

WESTERN ILLINOIS UNIVERSITY BOARD OF TRUSTEES

June 7-8, 2018

Western Illinois University
Moline, Illinois

Agenda Topic	Page	Action
<u>June 7, 2018 – Room 3420A, Building C</u>		
Motion to Convene to Open Session – 5:00 p.m.		
Roll Call		Action
Motion to Permit Remote Attendance		
Roll Call		Action
Motion to Convene to Closed Session – 5:00 p.m.		
The Board shall convene in closed session for the purpose of considering matters provided for in 5 ILCS 120/2c, including personnel, collective bargaining, litigation and real estate.		
Roll Call		Action
Closed Session		
Motion to Reconvene in Open Session		
Adjourn		
<u>June 8, 2018 – Riverfront Campus Rooms 103 & 104</u>		
Motion to Convene to Open Session – 8:00 a.m.		
Roll Call		Action
Review and Approval of March 22-23, 2018; April 30, 2018; and May 18, 2018 Board Meeting Minutes	5	Action
Public Comments		
Chairperson’s Remarks		
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,
- Dr. William Polley, Interim Vice President for Administrative Services
- Dr. Joe Rives, Vice President for Quad Cities and Planning

Advisory Group Reports and Comments

- Audrey Adamson – President, Council of Administrative Personnel
- Connie Lincoln – President, Civil Service Employees Council – Macomb
& Steve Whan – Representative, Civil Service Employees Council – Quad Cities
- Christopher Pynes – Chair, Faculty Senate – Macomb
& Padmaja Pillutla –Chair, Faculty Council – Quad Cities
- Grant Reed – President, Student Government Association – Macomb
& Jesse Ramos – President, Student Government Association – Quad Cities

Board Committees

Finance Committee

Todd Lester, Chair

Report No. 18.6/1	7	
Report on Contributions (Vice President Brad Bainter)		
Report No. 18.6/2	21	
Repair and Maintenance of Official Residence (Interim Vice President Bill Polley)		
Report No. 18.6/3	23	
Purchases of \$100,000-\$499,999.99 (Interim Vice President Bill Polley)		
Resolution No. 18.6/1	27	Action
Purchases of \$500,000 and Over (Interim Vice President Bill Polley)		
Resolution No. 18.6/2	29	Action
New or Changed Capital Reserves for Non-Indentured Entities (Interim Vice President Bill Polley)		
Resolution No. 18.6/3	31	Action
FY2019 Preliminary Spending Plan (Director of Budget Letisha Trepac)		

Agenda Topic	Page	Action
Academic & Student Services Committee		
Steve Nelson, Chair		
Report No. 18.6/4.....	33	
Annual Listing of Academic Program Changes (Interim Provost Kathy Neumann)		
Report No. 18.6/5.....	41	
Report on Academic Curricular and Administrative Changes (Interim Provost Kathy Neumann)		
Resolution No. 18.6/4	43	Action
Tuition for Military Personnel Receiving Federal Tuition Assistance (Vice President Joe Rives, Vice President Ron Williams, Vice President Bill Polley, and Director of Budget Letisha Trepac)		
Resolution No. 18.6/5	45	Action
Tenure Recommendations for 2018-2019 (Interim Provost Kathy Neumann)		
Audit Committee		
Lyneir Cole, Chair		
Report No. 18.6/6.....	47	
External Audit Report (Interim Vice President Bill Polley and Assistant Comptroller Jessica Dunn)		
Presidential Assessment and Evaluation Committee		
Yvonne Savala, Chair		
Resolution No. 18.6/6	49	Action
Presidential Assessment and Contract		
General Discussion and Action Items		
Report No. 18.6/7.....	51	
Quarterly Planning Update (Vice President Joe Rives)		
Report No. 18.6/8.....	59	
President's Executive Institute (President Jack Thomas and Vice President Joe Rives)		
Report No. 18.6/9.....	61	
Statewide Budget Context and Western Illinois University's Mission-Driven Planning and Results, Fiscal Year 2018 Update (President Jack Thomas and Vice President Joe Rives)		

Agenda Topic	Page	Action
Resolution No. 18.6/7 Release of Closed Session Meeting Minutes	63	Action
Resolution No. 18.6/8 <i>Higher Values in Higher Education 2017-2022</i> (Vice President Joe Rives)	65	Action
Resolution No. 18.6/9 Election of Officers of the Board for July 1, 2018-June 30, 2019	91	Action
Resolution No. 18.6/10 Officer Appreciation – Andrea Henderson	97	Action
Resolution No. 18.6/11 Officer Appreciation – Matt Bierman	99	Action
Resolution No. 18.6/12 Trustee Appreciation – Wil Gradle	101	Action
Old Business		
New Business		
Next Meeting July 12-13, 2018 – Retreat – Quad Cities September 27-28, 2018 – WIU, Macomb		
Adjourn		Action

WESTERN ILLINOIS UNIVERSITY BOARD OF TRUSTEES

June 8, 2018

Review and Approval of the March 22-23, 2018, April 30, 2018, and
May 18, 2018 Meeting Minutes

Minutes are available for review at:

http://www.wiu.edu/board_of_trustees/minutes/index.php

WESTERN ILLINOIS UNIVERSITY
BOARD OF TRUSTEES

June 8, 2018

Report No. 18.6/1
Report on Contributions
Vice President Brad Bainter



Interim Campaign Progress Report

July 1, 2017 - June 30, 2018

Pledges Made	Planned Gifts (FV)*	Total Pledges
\$ 1,517,625	\$ 5,615,000	\$ 7,132,625
Cash Gifts	Gifts-in- Kind	Total Receipts
\$ 3,015,429	\$ 1,108,801	\$ 4,124,230

	Overall Total	Goal	% to Goal
FY2018	\$ 11,256,855	\$ 7,500,000	160.8%

*Discounted Present Value for the 12 planned gift pledges: \$ 3,039,950

Outside scholarships not included in report: \$ 1,286,414

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 2018-05-16



Interim Campaign Progress Report

July 1, 2017 - June 30, 2018

COLLEGE/UNIT	PLEDGES	GIFTS	GIFTS- IN-KIND	PLANNED GIFTS	FISCAL YEAR TOTAL
CAS	48,016	421,860	0	0	469,876
CBT	460,374	768,179	14,567	5,000,000	6,243,120
COEHS	201,499	235,379	85	450,000	886,963
COFAC	155,946	122,115	44,500	125,000	447,561
LIBRARY	21,411	4,735	5,727	40,000	71,873
HONORS	9,183	24,265	0	0	33,448
INTL STUDIES	120	4,290	0	0	4,410
STUDENT SERVICES	30,683	59,274	779	0	90,736
QC	33,330	77,488	0	0	110,818
WQPT	147,028	428,424	17,818	0	593,271
ATHLETICS	259,056	172,306	40,551	0	471,913
ALUMNI	7,906	20,448	700	0	29,054
BGS	4,098	9,242	0	0	13,340
TRI-STATES RADIO	82,581	159,360	137	0	242,078
PFA	14,500	325	0	0	14,825
UNIV SCHOLARSHIPS	26,792	253,985	1,317	0	282,094
OTHER	15,102	253,754	982,619	0	1,251,474
UNIVERSITY TOTALS:	1,517,625	3,015,429	1,108,801	5,615,000	11,256,855

Outside scholarships not included in report: \$ 1,286,414

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 2018-05-16



WESTERN
ILLINOIS
UNIVERSITY

Significant Donors Report

Gifts of \$5,000 or more for Fiscal Year July 1, 2017 - June 30, 2018

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
AICPA	25,000	0	0	0	0	25,000	0	25,000	0	0	0	0	25,000
AMERICAN ONLINE GIVING FOUNDATION	0	0	0	0	0	0	7,842	0	0	0	0	0	7,842
ANONYMOUS	3,261	0	0	0	0	3,261	5,966	3,261	0	0	20	0	9,247
ANONYMOUS	0	0	0	0	0	0	5,000	0	0	0	0	0	5,000
ANONYMOUS	0	0	0	0	0	0	500	5,000	0	0	0	0	5,500
ANONYMOUS	5,200	0	0	0	0	5,200	0	5,200	0	0	0	0	5,200
ANONYMOUS	750	0	0	0	0	750	7,000	750	0	0	0	0	7,750
ANONYMOUS	120	0	0	0	0	120	52,836	120	0	0	0	0	52,956
APICS QUAD-CITIES INC	4,000	0	0	0	0	4,000	4,000	4,000	0	0	0	0	8,000
ARCHER-DANIELS-MIDLAND COMPANY	10,000	0	0	0	0	10,000	1,000	10,000	0	0	0	0	11,000
ARVEGENIX LLC	0	0	0	0	0	0	8,500	0	0	0	0	0	8,500
ARYSTA LIFESCIENCE	0	0	0	0	0	0	23,500	0	0	0	0	0	23,500
BARB BAILY	2,250	0	0	0	0	2,250	800	2,500	0	0	0	0	3,300
JACK BAILY	2,250	0	0	0	0	2,250	0	2,500	0	0	0	0	2,500
BRAD BANTER	9,990	0	0	0	0	9,990	543	9,990	0	0	300	0	10,833
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	0	0	0	0	0	0	2,850	0	0	0	0	0	2,850
BASF CORPORATION	0	0	0	0	0	0	14,350	0	0	0	0	0	14,350
BAYER CORPORATION	0	0	0	0	0	0	21,000	0	0	0	0	0	21,000
PEGGY BECKMAN	0	0	0	0	0	0	5,000	0	0	0	0	0	5,000
GIL BELLES	0	0	0	0	0	0	500	0	0	19,281	0	0	19,781
BELMOND LA SAMANNA	0	0	0	0	0	0	0	0	0	0	0	5,000	5,000
CARRIE BILLS	0	0	0	0	0	0	0	0	0	0	0	0	0
MATT BILLS	5,000	0	0	0	0	5,000	300	1,000	0	0	0	0	1,300
DENNIS BOWMAN	25,000	0	0	0	0	25,000	1,000	25,500	0	0	0	0	26,500
GINNY BOYNTON	8,469	0	0	0	0	8,469	300	9,069	0	0	0	0	9,369
SCOTT BROUETTE	26,216	0	0	0	0	26,216	0	26,216	0	0	0	0	26,216

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
CHARLENE CALLISON	2,000	0	0	0	0	2,000	800	2,000	0	0	1,674	0	4,474
GAYLE CARPER	2,500	0	0	0	0	2,500	250	2,500	0	0	477	0	3,227
TOM CARPER	2,500	0	0	0	3,900	6,400	410	2,500	0	0	0	3,900	6,810
DEBBIE CARTER	1,500	0	0	0	0	1,500	0	1,500	0	0	0	0	1,500
JIM CARTER	4,500	0	0	0	0	4,500	2,845	4,500	0	0	575	0	7,920
ROSELYN CHOWN	1,500	0	0	0	0	1,500	10,135	50,900	0	0	0	0	61,035
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	1,209	0	0	0	0	1,209	4,725	2,409	0	0	0	0	7,134
COBANK	0	0	0	0	0	0	5,000	0	0	0	0	0	5,000
SANDY COLLIER	117	0	0	0	0	117	25,725	117	0	0	0	0	25,842
KATHI COMM	0	0	0	0	0	0	0	0	0	0	0	0	0
RON COMM	2,750	0	0	0	0	2,750	3,000	2,750	0	0	0	0	5,750
COMMUNITY FOUNDATION OF THE GREAT RIVER BEND	0	0	0	0	0	0	7,250	0	0	0	0	0	7,250
JAMES CONGER	0	0	0	0	0	0	0	0	0	0	0	0	0
SYNDY CONGER	0	0	0	0	0	0	6,000	0	0	0	0	0	6,000
MARY ANN COOK	0	0	0	0	0	0	15,146	0	0	0	0	0	15,146
RAMONA COOK	0	0	0	0	0	0	15,050	0	0	0	0	0	15,050
BILL COOK	0	40,000	0	0	0	40,000	150	0	0	0	0	0	150
CORNERSTONE REALTY	0	0	0	0	0	0	250,000	0	0	0	0	0	250,000
PATRICIA CRONKHITE	0	0	0	0	0	0	25,000	0	0	0	0	0	25,000
JULIE DE WEES	1,000	0	0	0	0	1,000	5,293	1,000	0	0	0	0	6,293
NICK DI GRINO	0	0	0	0	0	0	0	0	0	0	0	0	0
SUSAN DI GRINO	25	0	0	0	0	25	27,000	25	0	0	0	0	27,025
VIRGINIA DIEHL	1,100	0	0	0	0	1,100	390	1,100	0	0	0	0	1,490
JOHN DISTEFANO	0	0	0	0	0	0	5,000	0	0	0	0	0	5,000
KIM DISTEFANO	0	0	0	0	0	0	0	0	0	0	0	0	0
DORIS & VICTOR DAY FOUNDATION	21,000	0	0	0	0	21,000	80	21,000	0	0	0	0	21,080
DOT FOODS INC	0	0	0	0	0	0	12,250	0	0	0	0	0	12,250
DOW AGROSCIENCES LLC	0	0	0	0	0	0	10,300	0	0	0	0	0	10,300
GINGER DYKSTRA	0	0	0	0	0	0	0	12,000	0	0	0	0	12,000

