discussions regarding how:
    - a. State appropriations effect university budgeting
    - b. Contractual agreements effect operating and/or personal services expenditures
    - c. University efforts to position itself for the next fundraising campaign.
3. Communicating Strategic Plan, Supplements, and Annual Operating Plan results internally and externally [*President, President’s Leadership Team, University Relations*].
  4. Keeping students, faculty, and staff, and university governance groups informed on plans and results from Strategic Plans, Supplements, and Annual Operating Plans [*President, Vice Presidents, Deans, Department Chairs, School Directors, Directors*].

### **Conclusion**

We believe that the actions of *Higher Values in Higher Education* coupled with the implementation of the goals and priorities in this *Strategic Plan Supplement* position Western Illinois University for a strong and sustained future as a national leader in quality, opportunity, and affordability. The key to our institutional success is based on one simple premise: All members of the university community working together to advance the vision, mission, goals and priorities of Western Illinois University and the students that we serve. – *The 2017-2018 Higher Values in Higher Education Supplement Team*.

- Dr. Joe Rives, Vice President, Quad Cities and Planning, Chairperson
- Mr. Jeff Andersen, Director of Planning, City of Moline
- Dr. Bill Bailey, Dean, College of Business and Technology

- Mr. Brad Bainter, Vice President, Advancement and Public Services
- Ms. Julie Baker, Director of Development, College of Fine Arts and Communication
- Dr. Laura Barden-Gabbei, Professor, Biological Sciences
- Mr. John Biernbaum, Associate Vice President, Student Services
- Mr. Matt Bierman, Interim Vice President, Administrative Services
- Ms. Angela Bonifas, Director, Institutional Research and Planning
- Ms. Pam Bowman, Director, Human Resources
- Dr. Erik Brooks, Associate Director, Centennial Honors College
- Mr. Billy Clow, Dean, College of Fine Arts and Communication
- Mr. Scott Coker, Director, Facilities Management
- Dr. Gary Daytner, Associate Professor, Educational Studies
- Dr. Janna Deitz, Professor, Political Science
- Dr. Mike Fansler, Professor, Music
- Ms. Lysa Fox, Assistant Professor, Theatre and Dance
- Mr. Stephen Fraizer, Chief Information Officer
- Mr. Austin Frank, President, Quad Cities Student Government Association
- Dr. Jeannie Galioto, Assistant Professor, Theatre and Dance
- Ms. Janice Gates, Instructor, Management and Marketing
- Mr. Wil Gradle, Student Trustee, Western Illinois University Board of Trustees
- Dr. Jeff Hancks, Interim Director, School of Distance Learning, International Studies and Outreach
- Ms. Maddie Heinzer, Senator at Large, Student Government Association-Macomb
- Mr. Mike Inmann, Mayor, City of Macomb
- Ms. Debbie Kepple-Mamros, Assistant to the Vice President, Quad Cities and Planning
- Dr. Michael Lorenzen, Dean, University Libraries
- Dr. Sue Martinelli Fernandez, Dean, College of Arts and Sciences
- Ms. Kerry McBride, Business Administrative Associate, President's Office
- Dr. Chris Merrett, Director, Illinois Institute for Rural Affairs
- Dr. Kristi Mindrup, Assistant Vice President, Quad Cities Academic Affairs
- Mr. Seth Miner, Director, Undergraduate Admissions
- Dr. Amy Mossman, Associate Professor, English and Journalism
- Dr. Mark Mossman, Chairperson, English and Journalism
- Mr. Steve Nelson, Member, Western Illinois University Board of Trustees
- Dr. Kathy Neumann, Provost and Academic Vice President
- Ms. Becky Paulsen, Director of Development, College of Business and Technology
- Dr. Bill Polley, Associate Dean, College of Business and Technology
- Dr. Padmaja Pillutla, Associate Professor, Accounting and Finance, Chair, Quad Cities Faculty Council
- Dr. Christopher Pynes, Professor, Philosophy /Chair, Faculty Senate
- Dr. Tim Roberts, Associate Professor, History
- Dr. Roger Runquist, Director, Center for Innovation in Teaching and Research
- Dr. Mallory Sajewski, Assistant Professor, University Libraries
- Dr. Erskine Smith, Dean, College of Education and Human Services
- Dr. Tammy Werner, Assistant Professor, Sociology and Anthropology
- Mr. Mike Wendt, Alderman, City of Moline
- Dr. Ron Williams, Interim Vice President, Student Services