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
CATHY EARLY	4,925	0	0	0	0	4,925	1,515	4,925	0	0	70	0	6,510
EDWARD JONES	3,060	0	0	0	0	3,060	884	7,850	0	0	0	0	8,734
GAY ELFLINE	0	0	0	0	0	0	5,200	0	0	0	0	0	5,200
SONDRA EPPERLY	0	0	0	0	0	0	0	750	0	0	0	0	750
BILL EPPERLY	3,935	0	0	0	0	3,935	2,035	4,135	0	0	0	0	6,170
LORRAINE EPPERSON	2,000	0	0	0	0	2,000	7,363	2,000	0	0	0	0	9,363
ERIC GLEACHER FOUNDATION	5,000	0	0	0	0	5,000	5,000	5,000	0	0	0	0	10,000
ERNST AND YOUNG FOUNDATION	0	0	0	0	0	0	5,250	0	0	0	0	0	5,250
SUE MARTINELLI-FERNANDEZ	8,704	0	0	0	0	8,704	1,048	8,704	0	0	0	0	9,753
FIDELITY CHARITABLE GIFT FUND	0	0	0	0	0	0	19,275	0	0	0	0	0	19,275
FIRST CHRISTIAN CHURCH	0	0	0	0	0	0	6,500	0	0	0	0	0	6,500
ARDITH FORD	2,000	0	0	0	0	2,000	0	2,000	0	0	0	0	2,000
DAVE FORD	2,000	0	0	0	0	2,000	20	2,000	0	0	1,085	0	3,105
JOHN GARVEY	0	0	0	0	0	0	0	6,250	0	0	0	0	6,250
SARAH GARVEY	0	0	0	0	0	0	0	6,250	0	0	0	0	6,250
CHUCK GILBERT	7,200	0	0	0	0	7,200	1,040	7,200	0	0	0	0	8,240
KAREN IHRIG-GILBERT	0	0	0	0	0	0	0	0	0	0	0	0	0
GLOBAL COMMUNITIES	0	0	0	0	0	0	31,285	0	0	0	0	0	31,285
CHRISTOPHER GRAMKOW	0	0	0	0	0	0	0	0	0	0	0	5,857	5,857
GRANT W. AND VIRGINIA M. BRISSMAN FOUNDATION	0	0	0	0	0	0	30,000	0	0	0	0	0	30,000
GEORGE GRICE	12,000	0	0	0	0	12,000	15,000	12,000	0	0	0	0	27,000
GROWMARK FOUNDATION	0	0	0	0	0	0	8,000	0	0	0	0	0	8,000
ANDI GULLEY	0	0	0	0	0	0	15,500	0	0	0	0	0	15,500
JOE GULLEY	0	0	0	0	0	0	0	0	0	0	0	0	0
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	0	0	0	0	0	0	0
KAREN HAMMOND	0	0	0	0	0	0	5,000	0	0	0	0	0	5,000
JIM HANSEN	6,500	0	0	0	0	6,500	100	11,500	0	0	0	0	11,600
RACHEL HANSEN	3,500	0	0	0	0	3,500	0	3,500	0	0	0	0	3,500
AL HARRIS	0	0	0	0	0	0	0	3,000	0	0	0	0	3,000
MARY MARGARET HARRIS	0	0	0	0	0	0	100	3,000	0	0	0	0	3,100
YASSMINDA HARTS	25,000	0	0	0	0	25,000	1,000	5,000	0	0	0	0	6,000

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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	5,000	0	0	0	0	5,000
ED HOLZWARTH	1,500	0	0	0	0	1,500	100	1,500	0	0	0	0	1,600
SUE HOLZWARTH	4,600	0	0	0	0	4,600	300	4,600	0	0	0	0	4,900
MOLLY HOMER	0	0	0	0	0	0	5,800	0	0	0	0	0	5,800
HUBBELL-WATERMAN FOUNDATION	0	0	0	0	0	0	50,000	0	0	0	0	0	50,000
DEAN HUISINGH	25,000	0	0	0	0	25,000	0	25,000	0	0	0	0	25,000
ROSEMARY HUISINGH	25,000	0	0	0	0	25,000	0	25,000	0	0	0	0	25,000
DORIS HUNTER	0	0	0	0	0	0	0	0	60,000	0	0	0	60,000
ILLINOIS BOBCAT FOUNDATION	0	0	0	0	0	0	7,650	0	0	0	0	0	7,650
ILLINOIS CORN MARKETING BOARD	0	0	0	0	0	0	64,000	0	0	0	0	0	64,000
ILLINOIS WOMEN'S INSTITUTE FOR LEADERSHIP	0	0	0	0	0	0	7,500	0	0	0	0	0	7,500
LAURA JANUS	1,000	0	0	0	0	1,000	36,000	1,000	0	0	0	0	37,000
JOHN DEERE CLASSIC	0	0	0	0	0	0	37,710	65,000	0	0	0	0	102,710
JOHN F BLAUVELT GEOGRAPHY FUND	0	0	0	0	0	0	40,617	0	0	0	0	0	40,617
GARRY JOHNSON	3,600	0	0	0	0	3,600	17,623	4,600	0	0	0	0	22,223
KAY KENNEDY	0	0	0	0	0	0	0	0	1,300,000	978,400	0	0	2,278,400
JUDY KERR	2,500	0	0	0	0	2,500	100	2,500	0	0	0	0	2,600
MEL KERR	7,500	0	0	0	0	7,500	0	7,500	0	0	0	0	7,500
CAROLYN TYIRIN-KIRK	0	0	0	0	0	0	0	0	0	0	0	0	0
GORDON KIRK	0	0	0	0	0	0	15,100	10,000	0	0	0	0	25,100
BETTY KLEEN	0	0	0	0	0	0	25,000	0	0	0	0	0	25,000
DELANO KRUZAN	0	0	0	0	0	0	13,030	0	0	0	0	0	13,030
LINDA KUEHL	0	0	0	0	0	0	20,000	0	0	0	0	0	20,000
LAND O'LAKES	0	0	0	0	0	0	5,600	0	0	0	0	0	5,600
LEOPARDO CHARITABLE FOUNDATION	0	0	0	0	0	0	50,000	0	0	0	0	0	50,000
LAWRENCE LEWIS	0	0	0	0	0	0	5,000	0	0	0	0	0	5,000
DAN LIEHR	25,000	0	0	0	0	25,000	0	5,000	0	0	0	0	5,000
RANDALL LINDSEY	1,000	0	0	0	0	1,000	10,005	1,000	0	0	0	0	11,005
MIKE LITWIN	0	0	0	0	0	0	5,000	0	0	0	0	0	5,000
LOOSER-FLAKE FOUNDATION	0	0	0	0	0	0	50,000	0	0	0	0	0	50,000

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
LOWELL N JOHNSON CHARITABLE FOUNDATION	0	0	0	0	0	0	55,500	0	0	0	0	0	55,500
MACOMB AREA CONVENTION & VISITORS BUREAU	1,730	0	0	0	0	1,730	3,500	3,020	0	0	0	100	6,620
MARY OLIVE WOODS TRUST	0	0	0	0	0	0	9,561	0	0	0	0	0	9,561
JAN MATHERS	0	0	0	0	0	0	100	0	0	0	0	0	100
RICHARD MATHERS	400	0	0	0	0	400	5,215	400	0	0	0	0	5,615
GEORGE MAVIGLIANO	25,000	0	0	0	0	25,000	0	5,000	0	0	0	0	5,000
RENEE MAVIGLIANO	25,000	0	0	0	0	25,000	0	5,000	0	0	0	0	5,000
JODY MC CAMEY	0	100,000	0	0	0	100,000	11,150	0	0	0	0	0	11,150
VELMA MC CAMEY	0	300,000	0	0	0	300,000	0	0	0	0	0	0	0
MC DONOUGH EYE ASSOCIATES, PC	0	0	0	0	0	0	0	7,500	0	0	0	0	7,500
LA VERN MC ENTIRE	0	0	0	0	0	0	50,000	0	0	0	0	0	50,000
JULIE MC HARD	0	0	0	0	0	0	80	5,113	0	0	0	0	5,193
JOHN MEIXNER	9,712	0	0	0	0	9,712	275	3,904	0	0	0	0	4,179
MIDAMERICA BASEMENT SYSTEMS	0	0	0	0	0	0	6,240	0	0	0	0	0	6,240
JIM MINER	600	0	0	0	0	600	370	8,100	0	0	0	0	8,470
SUZI MINER	0	0	0	0	0	0	0	5,000	0	0	0	0	5,000
GREG MONTALVO	5,792	0	0	0	0	5,792	0	1,680	0	0	0	0	1,680
MARIA MONTALVO	0	0	0	0	0	0	0	0	0	0	0	0	0
TOM NARDI	0	0	0	0	0	0	0	5,000	0	0	0	0	5,000
CRAIG NEADER	6,000	0	0	0	0	6,000	0	6,000	0	0	0	0	6,000
DEB NELSON	0	0	0	0	0	0	0	0	0	0	0	0	0
STEVE NELSON	6,000	0	0	0	0	6,000	0	6,000	0	0	0	0	6,000
JOYCE NIELSEN	0	0	0	0	0	0	4,000	0	0	0	0	0	4,000
JIM NIELSEN	0	0	0	0	0	0	3,000	0	0	0	0	0	3,000
SHEILA NOLLEN	1,000	0	0	0	0	1,000	13,100	1,000	0	0	0	0	14,100
DEBRA OHLIN	0	0	0	0	0	0	0	0	0	0	0	0	0
ED OHLIN	2,000	0	0	0	0	2,000	4,000	2,000	0	0	0	0	6,000
MARIANNE OLIVA	0	2,500,000	0	0	0	2,500,000	0	0	0	0	0	0	0
SAM OLIVA	250,000	2,500,000	0	0	0	2,750,000	10,000	250,000	0	0	0	0	260,000
NICHOLAS PANO	2,300	0	0	0	0	2,300	5,300	2,300	0	0	0	0	7,600
GAYLE PETERSON	604	0	0	0	0	604	0	604	0	0	0	0	604
RON PETERSON	6,567	0	0	0	0	6,567	2,097	3,567	0	0	0	0	5,664

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
QUAD CITY BANK & TRUST CO	15,000	0	0	0	0	15,000	0	3,000	0	0	0	1,501	4,501
RADISH MAGAZINE	0	0	0	0	0	0	0	0	0	0	0	7,735	7,735
REFRESHMENT SERVICES PEPSI	0	0	0	0	0	0	300	5,000	0	0	2,893	0	8,193
ALENE REUSCHEL	2,250	0	0	0	0	2,250	1,150	5,250	0	0	0	0	6,400
PAUL REUSCHEL	250	0	0	0	0	250	0	3,250	0	0	0	0	3,250
RUTH RICHERT	250	0	0	0	0	250	48,325	250	0	0	0	0	48,575
JOE RIVES	35,576	0	0	0	0	35,576	0	69,716	0	0	0	0	69,716
FRANK RODEFFER	0	0	0	0	0	0	14,000	0	0	0	0	0	14,000
MAX RUNKLE	0	0	0	0	0	0	0	0	0	25,000	0	0	25,000
RUSSELL R. DOHNER CHARITABLE FOUNDATION	0	0	0	0	0	0	45,000	0	0	0	0	0	45,000
MATT SAGER	8,000	0	0	0	0	8,000	25	4,000	0	0	0	0	4,025
BRIAN SAVAGE	2,300	0	0	0	0	2,300	3,095	2,300	0	0	0	0	5,395
LINDA SAVAGE	0	0	0	0	0	0	0	0	0	0	0	0	0
MONA SAWYER	0	0	0	0	0	0	14,844	0	0	0	0	0	14,844
SCHWAB CHARITABLE FUND	0	0	0	0	0	0	7,200	0	0	0	0	0	7,200
SCOTT COUNTY REGIONAL AUTHORITY	0	0	0	0	0	0	10,635	0	0	0	0	0	10,635
ARLENE SEYMOUR	0	0	0	0	0	0	0	0	0	0	0	0	0
ARLIE SEYMOUR	0	0	0	0	0	0	49,675	0	0	0	0	0	49,675
JIM SHIPP	0	0	0	0	0	0	0	12,500	0	0	0	0	12,500
VERONICA SHIPP	0	0	0	0	0	0	0	12,500	0	0	0	0	12,500
ERSKINE SMITH	6,368	0	0	0	0	6,368	175	2,867	0	0	0	0	3,042
SODEXO INC & AFFILIATES	0	0	0	0	0	0	5,000	0	0	0	0	0	5,000
AMY SPELMAN	4,790	0	0	0	0	4,790	73	4,790	0	0	0	0	4,863
STATE FARM MUTUAL AUTOMOBILE INSURANCE COMPANY	0	0	0	0	0	0	6,000	0	0	0	0	0	6,000
STC INVESTMENTS	500	0	0	0	7,800	8,300	80	500	0	0	0	14,730	15,310
HARRISON STEANS	0	0	0	0	0	0	100,012	0	0	0	0	0	100,012
FRANK STOUT	5,250	0	0	0	0	5,250	100	5,250	0	0	0	0	5,350
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	0	25,000	0	0	0	0	25,000
SYNGENTA CROP PROTECTION LLC	0	0	0	0	0	0	11,500	0	0	0	0	0	11,500
JOHN TANNEY	6,000	0	0	0	0	6,000	1,500	6,000	0	0	0	0	7,500

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
CARMELITA TEETER	0	0	0	0	0	0	5,000	0	0	0	0	0	5,000
NORM TEETER	0	0	0	0	0	0	7,000	0	0	0	0	0	7,000
JIM TERRILL	0	125,000	0	0	0	125,000	25	0	0	0	45	0	70
THE CHICAGO COMMUNITY FOUNDATION	0	0	0	0	0	0	12,500	0	0	0	0	0	12,500
THE MOLINE FOUNDATION	100,000	0	0	0	0	100,000	1,775	100,000	0	0	0	0	101,775
THETA CHI ALUMNI ASSOC ZETA PSI CHAPTER	0	0	0	0	0	0	6,000	0	0	0	0	0	6,000
JACK THOMAS	6,040	0	0	0	0	6,040	2,575	6,040	0	0	0	0	8,615
LINDA THOMAS	0	0	0	0	0	0	0	0	0	0	0	0	0
AUDREY THOMPSON	0	0	0	0	0	0	0	0	0	0	0	0	0
RONALD THOMPSON	8,786	0	0	0	0	8,786	8,786	8,786	0	0	0	0	17,572
DIANE TICHENOR	2,200	0	0	0	0	2,200	600	2,700	0	0	0	0	3,300
LEE TICHENOR	1,000	0	0	0	400	1,400	700	1,500	0	0	0	400	2,600
TRI CITY ELECTRIC COMPANY	0	0	0	0	0	0	0	0	0	0	0	5,000	5,000
BETH TRIPLETT	0	0	0	0	0	0	0	5,000	0	0	0	0	5,000
UNITED WAY OF THE QUAD CITIES AREA	0	0	0	0	0	0	303	0	0	0	4,700	0	5,003
UNIVERSITY OF ILLINOIS	0	0	0	0	0	0	8,100	0	0	0	0	0	8,100
ANN URCH	6,000	0	0	0	0	6,000	40	5,500	0	0	0	0	5,540
SCOTT URCH	0	0	0	0	0	0	464	0	0	0	100	0	564
KATHY VERONI	0	0	0	0	0	0	70	5,000	0	0	0	0	5,070
BETTY VIAR	0	0	0	0	0	0	25,000	0	0	0	0	0	25,000
MARY WARNOCK	0	0	0	0	0	0	6,715	0	0	0	0	0	6,715
DAVID WEHRLY	0	0	0	0	0	0	5,000	0	0	0	0	0	5,000
ANITA WERLING	600	0	0	0	0	600	375	600	0	0	0	0	975
DENNIS WERLING	5,200	0	0	0	0	5,200	2,975	5,200	0	0	0	0	8,175
WESLEY UNITED METHODIST CHURCH	0	0	0	0	0	0	21,144	0	0	0	0	0	21,144
WEST CENTRAL FS INC	0	0	0	0	0	0	5,800	0	0	0	0	0	5,800
CURT WESTEN	1,500	0	0	0	0	1,500	5,162	1,500	0	0	0	0	6,662
SUE WESTEN	500	0	0	0	0	500	0	500	0	0	0	0	500
WESTEN INVESTMENTS INC	0	0	0	0	8,100	8,100	100	0	0	0	0	8,100	8,200
WESTERN STONEWARE	0	0	0	0	0	0	0	0	0	0	30,130	0	30,130
WETA	0	0	0	0	0	0	0	5,000	0	0	0	0	5,000
WAYNE WHIPPS	6,650	0	0	0	0	6,650	150	6,650	0	0	0	0	6,800

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
WILLIAM BUTTERWORTH MEMORIAL TRUST	10,000	0	0	0	0	10,000	1,000	2,500	0	0	0	0	3,500
LYNN WOLFMEYER	600	0	0	0	0	600	5,000	600	0	0	0	0	5,600
MARY WOLFMEYER	0	0	0	0	0	0	0	0	0	0	0	0	0
MARGARET WONG	0	0	0	0	0	0	0	34,000	0	0	0	0	34,000
GREGG WOODRUFF	5,502	0	0	0	0	5,502	600	5,502	0	0	53	0	6,154
WVIK QUAD CITIES NPR	0	0	0	0	0	0	0	0	0	0	0	7,150	7,150
WYFFELS HYBRIDS, INC	0	0	0	0	0	0	0	0	0	0	12,250	0	12,250
DAN YODER	97,000	50,000	0	0	0	147,000	3,800	25,400	0	0	0	0	29,200
SHERYL YODER	0	0	0	0	0	0	0	0	0	0	0	0	0
DEAN ZOERINK	5,000	0	0	0	0	5,000	5,150	1,000	0	0	65	0	6,215
ELLEN ZOERINK	0	0	0	0	0	0	50	0	0	0	0	0	50

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 2018-05-16



Annual Fund Report

July 1, 2017 - June 30, 2018

COLLEGE/UNIT	# OF PLEDGES	TOTAL PLEDGES	AVERAGE PLEDGE	PLEDGES PAID	CASH	GIK	GIK PAID	*TOTAL GIFTS
CAS	403	37,686	94	25,655	105,434	0	0	131,090
CBT	368	57,360	156	28,869	165,553	2,317	0	196,739
COEHS	457	53,239	116	22,180	91,850	85	0	114,115
COFAC	252	59,401	236	40,044	40,499	44,500	0	125,043
ALUMNI	24	1,109	46	571	11,593	700	0	12,864
INTL STUDIES	1	120	120	110	1,640	0	0	1,750
LIBRARY	87	21,411	246	20,616	3,730	5,727	0	30,073
HONORS	9	2,690	299	2,520	9,265	0	0	11,785
QC	15	13,330	889	5,490	1,700	0	0	7,190
ATHLETICS	913	256,556	281	253,830	136,344	40,551	0	430,726
STUDENT SERVICES	63	7,088	113	4,779	17,224	779	0	22,782
BGS	101	4,098	41	2,427	7,242	0	0	9,669
TRI-STATES RADIO	525	82,581	157	67,475	159,360	137	0	226,971
WQPT	453	147,028	325	87,347	428,324	17,818	0	533,489
PFA	365	14,500	40	4,425	325	0	0	4,750
SCHOLARSHIPS	334	29,492	88	22,783	85,284	1,317	0	109,384
OTHER	158	10,289	65	5,215	173,339	4,219	0	182,772
Total	4,528	797,977	176	594,335	1,438,706	118,151	0	2,151,193

****Total Annual Fund: \$2,354,835**

Above Pledge totals include:

Leatherneck Club	\$ 285,545
Library Atrium Society	\$ 21,186
Performing Arts Society	\$ 34,897

Above Receipt totals include:

Leatherneck Club	\$ 259,879
Library Atrium Society	\$ 21,341
Performing Arts Society	\$ 30,653

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 2018-05-16



Phonathon Report

July 1, 2017 - June 30, 2018

COLLEGE/UNIT	# OF PLEDGES	TOTAL PLEDGES	AVERAGE PLEDGE	PLEDGES PAID	CASH	GIK	GIK PAID	*TOTAL GIFTS
CAS	372	20,705	56	13,670	50	0	0	13,720
CBT	320	18,478	58	12,178	150	0	0	12,328
COEHS	429	19,180	45	11,130	125	0	0	11,255
COFAC	113	5,880	52	3,310	0	0	0	3,310
ALUMNI	17	555	33	100	0	0	0	100
INTL STUDIES	0	0	0	0	0	0	0	0
LIBRARY	19	795	42	470	0	0	0	470
HONORS	0	0	0	0	0	0	0	0
QC	0	0	0	0	0	0	0	0
ATHLETICS	42	8,100	193	6,400	0	0	0	6,400
STUDENT SERVICES	49	2,365	48	1,120	20	0	0	1,140
BGS	99	3,960	40	2,300	0	0	0	2,300
TRI-STATES RADIO	4	205	51	175	0	0	0	175
WQPT	0	0	0	0	0	0	0	0
PFA	365	14,500	40	4,425	100	0	0	4,525
SCHOLARSHIPS	299	21,295	71	15,210	1,470	0	0	16,680
OTHER	130	5,765	44	1,055	0	0	0	1,055
Total	2,258	121,783	54	71,543	1,915	0	0	73,458

****Total Phonathon: \$123,698**

Above Pledge totals include:

Leatherneck Club \$ 7,850
 Library Atrium Society \$ 570

Above Receipt totals include:

Leatherneck Club \$ 6,275
 Library Atrium Society \$ 370

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 2018-05-16

WESTERN ILLINOIS UNIVERSITY BOARD OF TRUSTEES

June 8, 2018

Report No. 18.6/2 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.

FY2019 (planned)

- Reconstruct visitors' parking area and turnaround at flagpole

FY2018

- \$3,427 in labor and materials for routine maintenance

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 8, 2018

Report No. 18.6/3

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

Vendor	Type of Purchase	Annual Amount <small>(unless otherwise noted)</small>	Number of Bids
CA Inc (dba CA Technologies); Islandia, NY	FY19 software support and maintenance for AIMS	\$132,943.28	1
Trotter General Contracting Inc; Industry, IL	Athletic training room upgrades at Western Hall and Brophy Hall. (NCAA grant-funded)	\$146,481.90	4
D2L Ltd; Palatine, IL	FY19 learning management system (3rd of five possible one-year renewals)	\$174,846.16	3 proposals
H D Smith Wholesale Drug Co; Springfield, IL	FY19 continuous order for various medications and medical supplies for Beu Health Center	\$240,000.00	2

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

Vendor	Type of Purchase	Annual Amount <small>(unless otherwise noted)</small>	Number of Bids
City of Macomb; Macomb, IL	FY19 continuous order for fire protection of campus buildings	\$250,000.00	Intergov't Agreement

TESCAN USA Inc; Warrendale, PA	Scanning electron microscope for Chemistry funded by a National Science Foundation grant	\$257,532.00	4
Waste Management of Illinois Inc; Macomb, IL	FY19 refuse disposal for Macomb, IL campus. (3rd year of a 5-year contract, previously approved by BOT on June 10, 2016)	\$300,000.00	1
Hood Demolition & Excavation; Rushville, IL	Removal and replacement of parking areas at WIU's Physical Plant and portions of Thompson Drive roadway	\$333,857.74	4
McGraw Hill Global Education; East Windsor, NJ	FY19 continuous order for textbooks for resale by the University Bookstore	\$350,000.00	IPHEC Sole Source
H & S Mechanical Inc; Mapleton, IL	FY19 continuous order to provide plumbers/pipefitters to supplement University personnel	\$450,000.00	1
Fleming Electric Inc; East Peoria, IL	FY19 continuous order to provide electricians to supplement University personnel	\$450,000.00	7
MTC Communications Inc; Colchester, IL	FY19-FY23 bandwidth for the ResNet program (initial 5-yr contract with one 5-yr renewal option)	\$450,000.00 (5-yr estimate)	3
Cengage Learning; Florence, KY	FY19 continuous order for textbooks for resale by the University Bookstore (resale – exempt from BOT approval)	\$500,000.00	Sole Source
Ameren Illinois Company (dba Ameren CIPS); St Louis, MO	FY19 continuous order for natural gas (utilities exempt from BOT approval)	\$500,000.00	Sole Source
Ameren Illinois Company (dba Ameren CIPS); St Louis, MO	FY19 continuous order for electricity (utilities exempt from BOT approval)	\$500,000.00	Sole Source

Follett Higher Education Group; River Grove, IL	FY19 continuous order for textbooks for resale by the University Bookstore (resale – exempt from BOT approval)	\$505,000.00	1
Pearson Education Inc; Old Tappan, NJ	FY19 continuous order for textbooks for resale by the University Bookstore (resale – exempt from BOT approval)	\$550,000.00	IPHEC Sole Source
EBSCO Industries Inc; Cary, IL	FY19 continuous order for library materials (exempt from BOT approval)	\$722,000.00	IPHEC Sole Source

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

Vendor	Type of Purchase	Annual Amount <small>(unless otherwise noted)</small>	Number of Bids
City of Macomb; Macomb, IL	FY19 continuous order for water supply (utilities exempt from BOT approval)	\$1,120,000.00	Intergov't Agreement
Interstate Municipal Gas Agency; Auburn, IL	FY19 continuous order for natural gas for use in the utility plant (utilities exempt from BOT approval)	\$1,500,000.00	Sole Source
Berkshire Hathaway Energy dba MidAmerican Energy Services; Davenport, IA	FY19 continuous order for electricity (utilities exempt from BOT approval)	\$3,000,000.00	IPHEC
Sodexo Operations LLC; Williamsville, NY	FY19 food service contract. Second of three optional one-year renewal periods. Previously approved by BOT on March 30, 2012.	\$13,125,000.00	1 proposal

* Amounts listed for continuous orders are annual estimates and will vary with actual usage.

WESTERN ILLINOIS UNIVERSITY BOARD OF TRUSTEES

June 8, 2018

Resolution No. 18.6/1 Purchases of \$500,000 and Over

Resolution:

WHEREAS Western Illinois University has a need for elevator repair and inspection services; and,

WHEREAS the above mentioned project has been administered in accordance with the Illinois Procurement Code and all other pertinent statutes and rules:

THEREFORE be it resolved that the Board of Trustees approves the contracting for

Elevator Repair and Inspection Services

ITEM DESCRIPTION: All labor, materials, supplies, tools, and equipment necessary to provide proactive preventative maintenance, regularly scheduled maintenance, emergency services, and all required elevator testing and inspections on the Macomb, IL campus. This approval is for the 5-year renewal option for FY19-FY23. The original 5-year contract through June 30, 2018 was approved by the BOT on June 7, 2013.

COST: \$600,000 estimated annually / \$3,000,000 estimated 5-yr

RECOMMENDED VENDOR:

Kone Elevator; Peoria, IL

BID SUMMARY:

Kone Elevator; Peoria, IL	\$549,600/yr
Otis Elevator; Springfield, IL	non-responsive (did not meet required specifications)
ThyssenKrupp; Peoria, IL	non-responsive (did not meet required specifications)

FUND SOURCE: Appropriated and Local Funds

Resolution:

WHEREAS Western Illinois University has a need to install and repair Delta campus building automation system graphical user interface and a single building automation system; and,

WHEREAS the above mentioned project has been administered in accordance with the Illinois Procurement Code and all other pertinent statutes and rules;

THEREFORE be it resolved that the Board of Trustees approves the contracting for

Building Automation Controls

ITEM DESCRIPTION: WIU Facilities Management continuous order for Delta Controls Building Automation installation and repair. Amount is estimated and will vary with actual usage.

COST: FY19 – \$600,000.00
FY20 – \$600,000.00
FY21 – \$600,000.00
FY22 – \$600,000.00
FY23 – \$600,000.00
Total 5-year contract estimate - \$3,000,000.00

RECOMMENDED VENDOR:
Entec Services Inc; Peoria, IL

BID SUMMARY: Sole Source
WIU selected Delta Controls as the university-wide controls system on RFP R091468 awarded 05/28/09. Entec Services is the only regional supplier.

FUND SOURCE: Appropriated and Local funds

Resolution:

WHEREAS Western Illinois University has a need to upgrade the fire alarm systems in Horrabin Hall, Western Hall, and University Services Building; and,

WHEREAS the above mentioned project has been administered in accordance with the Illinois Procurement Code and all other pertinent statutes and rules;

THEREFORE be it resolved that the Board of Trustees approves the contracting for

Fire Alarm System Upgrades

ITEM DESCRIPTION: All labor, material, and equipment necessary to upgrade the fire alarm systems located in Horrabin Hall, Western Hall, and University Services Building to be compliant with current NFPA code regarding current occupancy.

COST: \$550,000.00 estimated

RECOMMENDED VENDOR:
Johnson Controls Fire Protection; East Peoria, IL

BID SUMMARY: Sole Source

FUND SOURCE: Local funds

WESTERN ILLINOIS UNIVERSITY BOARD OF TRUSTEES

June 8, 2018

Resolution No. 18.6/2 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 4/30/2018</u>	<u>Change Requested</u>	<u>Adjusted Total</u>
<u>Movable Equipment</u>				
Public Service	\$425,000	\$69,274	\$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	\$11,320	\$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
Auxiliary Other *	\$32,500	\$0	\$0	\$32,500
 <u>Parking Lots</u>				
Parking Operation	\$1,600,000	\$259,874	\$0	\$1,600,000

*Name changed from Transit to Auxiliary Other because the approved amount includes QC Bookstore as well as Transit

WESTERN ILLINOIS UNIVERSITY BOARD OF TRUSTEES

June 8, 2018

Resolution No. 18.6/3 FY2019 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 FY2019 spending plan as presented in the FY2019 spending plan document, and be it further resolved that the President be authorized to make technical adjustments in these budgets if necessary.

The FY2019 spending plan document will be provided prior to the June 2018 board meeting.

WESTERN ILLINOIS UNIVERSITY BOARD OF TRUSTEES

June 8, 2018

Report No. 18.6/4 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, 2017, to June 20, 2018.