# WESTERN ILLINOIS UNIVERSITY BOARD OF TRUSTEES

June 9, 2017

## Resolution No. 17.6/7 2017-2022 IT Strategic Plan

**Resolution:**

**WHEREAS** The Western Illinois University Board of Trustees recognizes the strategic value of information technology as it relates to teaching, learning, scholarly research and the administrative processes of the University; and,

**WHEREAS** the Board also appreciates the integral role that technology continues to play in the lives of our students; and,

**WHEREAS**, the Board approved the 2013-18 Information Technology Strategic Plan at its regular meeting on October 11, 2013; and,

**WHEREAS**, technology continues to evolve and improve; and,

**WHEREAS** the Board understands that technology planning is critical for delivering timely and cost effective service; and,

**THEREFORE** be it resolved that the Western Illinois University Board of Trustees approves the implementation of the 2017-2022 Information Technology Strategic Plan.

*The IT Strategic Plan may be found in full at: [http://www.wiu.edu/board\\_of\\_trustees/minutes/index.php](http://www.wiu.edu/board_of_trustees/minutes/index.php)*



# WESTERN ILLINOIS UNIVERSITY BOARD OF TRUSTEES

June 9, 2017

## Resolution No. 17.6/8 Release of Closed Session Meeting Minutes

### **Resolution:**

**WHEREAS** the Board of Trustees of Western Illinois University must comply with the Illinois Open Meetings Act;

**WHEREAS** pursuant to Section 2.06(c) of the Open Meetings Act, the Board of Trustees of Western Illinois University may eliminate the verbatim records of December 17, 2015, January 25, 2016, and March 10, 2016;

**WHEREAS** pursuant to Section 2.06(d) of the Open Meetings Act, the Board of Trustees of Western Illinois University has reviewed the minutes of the closed session minutes of December 17, 2015; January 25, 2016; March 10, 2016; April 20, 2016; June 9, 2016; July 14, 2016; October 6, 2016; December 15, 2016; and March 30, 2017, to determine whether the need for confidentiality still exists with respect to all or part of the minutes; and

**THEREFORE** be it resolved the Board of Trustees of Western Illinois University approves the elimination of the verbatim records of December 17, 2015, January 25, 2016, and March 10, 2016, and has determined that the need for confidentiality of the minutes listed above still exists. The Board will review the minutes listed above again at the September 29, 2017, Board Meeting to make a determination regarding release.





# WESTERN ILLINOIS UNIVERSITY BOARD OF TRUSTEES

June 9, 2017

## Resolution No. 17.6/9 Election of Officers of the Board for July 1, 2017-June 30, 2018

### **Resolution:**

**WHEREAS** Section 35-25 of Senate Bill 241 states:

*“Members of the Board shall elect annually by secret ballot from their own number a chairman who shall preside over meetings of the Board and a secretary”*; and,

**WHEREAS** the Board of Trustees Bylaws, Section VII.A.1., stipulates:

*“The Chair, Vice Chair, and Secretary shall be elected annually by secret ballot by a majority of the voting members of the Board then serving and shall hold office until their successors are elected. Trustees who are elected to serve as the Chair, Vice Chair and Secretary may be elected to those positions for one successive term, after which an intervening term must occur before re-election to the same officer position”*; and,

(History of Officers of the Board Attached)

**WHEREAS** the Board of Trustees at its July 25, 1997, meeting, agreed to elect officers in conjunction with the fiscal year; and the Western Illinois University fiscal year is July 1-June 30:

**THEREFORE** be it resolved that the person elected at the June 9, 2017 meeting of the Board of Trustees shall serve as Officers of the Western Illinois University Board of Trustees for July 1, 2017-June 30, 2018.

**WESTERN ILLINOIS UNIVERSITY  
BOARD OF TRUSTEES  
HISTORY - OFFICERS OF THE BOARD**

**January 1 - June 30, 1996**

Chair	Gretchen Winter
Vice Chair	Lorraine Epperson
Secretary	Dexter Yarbrough

**July 1, 1996 - June 30, 1997**

Chair	Gretchen Winter
Vice Chair	Lorraine Epperson
Secretary	Dexter Yarbrough

**July 1, 1997 - June 30, 1998**

Chair	Lorraine Epperson
Vice Chair	C. Robert Leininger
Secretary	Dexter Yarbrough
Member At Large	Maureen Schuering