WESTERN ILLINOIS UNIVERSITY
ANNUAL LISTING OF ACADEMIC PROGRAM CHANGES
June 21, 2017 to June 20, 2018

	PROGRAM CHANGE	CIP CODE	PROGRAM TITLE	REMARKS	DATE APPROVED
*****REPORTING CATEGORIES AS IDENTIFIED BY IBHE*****					
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.	09.0101	B.A. in Communication, Organizational Communication option		Campus 04/09/18
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 Instructional Design		Campus 09/19/17
			Minor in Broadcasting and Journalism	Replaces minor in Broadcasting and minor in Journalism	Campus 11/17/17
			Minor in Advertising and Public Relations		Campus 05/08/18
			Minor in Stage Combat		Campus 05/08/18
6	Change in a degree title.	13.0201	B.S.Ed. in Bilingual/English as a Second Language Education	Formerly B.S.Ed. in Bilingual/Bicultural Education Inadvertently omitted from 2017 annual report	Campus 05/09/17
		51.0201	B.S. in Speech Pathology and Audiology	Formerly B.S. in Communication Sciences and Disorders	Campus 03/07/18

	PROGRAM CHANGE	CIP CODE	PROGRAM TITLE	REMARKS	DATE APPROVED
		51.0201	M.S. in Speech Pathology	Formerly M.S. in Communication Sciences and Disorders	Campus 03/07/18
7	Change in the name of an administrative, research, or public service unit.		N/A		
8	Elimination of an existing degree program/center.	51.0913	B.S. in Athletic Training	Scheduled for elimination following the SU 2021 session	Campus 02/27/18
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 Mathematics and Philosophy	Formerly Department of Mathematics and philosophy component of Department of Philosophy and Religious Studies	Campus 06/26/17
			Department of Speech Pathology and Audiology	Formerly Department of Communication Sciences and Disorders	Campus 03/07/18
			Department of Dietetics, Fashion Merchandising and Hospitality	Department dissolved; academic programs reassigned to other departments (see also #s 20 and 27–29)	Campus 04/06/18
			Department of Earth, Atmospheric, and Geographic Information Sciences	Formerly Department of Geography, Geographic Information Sciences and Meteorology <u>and</u> Department of Geology	Campus 05/01/18
			School of Global Education and Outreach	Formerly School of Distance Learning, International Studies and Outreach	Campus 05/01/18
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.	24.0199 43.0103	Integrated 5-Year Baccalaureate / Master's Degree Program: B.A. in General Studies / M.A. in Law Enforcement and Justice Administration	Created from previously approved Bachelor of Arts in General Studies and Master of Arts in Law Enforcement and Justice Administration	Campus 10/23/17
		45.0201 24.0101	Integrated 5-Year Baccalaureate / Master's Degree Program: B.A. in Anthropology / Master of Liberal Arts and Sciences	Created from previously approved Bachelor of Arts in Anthropology and Master of Liberal Arts and Sciences	Campus 04/30/18

	PROGRAM CHANGE	CIP CODE	PROGRAM TITLE	REMARKS	DATE APPROVED
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.	09.9999	B.A. in Broadcasting and Journalism	Formerly 09.0701 B.A. in Broadcasting and 09.0401 B.A. in Journalism	Campus 11/17/17 IBHE 12/14/17
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	Campus 05/09/17 IBHE 06/12/17
		13.0101	M.S.Ed. in Educational Studies	Formerly 13.0901 M.S.Ed. in Educational and Interdisciplinary Studies	Campus 03/09/17 IBHE 06/12/17
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.	52.1302	B.B. in Business Analytics		Campus 12/01/17 IBHE 03/13/18
18	Creation of new units of instruction, research, or public service that involve a change or expansion in mission.		N/A		
19	Creation of a new campus.		N/A		
*****ADDITIONAL CATEGORIES IDENTIFIED BY UNIVERSITY*****					
20	Placement of program into temporary suspension status	31.0301	Post-Baccalaureate Certificate in Event Planning and Management		Campus 09/28/17
		52.1902	B.S. in Apparel and Textile Merchandising	See also #s 9 and 27	Campus 04/06/18
			Minor in Apparel and Textile Merchandising	See also #s 9 and 28	Campus 05/11/18

	PROGRAM CHANGE	CIP CODE	PROGRAM TITLE	REMARKS	DATE APPROVED
21	Change in a post-baccalaureate certificate title	45.0701	Post-Baccalaureate Certificate in GIS Analysis	Formerly PBC in Environmental GIS Inadvertently omitted from 2015 annual report	Campus 04/27/15
22	Addition of a new organized set of courses within an existing post-baccalaureate certificate program	45.0701	Post-Baccalaureate Certificate in GIS Analysis, options in: Ecological GIS GIS Applications	Inadvertently omitted from 2015 annual report	Campus 04/27/15
23	Elimination of existing minor		Minor in German	Scheduled for elimination following the SP 2019 semester	Campus 11/07/17
			Minor in Broadcasting	Scheduled for elimination following the SP 2021 semester Replaced by minor in Broadcasting and Journalism (see also #5)	Campus 02/27/18
			Minor in Journalism	Scheduled for elimination following the SP 2021 semester Replaced by minor in Broadcasting and Journalism (see also #5)	Campus 02/27/18
24	Elimination of existing option or emphasis	50.0903	B.M. in Music, Organ emphasis/principals within each option	Scheduled for elimination following the SP 2018 semester	Campus 11/03/17
		16.0101	B.A. in Foreign Languages and Cultures, German option	Scheduled for elimination following the SP 2019 semester	Campus 11/07/17
		24.0101	Bachelor of Liberal Arts and Sciences: Multidisciplinary Studies emphasis Environmental Studies emphases	Scheduled for elimination following the SP 2021 semester	Campus 04/30/18
		11.0101	B.S. in Computer Science, Business emphasis	Scheduled for elimination following the SP 2021 semester	Campus 04/30/18
25	Elimination of undergraduate certificates		Undergraduate Certificate in Integrated Marketing Communications	Scheduled for elimination following the SP 2018 semester	Campus 11/17/17
			Undergraduate Certificate in Marketing Technologies	Scheduled for elimination following the SP 2018 semester	Campus 11/17/17
26	Retitling of option, emphasis, or concentration	50.0701	B.A. in Art, Art Studio option	Formerly Art option	Campus 07/27/17
		50.0702	B.F.A. in Art, Art Studio option	Formerly Art option	Campus 07/27/17
		30.0000	B.A. in Interdisciplinary Studies, Youth Leadership concentration	Formerly Youth Development concentration	Campus 10/02/17

	PROGRAM CHANGE	CIP CODE	PROGRAM TITLE	REMARKS	DATE APPROVED
		30.0000	B.S. in Interdisciplinary Studies, Youth Leadership concentration	Formerly Youth Development concentration	Campus 10/02/17
27	Reassignment of degree program from one department to another department or college	52.1902	B.S. in Apparel and Textile Merchandising	Reassigned from Department of Dietetics, Fashion Merchandising and Hospitality (College of Education and Human Services) to Department of Management and Marketing (College of Business and Technology) (see also #s 9 and 20)	Campus 04/06/18
		51.3101	B.S. in Dietetics	Reassigned from Department of Dietetics, Fashion Merchandising and Hospitality to Department of Kinesiology (see also #9)	Campus 04/06/18
		19.0501	B.S. in Nutrition and Foodservice Management	Reassigned from Department of Dietetics, Fashion Merchandising and Hospitality to Department of Kinesiology (see also #9)	Campus 04/06/18
		52.0901	B.S. in Hospitality Management	Reassigned from Department of Dietetics, Fashion Merchandising and Hospitality to Department of Recreation, Park and Tourism Administration (see also #9)	Campus 04/06/18
		19.0101	B.S. in Family and Consumer Sciences	Reassigned from Department of Dietetics, Fashion Merchandising and Hospitality to College of Education and Human Services (see also #9)	Campus 04/06/18
28	Reassignment of minor from one department to another department or college		Minor in Apparel and Textile Merchandising	Reassigned from Department of Dietetics, Fashion Merchandising and Hospitality (College of Education and Human Services) to Department of Management and Marketing (College of Business and Technology) (see also #s 9 and 20)	Campus 04/06/18
			Minor in Nutrition	Reassigned from Department of Dietetics, Fashion Merchandising and Hospitality to Department of Kinesiology (see also #9)	Campus 04/06/18
			Minor in Hospitality Management	Reassigned from Department of Dietetics, Fashion Merchandising and Hospitality to Department of Recreation, Park and Tourism Administration (see also #9)	Campus 04/06/18

	PROGRAM CHANGE	CIP CODE	PROGRAM TITLE	REMARKS	DATE APPROVED
28	Reassignment of minor from one department to another department or college (cont'd)		Minor in Event Planning and Management	Reassigned from interdisciplinary program to Department of Recreation, Park and Tourism Administration (see also #9)	Campus 04/06/18
			Minor in Family and Consumer Sciences	Reassigned from Department of Dietetics, Fashion Merchandising and Hospitality to College of Education and Human Services (see also #9)	Campus 04/06/18
29	Reassignment of post-baccalaureate certificate from one department to another department or college	31.0301	Post-Baccalaureate Certificate in Event Planning and Management	Reassigned from interdisciplinary program to Department of Recreation, Park and Tourism Administration (see also #9)	Campus 04/06/18
30	Extension of end date for program scheduled for elimination	19.0101	B.S. in Family and Consumer Sciences	Formerly scheduled for elimination following the SU 18 session Elimination date extended until after the SU 20 session	Campus 04/06/18
			Minor in Family and Consumer Sciences	Formerly scheduled for elimination following the SU 18 session Elimination date extended until after the SU 20 session	Campus 04/06/18
31	Offering existing program off-campus in Region #1	13.0499	Ed.D. in Educational Leadership	Currently offered at University Center of Lake County (UCLC) Request to continue in same region at different site	Campus 05/17/18 IBHE 05/22/18
		13.0411	Ed.S. in Educational Leadership	Currently offered at University Center of Lake County (UCLC) Request to continue in same region at different site	Campus 05/17/18 IBHE 05/22/18
			Superintendent's Licensure	Currently offered at University Center of Lake County (UCLC) Request to continue in same region at different site	Campus 05/17/18 IBHE 05/22/18

WESTERN ILLINOIS UNIVERSITY

BOARD OF TRUSTEES

June 8, 2018

Report No. 18.6/5 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, 2017, to June 20, 2018.

Elimination of an existing program/center

The B.S. in Athletic Training degree program will be eliminated following the Summer 2021 session. The Athletic Training Strategic Alliance and the National Athletic Trainers' Association Foundation have agreed to establish the professional degree in athletic training at the master's level. The Strategic Alliance has mandated that all programs move to a master's degree as the entry-level degree. Therefore, the B.S. in Athletic Training will be eliminated. The 61 students currently enrolled in this degree program will be allowed to finish, but this program has entered phase-out and is closed to new enrollments.

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 Dietetics, Fashion Merchandising and Hospitality (College of Education and Human Services) will be dissolved, effective July 1, 2018. The components of this department will be reassigned as follows:

The **B.S. in Apparel and Textile Merchandising** degree program and the **Minor in Apparel and Textile Merchandising** will be reassigned to the Department of Management and Marketing (College of Business and Technology). This includes these academic programs, related faculty, operating budget, and ATM course prefix currently assigned to the apparel and textile merchandising component of the Department of Dietetics, Fashion Merchandising and Hospitality. These programs require significant restructuring within the College of Business and Technology before new enrollments can be allowed, so the programs have been temporarily suspended, and no new enrollments are allowed.

The **B.S. in Dietetics**, the **B.S. in Nutrition and Foodservice Management**, and the **Minor in Nutrition** will be reassigned to the Department of Kinesiology. This includes these academic programs, related faculty, operating budget, and NUTR course prefix currently assigned to the dietetics and nutrition component of the Department of Dietetics, Fashion Merchandising and Hospitality.

The **B.S. in Hospitality Management**, the **Minor in Hospitality Management**, the **Interdisciplinary Minor in Event Planning and Management**, and the **Post-Baccalaureate Certificate in Event Planning and Management** (which is temporarily suspended) will be reassigned to the Department of Recreation, Park and Tourism Administration. This includes these academic programs, related faculty, operating budget, and HM course prefix currently assigned to the hospitality management component of the Department of Dietetics, Fashion Merchandising and Hospitality.

The **B.S. in Family and Consumer Sciences** and the **Minor in Family and Consumer Sciences** were scheduled for elimination after the Summer 2018 session; this elimination date has been extended until after Summer 2020. No new enrollments in these programs are allowed. These academic programs are reassigned to the College of Education and Human Services until such time as the programs are eliminated.

The **Bella Hearst Diabetes Institute** will be reassigned to the Department of Kinesiology. This includes the grant funds for this institute currently assigned to the Department of Dietetics, Fashion Merchandising and Hospitality.

The **Kitchen, Executive Dining Room (Knoblauch Café)**, and **Food Labs** will be reassigned to the College of Education and Human Services. This includes the operating budget and staff member currently assigned to these components of the Department of Dietetics, Fashion Merchandising and Hospitality.

The two remaining courses formerly assigned to the Department of Dietetics, Fashion Merchandising and Hospitality, **FCS 121** (Introduction to Life Span Development) and **FCS 321** (Preparation for Marriage and Family) will be reassigned to the Department of Educational Studies.

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

On March 13, 2018, the Illinois Board of Higher Education (IBHE) approved the creation of a new B.B. in Business Analytics degree program, effective Fall 2018. This program is the only Science, Technology, Engineering, and Mathematics (STEM) recognized Bachelor of Business degree at Western Illinois University.

Elimination of undergraduate certificates

The undergraduate certificates in Integrated Marketing Communications and Marketing Technologies will be eliminated following the Spring 2018 semester. The Council on Curricular Programs and Instruction (CCPI) determined that these certificate programs do not meet the IBHE's definition of undergraduate certificates and should therefore be eliminated. CCPI also determined that the four students enrolled in these programs at the time would be allowed to complete them, but the programs have entered phase-out, and no new enrollments have been allowed since Spring 2016.

WESTERN ILLINOIS UNIVERSITY BOARD OF TRUSTEES

June 8, 2018

Resolution No. 18.6/4

Tuition for Military Personnel Receiving Federal Tuition Assistance

Resolution:

WHEREAS, Western Illinois University is committed to quality, opportunity, and affordability through successful implementation of Higher Values in Higher Education; and,

WHEREAS, Western Illinois University is a national leader these areas; and,

WHEREAS, Western Illinois University following its Strategic Plan has a long standing tradition of serving members of the United States Armed Forces and their dependents; and,

WHEREAS, the United States Armed Forces maintains a tuition rate that is used in screening for student recruitment and institutional partnerships; and,

WHEREAS, Western Illinois University is committed to expanding our commitment and service to the military through strategic planning and continued expansion of the President's Executive Institute; and,

WHEREAS, tuition is to be established annually by the Western Illinois University Board of Trustees, following the general guidelines established by the Illinois Board of Higher Education; and,

WHEREAS, these guidelines were followed:

THEREFORE be it resolved in accordance with the priorities and goals of Higher Values in Higher Education and the President's Executive Institute that the Board of Trustees establishes a new tuition rate for United States military personnel who are receiving federal Tuition Assistance, as of the official university census day each term.

BE IT FURTHER RESOLVED this rate shall not exceed the tuition rate established by the Armed Forces (currently \$250 per credit hour) and become effective for FY2019 (fall semester 2018).

WESTERN ILLINOIS UNIVERSITY
BOARD OF TRUSTEES

June 8, 2018

Resolution No. 18.6/5
Tenure Recommendations for 2018-2019

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 2018-2019.

Tenure Recommendations - June 8, 2018 BOT Meeting

TENURE RECOMMENDATIONS			
NAME	DEPARTMENT/UNIT	DEGREE	RANK
<i>Arts and Sciences</i>			
*Cooper, Ranesa	Biological Sciences	Ph.D.	Professor
Jacques, Christopher N.	Biological Sciences	Ph.D.	Associate
Bellott, Brian J.	Chemistry	Ph.D.	Associate
Fernandez, Jose O	English	Ph.D.	Associate
Helwig, Magdelyn H.	English	Ph.D.	Associate
White, Alisha	English	Ph.D.	Associate
Hegna, Thomas A.	Geology	Ph.D.	Associate
LaFountain, Douglas	Mathematics and Philosophy	Ph.D.	Associate
Turkelli, Seyfi	Mathematics and Philosophy	Ph.D.	Associate
Rice, Kimberly J.	Political Science	Ph.D.	Associate
Hammersley, Jonathan J.	Psychology	Ph.D.	Associate
McGuire, Kathy M.	Psychology	Ph.D.	Associate
Davis, Christina	Sociology and Anthropology	Ph.D.	Associate
<i>Business and Technology</i>			
Stone, Brian	Engineering Technology	Ph.D.	Associate
Liao, Yin-Chi	Management and Marketing	Ph.D.	Associate
Yang, Tae S.	Management and Marketing	Ph.D.	Associate
Shin, Il-Seop	WIU QC Engineering	Ph.D.	Associate
Zbeeb, Khaled	WIU QC Engineering	Ph.D.	Associate
<i>Education & Human Services</i>			
*Frey, Laura	Curriculum and Instruction	Ph.D.	Professor
Lee, Boh Young	Educational Studies	Ph.D.	Associate
*Sheffield, Eric	Educational Studies	Ph.D.	Professor
Wolff, Lora L.	Educational Studies	Ph.D.	Associate
Meloni, Thomas E.	Law Enforcement & Justice Admin	Ph.D.	Associate
<i>Fine Arts and Communication</i>			
Silberer, Amanda B.	Communication Sciences & Disorders	Ph.D.	Associate
Averbeck, Josh M.	Communication	Ph.D.	Associate
Young, L.B.	Communication	Ph.D.	Associate
Hardeman, Anita	Music	Ph.D.	Associate
McMurtery, John	Music	Ph.D.	Associate
Fox, Lysa	Theatre & Dance	M.F.A.	Associate
NEGATIVE TENURE RECOMMENDATIONS			
NAME	DEPARTMENT/UNIT	DEGREE	RANK
<i>College of Arts and Sciences</i>			
**Moniri, Mojtaba	Mathematics & Philosophy	Ph.D.	Assistant
29 candidates recommended, of which 3* are newly hired Department Chairpersons			
**1 candidate not recommended - will be issued a terminal contract for 2018-2019			

WESTERN ILLINOIS UNIVERSITY BOARD OF TRUSTEES

June 8, 2018

Report 18.6/6 Report on External Audits

This is a report of the activity and the results of the FY 2017 Annual External Financial and Compliance Audits, and other outsourced audits released in FY 2017.

Annual External Financial and Compliance Audits FY2017

- A. Financial Audit – One finding
 - 1. Inadequate Control over Reporting Restricted Accounts
- B. Compliance Audit – total findings 6 – the one above and the following:
 - 2. Improper Verification Procedures and Delay in Disbursement Reporting and Approval of Work Authorization (repeat)
 - 3. Noncompliance with University Guidelines on Excess Funds (repeat)
 - 4. Noncompliance with the University Guidelines on Subsidies (repeat)
 - 5. Weaknesses in Computer Inventory Controls (repeat)
 - 6. Expenditures in Excess of License Plate Fees Earned

Full detail of these audits may be found on the State of Illinois Auditor General’s Website:

<http://www.auditor.illinois.gov/Audit-Reports/WESTERN-ILLINOIS-UNIVERSITY.asp>

Other External/Outsourced Audits, Regulatory Reviews, or Agreed Upon Procedures:

- 1. NCAA – Independent Accountants’ Report on Applying Agreed Upon Procedures – June 30, 2017
- 2. WIUM-FM/WIUW-FM Radio Financial Statements & Independent Auditors’ Report - June 30, 2017 & 2016
- 3. Western Illinois University Foundation Financial Statements & Independent Auditor’s Report - June 30, 2017 and 2016
- 4. WQPT-TV Annual Financial Report – June 30, 2017

Number of Material Findings by University:

	Financial Audit		Compliance Audit	
	FY2017	FY2016	FY2017	FY2016
Eastern Illinois University	1	0	4	3
Western Illinois University	1	1	6	7
Illinois State University	3	1	7	4
Southern Illinois University	1	0	13	12
Northern Illinois University	4	2	14	12
Northeastern Illinois University	1	3	18	17
Chicago State University	4	2	18	15
U of I	5	3	18	18
Governors State University	0	2	19	20

WESTERN ILLINOIS UNIVERSITY
BOARD OF TRUSTEES

June 8, 2018

Resolution No. 18.6/6

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 8, 2018

Report No. 18.6/7 Quarterly Planning Update

The following displays the status of actions on the University's Fiscal Year 2018 Planning Calendar.

- Develop and implement Higher Values in Higher Education 2017-2027.

Status:

- *Western Illinois University Board of Trustees Resolution 18.6/7* seeks implementation approval for *Higher Values in Higher Education 2017-2022*. This Resolution also chronicles the process used to iteratively draft the new *Strategic Plan* with the university community.

- Continue to advance the goals and priorities of the President's Executive Institute (PEI).

Status:

- Power point presentations on the status of the PEI goals and priorities were made at the September and December 2017 and March 2018 Western Illinois University Board of Trustees meetings. A fourth power point presentation will be made at today's Board meeting. This presentation will summarize Fiscal Year 2018 accomplishments and Fiscal Year 2019 plans.

- Present WIU at Summits in Decatur, Macomb, Moline, Galesburg, Havana, Peoria, Quincy, Rockford, Saint Louis, and Savanna.

Status:

- The Vice President for Quad Cities and Planning has made five Western Illinois University presentations at the Davenport, East Moline/Silvis, Moline, North Scott Rock Island, and River City Rotary Clubs.
- In addition to two national Alumni Summits in Phoenix and Washington DC, there have been 39 Summits in 10 communities on topics related helping to advance the goals and priorities of the University, programs and services offered by the Colleges of Arts and Sciences (CAS) and Education and Human Services (COEHS), partnerships in community and economic development (CED), and the last four Summits were for high school counselors to "Learn What is New at WIU."

Fiscal Year 2018 WIU Summits					
	<u>Alumni</u>	<u>CAS</u>	<u>COEHS</u>	<u>CED</u>	<u>Counselors</u>
Macomb	✓	✓	✓	✓	✓
Moline	✓	✓	✓	✓	✓
Galesburg		✓	✓		
Havana	✓	✓	✓	✓	
Peoria	✓	✓	✓	✓	✓
Quincy	✓	✓	✓		✓
Rockford	✓		✓	✓	
Savanna	✓	✓	✓	✓	
Springfield	✓				
St. Louis	✓				

- Complete community partnership meetings at the College of DuPage, Prairie State, Southeastern (Illinois and Iowa), Rend Lake, College of DuPage, Oakton, Harper, Southwestern Illinois, Kishwaukee, and Richland Community Colleges.

Status:

- Partnership meetings at the College of DuPage, Prairie State, Southeastern (Iowa), Rend Lake, College of DuPage, Oakton, Harper, Kishwaukee, and Richland Community Colleges are complete.
- Kishwaukee Community College signed Honors, Reverse Transfer, and General Studies articulation agreements in February 2018.
- John Wood Community College renewed its General Studies articulation agreement in May 2018.
- Agreements are under review at all other community colleges listed above.
- Chair the Military Task Force that is charged with making recommendations to the President's Leadership Team on military student and veteran recruitment, retention, programs, and services.

Status:

- The Task Force recommended development of high-demand, military friendly online degrees to the President and Provost.
 - Academic Affairs added online degrees in Accountancy, Economics, Fire Science, and Law Enforcement and Justice Administration to its portfolio. New online degree options are available to students effective fall 2018.
- The Task Force recommended to the President's Leadership Team the provision of active duty military tuition rates comparable to the reimbursement rate used by the United States Armed Forces (\$250 per credit hour).
 - The Western Illinois University Board of Trustees approved use of the federal active student tuition rate effective for students in fall 2018.
- *Western Illinois University Board of Trustees Report 18.4/2* summarizes institutional actions taken during academic year 2017-2018 to form/advance military partnerships in the areas of student recruitment and retention.

- A resolution presented at today's Western Illinois University Board of Trustees meeting seeks Board approval for extending the military tuition assistance (\$250/credit hour) to all eligible military students, in addition to active duty military students.
- Complete onsite weekend accreditation visits and learn best practices in serving active duty service members, dependents, and veterans.

Status

- Seven military visits have been completed at the Rock Island Arsenal, Naval Airbase Kitsap in Washington, Marine Corps Air Stations in North Carolina and Florida, Naval Support Activity Mid-South in Tennessee, Fort Leavenworth in Kansas, and Fort Bliss in Texas.
- These weekend visits also included visits to the American Public University System, Southwestern Illinois Community College, and Southern Illinois University-Carbondale. These institutions actively serve the military.
- With the addition of new online programs and university recruitment materials, Vice President Rives will engage in additional partnership meetings with the aforementioned installations.
- Prepare planning materials for Western Illinois University Board of Trustees meetings.

Status

- Four planning reports were presented at the September 2017 Board meeting:
 1. *The Statewide Budget Context and Western Illinois University's Mission-Driven Planning and Results, Fiscal Year 2017 Update.*
 2. *President's Executive Institute Quarterly Update.*
 3. *Quarterly Planning Update.*
 4. *FY 2018 Strategic Plan Update.*
- Ten planning reports and one resolution were presented at the December 2017 Board Meeting:
 1. *Planning Based on Enrollment, Retention and Graduation Rate Information.*
 2. *Fiscal Year 2019 Military Student Tuition Rate (resolution).*
 3. *Quarterly Planning Update.*
 4. *Fiscal Year 2018 Master Plan Update.*
 5. *Fiscal Year 2018 Quality Initiative Update.*
 6. *Re-Certification to Host the Museum Studies Distance Learning Program and Distance Learning in Iowa.*
 7. *Higher Learning Commission: Reporting on Spring 2016 Teach Out Plans for Disestablished Majors.*
 8. *Cumulative Strategic Plan Accomplishments: Fiscal Year 2018 Update.*
 9. *Quarterly President's Executive Institute (PEI) Update.*
 10. *The Statewide Budget Context and Western Illinois University's Mission-Driven Planning and Results, Fiscal Year 2018 Update.*
 11. *Development of Higher Values in Higher Education 2017-2027: December 2017 Update.*

- Six planning reports were presented at the March 2018 Board Meeting:
 1. *Fiscal Year 2018 Performance Report.*
 2. *Quarterly Planning Update.*
 3. *Higher Values in Higher Education 2017-2027 Draft 1.*
 4. *Higher Learning Commission Financial Indicators Report.*
 5. *Quarterly President’s Executive Institute (PEI) Update.*
 6. *The Statewide Budget Context and Western Illinois University’s Mission-Driven Planning and Results*
- One planning report was presented at the April 2018 Board Meeting:
 1. Status Update: Active Military Online Degrees/Certificates Ready for Fall 2018.
- In addition to the extension of military tuition assistance, three planning reports and one resolution will be presented at today’s Board Meeting:
 1. *Quarterly Planning Update* summarizes actions related to the University’s annual planning calendar.
 2. *President’s Executive Institute: Fiscal Year 2018 Report* is a power point summary of FY18 accomplishments and FY19 plans.
 3. *Statewide Budget Context and Western Illinois University’s Mission-Driven Planning and Results, Fiscal Year 2018* is a power point summary on mission-driven plans and results to increase revenue, decrease expenditures, and reduce reliance on state appropriations, while continuing to deliver a high-quality educational experience grounded in the core values of the University.
 4. *Higher Values in Higher Education 2017-2022* (resolution) seeks implementation approval for the University’s new *Strategic Plan* that has been endorsed by all governance groups on both campuses.
- Distribute monthly Strategic Plan Updates.

Status

- Monthly topics for each Strategic Plan Update published during Fiscal Year 2018 appears below.

<u>Month</u>	<u>Topic</u>
July 2017	Invitation to special Western Illinois University events honoring our military, veterans, and their dependents
August 2017	Summary of summer institutional accomplishments related to advancing university goals and priorities
September 2017	Invitation to attend WIU Summits and other activities provided by the President’s Executive Institute

<u>Month</u>	<u>Topic</u>
October 2017	Academic Year 2017-2018 Membership on the Social Responsibility Task Force that will work with the university community to draft Higher Values in Higher Education 2017-2027
November 2017	Data sources used by the Social Responsibility Task Force to inform internal and external environmental scanning in the creation of Higher Values in Higher Education 2017-2027
December 2017	Demographic forecasts for the populations of students that Illinois public higher education will serve in the future, and the solicitation of university ideas for goals and actions in Higher Values in Higher Education 2017-2027
January 2018	Work of the President's Executive Institute (PEI) and the Illinois Institute for Rural Affairs in advancing community and economic development, and a request for volunteers from the university community who would like to serve on the PEI
February 2018	Draft 1 of Higher Values in Higher Education 2017-2018 for review and feedback by members of the University community
March 2018	Summary of the decisions made at the March 13, 2018, Illinois Board of Higher Education meeting that relate to the continued successful advancement of the goals and priorities in <i>Higher Values in Higher Education</i>
April 2018	Invitation for the University community to attend the FY19 Planning and FY18 Accomplishment presentations made by the Vice Presidents and areas that report to the President
May 2018	Website address for the Planning and Accomplishments Reports and Presentations made by the Vice Presidents and areas that report to the President

During Fiscal Year 2019, the Office of the Vice President for Quad Cities and Planning will engage in the following goals and priorities.