**July 1, 1998 - June 30, 1999**

Chair	Lorraine Epperson
Vice Chair	C. Robert Leininger
Secretary	Dexter Yarbrough
Member At Large	Maureen Schuering

**July 1, 1999 - June 30, 2000**

Chair	Lorraine Epperson
Vice Chair	C. Robert Leininger
Secretary	Dexter Yarbrough
Member At Large	Maureen Schuering

**July 1, 2000 - June 30, 2001**

Chair	Carolyn J. Ehlert
Vice Chair	Dexter Yarbrough (until 1/15/01; no Vice Chair 1/15/01-6/30/01)
Secretary	J. Michael Houston
Member At Large	George J. Guzzardo

**July 1, 2001 - June 30, 2002**

Chair	Carolyn J. Ehlert
Vice Chair	Zack Stamp
Secretary	J. Michael Houston

**July 1, 2002 - June 30, 2003**

Chair	Zack Stamp
Vice Chair	J. Michael Houston
Secretary	Dace Richardson

**July 1, 2003 - June 30, 2004**

Chair	Zack Stamp (until 1/16/04) J. Michael Houston (1/16/04-6/30/04)
Vice Chair	J. Michael Houston (until 1/16/04/04; then became Chair) Dace E. Richardson (3/5/04-6/30/04)
Secretary	Dace E. Richardson (until 3/5/04; then became Vice Chair) Trish K. Hammond (3/5/04-6/30/04)

**July 1, 2004 - June 30, 2005**

Chair	J. Michael Houston
Vice Chair	Dace E. Richardson
Secretary	William L. Epperly

**July 1, 2005 - June 30, 2006**

Chair	J. Michael Houston
Vice Chair	Dace E. Richardson (until 11/3/05; no Vice Chair 11/4/05-6/30/06)
Secretary	William L. Epperly

**July 1, 2006 - June 30, 2007**

Chair	William L. Epperly
Vice Chair	Steven L. Nelson
Secretary	Robert J. Cook

**July 1, 2007 - June 30, 2008**

Chair	William L. Epperly
Vice Chair	Steven L. Nelson
Secretary	Robert J. Cook (until 5/22/08)

**July 1, 2008 - June 30, 2009**

Chair	Steven L. Nelson
Vice Chair	J. Michael Houston
Secretary	Donald W. "Bill" Griffin

**July 1, 2009 - June 30, 2010**

Chair	Steven L. Nelson
Vice Chair	J. Michael Houston
Secretary	Donald W. "Bill" Griffin

**July 1, 2010 – September 30, 2011**

Chair	J. Michael Houston
Vice Chair	Carolyn Ehlert Fuller
Secretary	William L. Epperly

**October 1, 2011 – October 24, 2011**

Chair Carolyn Ehlert Fuller  
Vice Chair William L. Epperly  
Secretary Steven L. Nelson

**October 25, 2011 – December 16, 2011**

Interim Chair William L. Epperly  
Vice Chair Vacant  
Interim Secretary Donald W. “Bill” Griffin

**December 17, 2011 – June 30, 2012**

Chair William L. Epperly  
Vice Chair J. Michael Houston  
Secretary Donald W. “Bill” Griffin

**July 1, 2012 – February 24, 2013**

Chair William L. Epperly  
Vice Chair Carolyn Ehlert Fuller  
Secretary Donald W. “Bill” Griffin

**February 25, 2013 – June 30, 2013**

Chair William L. Epperly  
Vice Chair Carolyn Ehlert Fuller  
Acting Secretary Cathy Early

**July 1, 2013 – June 30, 2014**

Chair Cathy Early  
Vice Chair Carolyn Ehlert Fuller  
Secretary Lyneir Cole

**July 1, 2014 – June 30, 2015**

Chair Cathy Early  
Vice Chair Roger Clawson  
Secretary Phil Hare

**July 1, 2015 – February 20, 2016**

Chair Roger Clawson  
Vice Chair Yvonne Savala  
Secretary Phil Hare

**February 21, 2016 – March 11, 2016**

Chair Roger Clawson  
Vice Chair Yvonne Savala  
Acting Secretary Michael Quigley

**March 12, 2016 – June 30, 2016**

Chair Roger Clawson  
Vice Chair Yvonne Savala  
Secretary Michael Quigley

**July 1, 2016 – June 30, 2017**

Chair	Cathy Early
Vice Chair	Yvonne Savala
Secretary	Roger Clawson