- 1) Support University Accreditation.
 - a) Serve as a member of the Higher Learning Commission.
 - b) Maintain institutional compliance with all Commission policies, procedures, and reporting requirements.
 - c) Initiate Self-Study for reaffirmation of accreditation.
- 2) Lead the President's Executive Institute.
 - a) Support new and existing goals and priorities.
 - b) Co-Chair reaffirmation of Community Engagement status from the Carnegie Commission for the Advancement of Teaching with Dr. Chris Merrett.
- 3) Lead the Military Task Force.
 - a) Form MOU Agreements with military installations.
 - b) Support recruitment and retention initiatives.
 - c) Provide recommendations to the President's Leadership Team.
- 4) Keep Higher Values in Higher Education at the Forefront of the University
 - a) Continue to support successful implementation of the *Strategic Plan*.
 - b) Lead the creation of the Academic Year 2018-2019 Strategic Plan Supplement.
- 5) Chronicle *Macomb Campus Master Plan* Success.
 - a) Summarize *Master Plan* accomplishments at the December 2018 Board of Trustees Meeting.
- 6) Implement the *Quad Cities Campus Master Plan*
 - a) Proceed with Art in Architecture, Riverfront Annex and Phase III planning, and Leadership in Energy and Environmental Design certification when state capital funds are released.
- 7) Provide Accountability Reporting, including:
 - a) Monthly *Strategic Plan Updates*.
 - b) Western Illinois University Board of Trustees reporting.
- 8) Complete Other University Planning Initiatives
 - a) Engage the Higher Learning Commission as an Institutional Actions Council member, Peer-Reviewer, Persistence and Completion Academy Mentor, and Accreditation Liaison Officer.
 - b) Serve as the Immediate Past President of the National Association of Branch Campus Administrators, and the Vice President/President Elect for the Illinois Association of Institutional Research.
 - c) Engage in other university-wide planning initiatives.

These Board and university community will be kept apprised and invited to participate in these planning activities via monthly Strategic Plan Updates, Quarterly Planning Updates presented at Board meetings, and through Board reporting according to the preliminary FY19 Reporting Calendar to the Western Illinois University Board of Trustees.

Table 1

Preliminary FY19 Reporting Calendar to the Western Illinois University Board of Trustees

September 2018

- *September Quarterly Planning Update*
- *Fiscal Year 2019 Quality Initiative Update*
- *Fiscal Year 2019 Higher Values in Higher Education Update*
- *Fiscal Year 2019 President's Executive Institute Update: Quarter 1*
- *Fiscal Year 2019 Statewide Budget Context: Quarter 1*

December 2018

- *Cumulative Accomplishments from Higher Values in Higher Education 2017-2027*
- *December Quarterly Planning Update*
- *Fiscal Year 2019 Master Plan Update*
- *Fiscal Year 2019 President's Executive Institute Update: Quarter 2*
- *Fiscal Year 2019 Statewide Budget Context: Quarter 2*
- *Fiscal Year 2019 Teach Out Plan Update to the Higher Learning Commission*

March 2019

- *March Quarterly Planning Update*
- *Draft 1 of the Strategic Plan Supplement 2019-2020*
- *Financial Indicator Report to the Higher Learning Commission*
- *Fiscal Year 2019 Performance Report*
- *Fiscal Year 2019 President's Executive Institute Update: Quarter 3*
- *Fiscal Year 2019 Statewide Budget Context: Quarter 3*

June 2019

- *June Quarterly Planning Update*
- *Fiscal Year 2019 Quality Initiative Update #2*
- *Fiscal Year 2019 President's Executive Institute Update: Quarter 4*
- *Higher Values in Higher Education 2017-2027 Update #2*
- *Academic Year 2019-2020 Higher Values in Higher Education Supplement Resolution*

WESTERN ILLINOIS UNIVERSITY BOARD OF TRUSTEES

June 8, 2018

Report 18.6/8 President's Executive Institute Quarterly Update

A power point presentation on the status of the President's Executive Institute will be made at today's Western Illinois University Board of Trustees meeting. This presentation will summarize Fiscal Year 2018 accomplishments and Fiscal Year 2019 plans. Members of the Board of Trustees and the university community are encouraged to contact the Vice President for Quad Cities and Planning or the Director of Business Outreach and Engagement if they wish to learn more about and/or volunteer for the PEI. Information is also available on the PEI website at www.wiu/pei.

WESTERN ILLINOIS UNIVERSITY BOARD OF TRUSTEES

June 8, 2018

Report 18.6/9

The Statewide Budget Context and Western Illinois University's Mission-Driven Planning and Results Fiscal Year 2018 Update

A Power Point presentation made at today's Western Illinois University Board of Trustees meeting represents the fifth in a series. The Board received its first presentation on the historic and unprecedented statewide budget impasse in Fiscal Year 2016 (March 2016). This and previous presentations are available from the University Planning website. The materials can be accessed at www.wiu.edu/university_planning/presentations.php. Today's materials will be placed on that website after the Board meeting.

Illinois public universities entered Fiscal Year 2018 with a state appropriation at the beginning of the fiscal year for the first time in two years. However, it was 10% less than FY15 appropriations for the public universities. Therefore, materials presented at today's meeting will include a summary of mission-driven plans and results to increase revenue, decrease expenditures, and reduce reliance on state appropriations, while continuing to deliver a high-quality educational experience grounded in the core values of the University.

Results from today's presentation will show that despite fiscally challenging times for Illinois public higher education, Western Illinois University continues to move ahead. Together, we continue to build an even stronger and better University for the future. We have done so by making necessary but difficult decisions and continuing to advocate for the restoration of fair and predictable funding for Illinois public higher education in general and Western Illinois University in particular.

WESTERN ILLINOIS UNIVERSITY BOARD OF TRUSTEES

June 8, 2018

Resolution No. 18.6/7 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 15, 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; March 30, 2017; June 8, 2017; July 13, 2017; September 28, 2017; December 14, 2017; March 22, 2018, April 5, 2018, April 30, 2018 and May 18, 2018: 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 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 28, 2018, Board Meeting to make a determination regarding release.

WESTERN ILLINOIS UNIVERSITY
BOARD OF TRUSTEES

June 8, 2018

Resolution 18.6/8
Higher Values in Higher Education 2017-2027

Resolution:

WHEREAS the Higher Values in Higher Education strategic planning process has been successfully used at Western Illinois University since 2004 by articulating and achieving the shared vision, mission, values, goals, and priorities of the University in an inclusive and transparent manner; and,

WHEREAS *Higher Values in Higher Education* was further used as the guiding document in Self Study for institutional reaffirmation of accreditation from the Higher Learning Commission in academic year 2010-2011, and will do so again in academic year 2020-2021; and,

WHEREAS Western Illinois University currently operates in accordance with *Higher Values in Higher Education 2012-2022*, with the institutional precedent to update the University's *Strategic Plan* within five years of implementation; and,

WHEREAS the 70-member Social Responsibility Task Force (see Table 1) worked collaboratively with the university community to produce final edition of *Higher Values in Higher Education 2017-2027* after engaging in environmental scanning, discussing ideas at 22 Social Responsibility Task Force meetings, producing and reviewing three drafts with five solicitations for university-wide feedback (in *October, November, and December 2017 and February and March 2018 Strategic Plan Updates*), and incorporating feedback received from 10 meetings with governance groups on both campuses; and,

WHEREAS *Higher Values in Higher Education 2017-2027* will be enhanced by producing annual strategic planning supplements to address unforeseen challenges and opportunities at the time of writing the new *Strategic Plan*, and continuing to follow institutional precedent of updating the new *Strategic Plan* within five years of implementation; and,

WHEREAS *Higher Values in Higher Education 2017-2027* has been endorsed by all governance groups from both campuses; 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 *Higher Values in Higher Education 2017-2027*; and be it further resolved that the Board strongly commends the university community for working collaboratively and efficiently in advancing strategic and accreditation planning at the University.

Table 1
Social Responsibility Task Force Membership
Academic Year 2017-2018

Dr. Joe Rives, Vice President, Quad Cities and Planning, Chairperson
 Ms. Audrey Adamson, President, Council of Administrative Professionals/Assistant Director, Quad Cities Student Services
 Mr. Brad Bainter, Vice President, Student Services
 Ms. Julie Baker, Director of Development, College of Fine Arts and Communication
 Dr. Brian Bellott, Assistant Professor, Chemistry
 Ms. Amanda Bergeson, Staff Clerk, WQPT
 Mr. Matt Bierman, Vice President, Administrative Services
 Ms. Angela Bonifas, Director, Institutional Research and Planning
 Mr. Bill Brewer, Director, Quad Cities Facilities
 Mr. Benjamin Brondos, Mechanical Engineering Major
 Dr. Erik Brooks, Associate Director, Centennial Honors College
 Ms. Rica Calhoun, University Legal Council
 Ms. Gail Carper, Alderman, City of Macomb
 Mr. Billy Clow, Dean, College of Fine Arts and Communication
 Michael Cortez, President, Student Government Association-Quad Cities/Graduate Student, Museum Studies
 Ms. Susan Czechowski, Professor, Art
 Mr. Dan Dankert, Graduate Student, College Student Personnel
 Dr. Jack Elfrink, Dean, College of Business and Technology
 Mr. Stephen Frazier, Chief Information Officer
 Kellie Freund, Law Enforcement and Justice Administration Major
 Mr. Wil Gradle, Western Illinois University Board of Trustees/Graduate Assistant, Centennial Honors College
 Dr. Ken Griffin, Director of Facilities Management
 Dr. Jeff Hancks, Interim Director, School of Distance Learning, International Studies and Outreach
 Dr. Meredith Hancks, Development Research Analyst Specialist, Foundation and Development Office
 Dr. Michelle Janisz, Director, Student Activities and Coordinator of Development
 Ms. Debbie Kepple-Mamros, Assistant to the Vice President, Quad Cities and Planning
 Ms. Kellie Larrabee, Admissions Counselor, Graduate Studies
 Dr. Michael Lorenzen, Dean, University Libraries
 Ms. Sarah Looman, Academic Advisor, Center for International Studies
 Dr. Angela Lynn, University Registrar
 Ms. Sara Lytle, Director, Academic Advising Center, College of Business and Technology
 Dr. Susan Martinelli Fernandez, Dean, College of Arts and Sciences
 Ms. Kerry McBride, Business Administrative Associate, President's Office
 Dr. Heather McIlvaine-Newsad, Professor, Sociology and Anthropology
 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. Mark Mossman, Chairperson, English and Journalism
 Dr. Kathy Neumann, Provost and Academic Vice President
 Mr. Curt Oldfield, President, Spoon River College
 Mr. Digger Oster, Director, Insurance, Risk Management, and Compliance
 Ms. Becky Paulsen, Director of Development, College of Business and Technology
 Dr. Padmaja Pillutla, Chairperson, Quad Cities Faculty Council/Associate Professor, Accounting and Finance
 Dr. Bill Polley, Associate Dean, College of Business and Technology
 Ms. Priscilla Porter, Student
 Mr. Grant Reed: President, Student Government Association-Macomb/Student, Agriculture and Political Science
 Dr. Steve Rock, Chairperson, Faculty Senate/Professor, Economics and Decision Sciences
 Mr. Quentin Rodriguez, Moline 1st Ward Alderman
 Dr. Roger Runquist, Director, Center for Innovation in Teaching and Research
 Ms. Mallory Sajewski, Assistant Professor, Libraries
 Ms. Yvonne Savala, Western Illinois University Board of Trustees
 Dr. Paul Schlag, Assistant to the President/Chief of Staff
 Ms. Dawn Schmitt, Administrative Assistant, WQPT and CSEC
 Ms. Darcie Shinberger, Assistant Vice President, University Relations
 Ms. Carol Scott, Alumni Council Representative
 Dr. Erskine Smith, Dean, College of Education and Human Services
 Ms. Amy Spelman, Director, Alumni Programs

Table 1
Social Responsibility Task Force Membership
Academic Year 2017-2018

Ms. Christine Staley, Office Manager, Psychology and CSEC Rep
Dr. Chris Sutton, Professor, Geography, Geographic Information Science and Meteorology
Dr. Feridun Tasdan, Professor, Mathematics and Philosophy
Ms. Lisa Turke, Office Manager, Educational Studies and CSEC Secretary
Brooke Wessel, Graduate Student, Museum Studies
Mr. Kenny Wheeler, Academic Advisor, College of College of Arts & Sciences/General Studies
Mr. Curtis Williams, Associate Director, Quad Cities Student Services
Mr. Julius Williams, Accounting Major
Dr. Ron Williams, Vice President, Student Services
Dr. Jason Woods, Associate Vice President, Student Services

HIGHER VALUES IN HIGHER EDUCATION 2017-2027

Preamble

Western Illinois University was founded in 1899 as the Western Illinois State Normal School 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 to the day.

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, our 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 the Arts and Sciences, Business and Technology, Education and Human Services, and Fine Arts and Communication.

Throughout time, we have earned and maintained a reputation for expanding access to affordable, high-quality degree programs and fostering student involvement in University activities.

We are now a leading University with campuses in Macomb, the Quad Cities, and online. By virtue of our quality, opportunity, and affordability, we serve students from Illinois, across the nation, and around the world.

Together, we provide a transformative educational experience in the teacher-scholar-mentor model. We empower students and graduates to become engaged and productive global citizens committed to making a difference in the diverse communities and professions they represent. Our alumni 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.

Through successful implementation of Higher Values in Higher Education 2017-2027, we will advance Western Illinois University's Vision, Mission, Values and related goals and priorities discussed in this Plan.

HIGHER VALUES IN HIGHER EDUCATION 2017-2027

Vision, Mission, and Values

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 a transformative educational 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.

HIGHER VALUES IN HIGHER EDUCATION 2017-2027

Executive Summary

Higher Values in Higher Education 2017-2027 defines Western Illinois University's vision for the next decade. It is based on results from empirical environmental scanning completed by the Social Responsibility Task Force comprised of students, faculty, staff, alumni, and community members during academic year 2017-2018, and is **a call to action** for the students, faculty, staff, alumni, and friends of the University. Together, we will advance our traditions of excellence and implement new actions that position the University for a strong and sustainable future.

To make this vision a reality, annual Strategic Plan Supplements will be produced and enacted beginning in academic year 2018-2019. These documents will address unforeseen changes and opportunities at the time of writing this *Strategic Plan*. Engaging in annual environmental scanning and continuous improvement will help to ensure that by 2027, Western Illinois University has achieved:

- Stable enrollment of over 10,000 students
- Retention and graduation rates that place in the top 25% of peer institutions.
- Consistent placement in the top 10% of national publications that evaluate quality, opportunity and affordability.

The prioritized goals of Western Illinois University are stated below and represent how we as a university community will advance the values of the institution as we fulfill our mission and pursue our vision. Annual Reports completed by every academic department and administrative unit, Planning and Accomplishment presentations made by the Vice Presidents and areas that report to the President, strategic plan reporting to university governance groups, continuing accreditation by the Higher Learning Commission, and our social responsibility as professional educators and service providers hold us accountable to achieving the goals of this *Strategic Plan*.

Goal 1: Enrich Academic Excellence

- Action 1: Recruit, Support, and Retain high-achieving, diverse faculty and staff.
- Action 2: Focus on the individual learner.
- Action 3: Maintain high standards of excellence in instruction.
- Action 4: Provide strong commitments to research, scholarly, and creative activities.
- Action 5: Engage in mission-driven public service.
- Action 6: Deliver user-centered information technology.

Goal 2: Advance Educational Opportunity

- Action 1: Focus on quality.
- Action 2: Engage in educational outreach and recruitment activities.
- Action 3: Advance affordability.
- Action 4: Increase retention and graduation rates.
- Action 5: Decrease time-to-degree rates.

Goal 3: Support Personal Growth

- Action 1: Promote health and wellness of students, faculty, and staff.
- Action 2: Enhance student and community engagement.

Goal 4: Promote Social Responsibility

- Action 1: Provide safe, accessible, and attractive campus environments.
- Action 2: Promote civic engagement and service learning.
- Action 3: Use partnerships to advance university, community and economic development.

Action 4: Achieve the goals of this *Strategic Plan*.

Action 5: Provide transparency and accountability reporting.

HIGHER VALUES IN HIGHER EDUCATION 2017-2027

GOAL 1: ENRICH ACADEMIC EXCELLENCE

Western Illinois University will continue to recruit, retain, and support high-achieving, diverse world-class faculty and staff that is second to none. The strength and definition of a university are the faculty and staff who engage in instruction; research, scholarly/creative activities; and service in support of the vision, mission, and values of the institution.

We attract world-class students, faculty, and staff because we set, expect, and achieve high standards for the institution and one another. We strive for and are achieving national leadership in quality, opportunity and affordability and we empower students, faculty, and staff to lead dynamic and diverse communities. As a university community, our faculty and staff provide expertise, governance, and direction to the university, students, and external constituencies that we serve.

To continue recruiting and retaining the very best faculty and staff, we will provide competitive salaries, compensation, support structures, and opportunities for professional development. At the same time, we will continue to develop institutional policies and procedures that promote a holistic and supportive environment that responds to employee workforce needs as we individually and collectively advance the vision, mission, and values of the University.

Action 1: Recruit, Support, and Retain High-Achieving, Diverse Faculty and Staff

a) Advance Faculty and Staff Recruitment

1. Provide competitive starting salaries that enable the University to recruit high-achieving, diverse faculty and staff [*President's Leadership Team, Deans, Directors*].
2. Offer and administer comprehensive and competitive benefit packages [*Human Resources, Academic Personnel*].
3. Support actions beyond the *Family Medical Leave Act* to improve work-life balance by continuing to implement fiscally responsible, family-friendly programs, policies, and procedures that assist employee recruitment and retention [*President's Leadership Team, Human Resources, Academic Personnel*].
4. Engage in new actions to increase awareness of faculty and staff support services (e.g., the Center for Innovation in Teaching and Research's workshops, events, mentoring and travel programs) as means to increase the recruitment of high-achieving, diverse faculty and staff [*Human Resources, Equal Opportunity and Access, Faculty and Staff*].
5. Increase the participation of faculty and staff who have been traditionally underrepresented in higher education¹ [*All faculty and staff*].

b) Enhance Faculty and Staff Support and Retention

¹ *Illinois Public Act 85-283 defines members of underrepresented groups as females, minorities, and individuals with disabilities.*

1. Work with bargaining units to develop agreements that allocate available resources to support salaries that meet and exceed the mean of peer institutions [*Bargaining Teams, President's Leadership Team*].
2. Implement negotiated contractual agreements for salary and benefits, and similar compensation for non-negotiated employees [*President's Leadership Team*].
3. Follow the missions of the Center for Innovation in Teaching and Research and Human Resources, provide programs, services, and events that support career needs, interests, and professional growth of employees [*Center for Innovation in Teaching and Research, Human Resources*].
4. Align faculty and staff expectations with available resources (e.g., travel funding, professional development opportunities) to support promotion, tenure, and career advancement [*President's Leadership Team, Deans, Department Chairs, Directors*].
5. Support use of release time, tuition waivers, and other University benefits for faculty and staff to advance educational pursuits [*President, Vice Presidents, Deans, Directors*].
6. Provide structures and available resources to help faculty earn tenure and employees earn promotions. Examples include mentoring for junior faculty, assistance with pre- and post-grant acquisition, travel support to conferences, and professional development opportunities sponsored by the Center for Innovation in Teaching and Research and Human Resources [*President, Vice Presidents, Center for Innovation in Teaching and Research, University Libraries, University Technology, Colleges, Departments, Civil Service Employees Council, Council of Administrative Personnel*].
7. Continue to provide awards recognizing excellence at the college and university levels. Examples include the Provost's Awards of Excellence, Civil Service Employees Council and Council of Administrative Personnel's Employees of the Year awards, and the Quad Cities Values in Practice Awards [*President, Vice Presidents, Center for Innovation in Teaching and Research, Colleges, Civil Service Employees Council, Council of Administrative Personnel*].
8. Implement succession planning for Administrative/Professional and Civil Service employees. This includes establishing and maintaining classification systems with clear job responsibilities, provides promotional opportunities, and aligns total compensation to market levels [*President's Leadership Team, Human Resources, Academic Personnel*].
9. Make recommendations to the Equal Opportunity and Access officers and the president regarding policy, campus initiatives, and programs in support of the University's Affirmative Action program [*University Diversity Council, Faculty, Staff*].

Action 2: Focus on the Individual Learner.

We will continue to advance student success through the teacher-scholar-mentor model. Delivery of high quality instruction is top priority of the faculty. Sixty-seven percent of the University's budget is allocated to instruction and academic support. Our students are engaged with faculty and staff members in instruction, research, and service beginning the freshmen year and continuing throughout the educational experience. US News and World Report data annually demonstrates that more students graduate from the University than predicted based on entering characteristics (i.e., standardized test scores and high school percentile ranks).

Faculty members teach 96% of undergraduate classes with graduate teaching assistants teaching 4%. From the onset of their educational experience, students work with faculty and staff in their discipline and across the University. Student, faculty, and staff interactions occur inside and outside the classroom through mentoring, research, scholarship, creative activities, public service, and at co-curricular programs and events.

Our focus on the individual learner is a nationally recognized best practice. The Washington Monthly's 2017 rankings place Western Illinois University in the top 12% of 632 institutions nationally for our faculty and staff's contributions to the public good in the areas of social mobility (recruiting and graduating low-income students), research (producing cutting-edge scholarship and doctorates) and service (encouraging students to give something back to their country). We will uphold and advance these traditions of excellence.

- a) Continue to support contractual agreements that place instruction as the highest priority of faculty [*Academic Affairs*].
- b) Establish an overall university student-to-faculty ratio of 17:1, with the understanding that there will be disciplinary differences, for example, due to accreditation and/or certification/licensure requirements [*Provost, Deans, Department Chairs, School Directors*].
- c) Provide class sizes that meet course thresholds and support personal attention to the individual learner, and [*Provost, Deans, Department Chairs, School Directors*].
- d) Complete and implement approved recommendations from the nine-point charge from the Faculty Senate to the Ad Hoc First Year Experience Program Review Committee. Include feedback from students as part of the review in this Committee. [*Faculty Senate, Provost, Vice President for Student Services, Associate Provost for Undergraduate and Graduate Studies, Academic Affairs, Student Services, Quad Cities Student Services, Student Government Associations-Macomb and Quad Cities*].
- e) Launch new living-learning communities based on student demand [*Academic Affairs, Student Services*].
- f) Use Consolidate Annual Reports as a method to evaluate and subsequently enhance academic and support structures for students on both campuses [*Academic Affairs, Student Services, Quad Cities and Planning*].
- g) Engage in planning and implementing priorities to increase student engagement in educational activities highly correlated with persistence and completion [*Colleges; Departments; School of Distance Learning, International Studies and Outreach; Student Services, Quad Cities Student Services, Faculty*]. This includes:
 1. Internships and other forms and durations of experiential learning.
 2. Student teaching.
 3. Clinical placements.
 4. Research, scholarly/creative activities.
 5. Community outreach and service activities.
 6. Education abroad opportunities.
 7. Co-curricular and leadership experiences.

Action 3: Maintain High Standards of Excellence in Instruction

Embedded in the University's history is the commitment to teaching and the individual learner. Providing high-quality instruction is the highest priority of the faculty. We will continue delivering high standards of instructional excellence, with strong commitments to the scholarship of teaching and learning, assessment of student learning, and continuous improvements at all levels of the educational experience. We will also continue to provide academic culture that values and engages in multidisciplinary interactions and provides professional development opportunities to faculty and staff.

- a) Continue to provide opportunities learn, discuss, and adapt best practices in the scholarship of teaching and learning. This includes the Center for Innovation in Teaching and Research offering Master Teacher Certification and Best Practices in Online Education, workshops and other events that demonstrate, showcase, and discuss new and emerging technologies, instructional methodologies, and other academic matters [*Center for Innovation in Teaching and Research*].

- b) Follow the University's Assessment Plan to use results from assessment of student learning in general education, undergraduate majors, and graduate programs to inform curricular revision and development [*Academic Affairs*].
- c) Support multidisciplinary course, program, institute, and center development and sustainability [*Academic Affairs, Faculty Senate, Graduate Council*].
- d) Use results of needs assessments administered by the Center for the Innovation in Teaching and Research and Human Resources to develop new and enhance existing professional development programs and services for faculty and staff [*Center for the Innovation of Teaching and Research, Human Resources*].
- e) Demonstrate institutional commitments to instruction by maintaining the highest percentage of institutional expenditures in support of instruction and the academic mission of the University [*Board of Trustees, President's Leadership Team*].

Action 4: Provide Strong Commitments to Research, Scholarly, and Creative Activities

We will continue to demonstrate strong commitments to research, scholarly, and creative activities. For example, the Center for Innovation in Teaching and Research supports faculty in research planning, collaboration, and innovation through workshops, guest lectures, collaborative projects with support offices, and an annual Faculty Research Symposium. The Office of Sponsored Projects also provides comprehensive support services to the University community for successful administration of externally sponsored projects.

The faculty and staff of Western Illinois University are highly accomplished in scholarship and creative activities. In calendar year 2017, University employees generated over \$11 million in external grants and contracts and engaged in 2,144 scholarly and professional activities. The latter includes publishing 21 books and 254 chapters/monographs/refereed articles, making 880 conference presentations, and engaging in 853 creative activities.

- a) Allocate institutional resources and assistance to support research, scholarly/creative activities, and grants of faculty and staff [*Board of Trustees, President's Leadership Team, Deans, Directors*].
- b) Evaluate the effectiveness of programs, services and events designed to support scholarship and creative activities [*Center for Innovation in Teaching and Research, Office of Sponsored Projects*].
- c) Use available resources to support faculty and staff travel to professional associations, conferences, and workshops, which is a necessary component of tenure and in maintaining professional currency [*President's Leadership Team, Deans, Directors, Center for Innovation in Teaching and Research*].
- d) Support faculty sabbaticals as a means for faculty members to advance their research and scholarly agendas [*Board of Trustees, Provost, Deans, Directors*].
- e) Provide educational leave opportunities for staff members where such opportunities are used for study, research, and/or professional growth.
- f) Augment institutional resources to encourage and promote research, creative, and scholarly activities with special emphasis on new and junior faculty members [*Provost, Deans, Directors, Center for Innovation in Teaching and Research, Office of Sponsored Projects*].
- g) Host domestic and international visiting scholars, executives, and artists in residence programs [*Provost, Deans, Directors*].

Action 5: Engage in Mission-Driven Public Service

We will continue national leadership in the provision of mission-driven public service. Western Illinois University is classified as a Best Practice, “Community Engaged” Institution by the Carnegie Foundation for the Advancement of Teaching. We are one of only 8% of the 4,726 Title IV degree-granting institutions across the country to have earned this distinction.

Our students, faculty, and staff apply disciplinary expertise and professional commitments to advance the social, economic, cultural, and ethical quality of life to members of our host communities, regions, and beyond. We serve as volunteers and board members, and actively participate in civic engagement, service learning, fundraising, and many other activities designed to advance the public good.

We also participate in the mutually beneficial exchange, exploration, and application of knowledge. The collections, holdings, and services of University Libraries are open to the public. The Centers for Best Practices in Early Childhood Education and Preparation of Educational Professionals builds capacity in P-12 education, and the Speech-Language Hearing provides free clinical services to children, adults, and their families.

The Illinois Institute for Rural Affairs supports community development activities across the state. University Television, WQPT-Quad Cities Public Television, and Tri-States Public Radio provide educational programming that supports life-long learning. And the Multicultural Center, Bureau of Cultural Affairs, College of Fine Arts and Communication, Performing Arts Society, and Intercollegiate Athletics provides our region with a series of year-long, high-quality cultural, athletic, and artistic programs, services, and events. We will continue to help build stronger, more resilient, more dynamic communities.

- a) Support student, faculty, and staff public service actions that are consistent with the University’s Community Engagement classification [*President’s Leadership Team, Deans, Chairpersons, Faculty, Staff, Student Organizations*].
- b) Use university public service centers, University Libraries, institutes, and broadcasting services to support community engagement [*Centers, University Libraries, Institutes, Tri-State Public Radio, University Television, WQPT*].
- c) Lead a university-wide task force to receive institutional renewal as a Carnegie Foundation Community Engaged Institution [*Vice President for Quad Cities and Planning, Director of the Illinois Institute for Rural Affairs*].

Action 6: Deliver User-Centered Information Technology

We will provide user-centered information technology to support instruction, research and scholarly/creative activities, educational outreach, public service. University Technology provides a secure, reliable, and high-speed technological infrastructure; an efficient and effective operations environment; integrated information management solutions; and other high-quality, timely services to support to the University community.

Likewise, University Libraries at Malpass, and the Music, Curriculum, and Quad Cities Libraries, identifies, collects, organizes, preserves, and provides access to information resources and services to support students, faculty, staff, and external patrons. University Libraries is a rich source of information, providing patrons with access to over one million volumes, more than 23,000 print and full text e-periodical subscriptions, 350,000 government resources and maps, over 115 subscription-only bibliographic databases, outstanding digital research collections, and much more.

Both University Technology and University Libraries have liaison programs, committees, and other processes to encourage communication and shared planning to meet the needs of Western's students, faculty, and staff. Both entities are committed to supporting a connected, modern educational environment.

- a) Achieve the 10 goals and associated priorities from the *Information Technology (IT) Strategic Plan 2017-2022*. The *Strategic Plan* is focused on the adoption of technologies pertaining to the support and advancement of teaching, learning, research, and business processes at the University. [University Technology].
- b) Continue to engage in IT Shared Governance and other means to increase communication and collaborative planning. [President Leadership Team, University Technology, IT Alliances, University Technology Committees, Colleges and Departments].
- c) Provide user-centered library services and resources to support and meet the needs of students, faculty, staff, and community patrons [University Libraries].

GOAL 2: ADVANCE EDUCATIONAL OPPORTUNITY

Providing educational opportunity equates to serving high-achieving, diverse students in high-quality programs and services. We have a strong academic portfolio and will return to stabilized and growing enrollment. Western Illinois University enrolled over 9,400 students in fall 2017.

A review of statewide and national college recruitment trends shows that the top five reasons for new freshmen selecting a college or university are academic reputation, job placement rates, financial assistance, cost of attendance, and completing a college visit². Successfully enacting our *Vision* of providing national leadership in quality, opportunity, and affordability is consistent with the reasons why students select a college or university. With focused action, we will have a stabilized and growing enrollment of over 10,000 students by 2027.

Providing educational opportunity is also working with students to achieve their educational goals. We are currently below national averages for first-year (fall to fall) and six-year graduation rates of first-time, full-time freshmen. Determining causes and reversing the trend of where approximately 15% of first-time, full-time new freshmen start at the University but graduate from another institution will be a key strategy in advancing our retention and graduation rates to the top 25% of our highly competitive peer group.

Action 1: Focus on Quality

We will emphasize our institutional quality as we stabilize enrollment. Western Illinois University receives more than 13,000 applications for new freshman, transfer, and graduate student applications each year for fall admission. We will increase our market-share of high school graduates and reverse the trend of students to attend colleges and universities in states contiguous to Illinois.

- a) Emphasize the quality, outcomes, and personal attention associated with Western Illinois University in marketing and public relations materials.
 1. Stress that Western Illinois University is a teaching institution. Faculty teach over 96% of undergraduate classes [Admissions, School of Graduate Studies, University Marketing, University Relations, Web Services, Quad Cities Technology, Quad Cities Public Information, Colleges, Schools, and Departments].

² Source: 2016 American Freshmen Survey, Higher Education Research Institute, University of California-Los Angeles.

2. Illustrate student engagement in:
 - i. Research, scholarly, and creative activities inside and outside the classroom
 - ii. Service activities inside and outside the classroom [*Admissions, School of Graduate Studies, University Marketing, University Relations, Web Services, Quad Cities Technology, Quad Cities Public Information, Colleges, Schools, and Departments*].
 3. Promote the University's national recognitions, job placement rates, and the percent of alumni attending graduate and professional schools [*Admissions, School of Graduate Studies, University Marketing, University Relations, Web Services, Quad Cities Technology, Quad Cities Public Information, Colleges, Schools, and Departments*].
 4. Showcase student, faculty, and staff interactions on homepages and departmental pages on the Macomb and Quad Cities campuses through multimedia applications [*Web Services, Quad Cities Technology, University Marketing, University Relations, Quad Cities Public Information, Colleges, Schools, and Departments*].
 5. Emphasize the distinctiveness and excellence of Western Illinois University and our colleges and departments [*University Marketing, University Relations, Quad Cities Public Information, Colleges, Schools and Departments*].
 6. Enhance the University's web presence by:
 - i. Utilizing more interactive features; and
 - ii. Increase the ease of access to information the Macomb and Quad Cities webpages [*Internet Technology Advisory Committee, University Technology, Director, University Marketing*].
 7. Promote continuous improvement in marketing quality, opportunity, and affordability by using analytics to evaluate and enhance integrated marketing at the institutional, college, and programmatic levels [*University Marketing, University Relations, Quad Cities Public Information, Colleges and Departments*].
- b) Place Centennial Honors College and the Pre-Honors program at the forefront of the University by:
1. Increase the number of pre-honors and honors course opportunities and subsequent enrollments [*Colleges, Departments, and Centennial Honors College*].
 2. Launch a Task Force with the objective of relocating Centennial Honors College to high profile locations on both campuses. Include students, faculty, and staff in this Task Force [*President*].
 3. *Centralize the location for information (opportunities, deadlines) for external scholarships for high-achieving students.*
 4. Benchmark and implement national best practices in serving honors students, including those best practice standards defined by the National Collegiate Honors Council [*Provost, Centennial Honors College, University Housing and Dining Services, Colleges, Schools and Departments*].
- c) Use program review and discipline-specific accreditation processes to assure and advance programmatic quality and viability [*Colleges, Departments, Provost's Office, Planning, Budget and Institutional Research*].

Action 2: Engage in Educational Outreach and Recruitment Activities

We will increase the number of prospective students who visit campus. The Western Illinois University experience, our welcoming and safe campus environments, and host communities sell themselves. Data from the admissions office shows that 20% of all new freshmen applicants ultimately enroll at the

University. However, the freshmen yield rate increases to 50% for those applicants who participate in campus activities, prior term first-term enrollment.

In order to increase the number of current and prospective students who visit our campuses, we will enhance our marketing and educational outreach efforts to bring even more awareness about Western Illinois University, our national leadership in quality, opportunity, affordability, and the successful job placement and graduate/professional school continuation rates of our alumni.

We will increase recruitment efforts by increasing market share enrollments; expanding recruitment partnerships; enhancing university commitments to diversity, the military, and place bound students; engaging in continuous improvements; and providing new educational opportunities.

- a) Increase year-round educational outreach activities that bring prospective applicants to Western Illinois University and engage faculty and staff who want to participate in these actions [*Admissions; School of Graduate Studies; School of Distance Learning, Internal Studies and Outreach*].
- b) Bring more applicants and students who have been accepted to campus prior to initial registration and enrollment [*Admissions, Colleges, Schools and Departments*].
- c) Implement specific strategies to capture a greater market share of enrollment from the University's immediate 16-county service region to prevent continued population loss in west central Illinois [*Admissions; School of Graduate Studies; School of Distance Learning, International Studies and Outreach; Colleges; Schools; and Departments*].
- d) Enact new recruitment strategies inside and outside the University's 16 county service region to attract more dual enrolled, freshmen, transfers, and graduate students from Illinois and beyond [*Admissions; School of Graduate Studies; School of Distance Learning, International Studies and Outreach; Colleges; Schools; and Departments*].
- e) Increase recruitment partnerships.
 1. Document plans and outcomes from the President's Executive Institute in helping with educational outreach, enrollment stabilization, and growth [*Vice President for Quad Cities and Planning*].
 2. Expand institutional partnerships with foundations and external organizations that support educational outreach and student recruitment [*Faculty and Staff*].
 3. Participating in statewide and national associations and initiatives designed to increase student enrollment [*Faculty and Staff*].
 4. Increase the number of partner schools and high school dual enrollments [*Academic Affairs, Admissions, Quad Cities Student Services*].
 5. Develop new partnership agreements with community colleges, including pathway degree program partnerships for students. These pathway agreements should clearly delineate classes that transfer from community colleges and how students can go about submitting a class to be evaluated for credit [*Colleges, Departments, Vice President, Quad Cities and Planning*].
- f) Expand institutional commitments to diversity, the military, and place-bound students.
 1. Develop, implement, and evaluate specific plans designed to increase the enrollments of minority students, female students, and individuals with disabilities in accordance with *Illinois Public Act 85-283* to increase the enrollments and decrease the achievement gap (i.e., retention and graduation rates) between different categories of students [*Admissions; School of Graduate Studies; School of Distance Learning, International Studies and Outreach, President's Executive Institute, Faculty and Staff providing or assisting with educational outreach and recruitment events*].

2. Increase the number of international agreements and international student enrollments *[Colleges, Departments, School of Distance Learning, International Studies, and Outreach]*.
 3. Implement recommendations from the Military Task Force that has representation of students, faculty, and staff as a means to increase the enrollment of students who have served or are serving in the United States Armed Forces. *[President's Leadership Team, Faculty and Staff]*.
 4. Expand the University's distance education portfolio to serve military students, working professionals, and place-bound individuals. This includes increasing the number of:
 - i. Online majors *[Colleges, Departments, Provost]*.
 - ii. Community colleges hosting the University's online and/or degree programs *[Provost, Colleges, Departments, Vice President, Quad Cities and Planning]*.
 - iii. Hybrid programs, where 25% percent of instruction is completed on-campus and the remaining 75% is completed online *[Colleges, Departments, Faculty Senate, Graduate Council, Provost]*.
 5. Increase the awareness of prospective students and employers with regard to career options associated with Bachelor of General Studies degree program, which serves as a degree completion program for working professionals, many of whom are place-bound individuals *[School of Distance Learning, International Studies, and Outreach]*.
- g) Engage in continuous improvement opportunities.
1. Working with an enrollment consultant to identify strengths and implement improvements in undergraduate, general studies, international student, and graduate admission processes *[Admissions; School of Graduate Studies; School of Distance Learning, International Education and Outreach, Colleges, Schools and Departments]*.
 2. Completing an update to the 2012 American Association of State Colleges and Universities review of institutional processes and campus climate to inform planning for increasing international student recruitment and retention *[School of Distance Learning, International Education and Outreach]*.
 3. Benchmarking and adapting national best practices in student recruitment *[Admissions; School of Graduate Studies; School of Distance Learning, International Education and Outreach, Colleges, Schools and Departments]*.
- h) Provide new educational opportunities.
1. Continuing development of new degree programs and post baccalaureate certificates in areas of high demand/critical skills shortages that are consistent with the academic mission of the University *[Colleges, Departments, Faculty Senate, Graduate Council, Provost]*.
 2. Reinvesting in high demand and high potential for growth programs *[President's Leadership Team, Deans, Department Chairs, School Directors, Faculty]* and following established university processes for completing feasibility and needs studies, and establishing new degrees, options, certificates, and concentrations *[Deans, Department Chairs, School Directors, Faculty]*.

Action 3: Advance Affordability

We will emphasize quality, affordability, and cost predictability. These are all key tenets of Western Illinois University. Over 75% of our students receive financial assistance, with 49% of the Macomb students and 32% of the Quad Cities students receiving Pell Grants. In recognizing the importance of financial planning, we are the only Illinois public university to provide new students with a cost guarantee of no price increases for their tuition, fees, and room and board rates for four years provided the student maintains continuous fall/spring enrollment.

We value student access, persistence, and completion when providing national leadership in access and affordability. A 2018 article by the New York Times³ provides data that compares college graduation rates for students born in the 1980s. This article demonstrates that students from the lowest wealth group⁴ had an 11.8% college completion rate, while those from the highest wealth group had a 60.1% college completion rate.

Western Illinois University is poised to reduce this achievement gap. We have a long-standing tradition in advancing student success for low-income students. The Pell Institute for the Study of Opportunity in Postsecondary Education recognized Western as a best practice institution in graduating more low-income and first-generation students than predictions based on entering student academic preparation and socioeconomic status variables. We will build on these efforts and advance national leadership in access, affordability, and student persistence and completion.

- a) Prepare and distribute marketing and public relations materials that promote the University's statewide, regional, and national leadership in affordability and cost predictability in a manner that is easily understood. [*University Marketing, University Relations, Quad Cities Public Information, Web Services, Quad Cities Technology*].
- b) Continue to engage in fiscally conservative, mission-driven spending that limits cost increases to new students. This will be demonstrated by maintaining:
 1. Instructional costs per credit hour below the statewide average for Illinois public universities [*Provost, Deans, Department Chairs, School Directors*].
 2. Administrative costs per credit hour below the statewide average for Illinois public universities [*President's Leadership Team, Deans, Chairpersons, Directors*].
- c) Maintaining competitive values for Western Commitment Scholarship and other financial aid programs [*President's Leadership Team*].
- d) Implementing and evaluating new strategies designed to decrease or eliminate the difference between student costs and financial aid [*Student Cost Task Force, Financial Aid, Vice President for Student Services, School of Distance Learning, International Studies and Outreach*].
- e) Enacting recommendations from the Student Cost Task Force, and continue to ensure student, faculty, and staff representation on the Task Force [*Student Services, Administrative Services*].
- f) Forming a university-wide task force of students, faculty, and staff charged with examining national best practices and specific strategic proven to increase the retention and graduation rates of students from lower socioeconomic levels, and making implementation recommendations to the President's Leadership Team.

Action 4: Increase Retention and Graduation Rates

We will improve retention and graduation rates. We have graduation rates lower than national averages. Data published by the National Center for Education Statistics for fall 2006 through fall 2009 cohorts of new freshmen from four-year public institutions nationally shows that slightly over one-third of all students start and graduate from the same four-year public institution within four years (34.8% with the fall 2009 new freshman cohort). This figure increases to nearly three-fifths of all freshmen who graduate in six years

³ Source: www.nytimes.com/2018/03/25/opinion/college-graduation-gap.html

⁴ Wealth categories are based on a person's parents' wealth when the person was 10-14 years old. Lowest wealth group is the bottom 40 percent of households; middle wealth is the middle 40 percent; upper wealth is the top 20 percent. Educational outcomes are at age 25.

(59.1% for the fall 2009 cohort). Percent increases are similar at Western Illinois University, although graduation rates are lower than national averages (31.5% and 52.8%, respectively).

We will use results from a meta-analysis of research completed over the last decade on the topic of student persistence and completion to improve the University's retention and graduation rates. In 2017, Connie Matthiessen of Great Schools.com found that costs, academic preparation, institutional fit, college transition, first-generation status, and perceived relevance are the primary contributors to student attrition.

e) Address costs and relevance.

1. Increase student, employer, and potential donor access to internship information. Internships and other forms of experiential education are often paid and are correlated with student persistence and completion. [*Colleges, Departments, Career Services*].
2. Launch a cooperative education model that allows students to take classes and participate in experiential placements at the same time [*Academic Affairs*].
3. Explore the establishment of legacy and other tuition rates used at competitor institutions to recruit and retain students from all socioeconomic backgrounds [*Student Cost Task Force*].

f) Enhance student preparation.

1. Enact strategies designed to help increase persistence and completion rates for “mid-range” students⁵ (i.e., regularly admitted students who are not in the Honors College). One example currently being piloted is academic mentoring and success coaching as a result of a gift from the Stanes Foundation. Similar academic support initiatives have proven successful in the Office of Academic Services and Centennial Honors College for the population of students that these programs serve [*Academic Affairs, Student Services, Quad Cities Student Services*].
2. Increasing student awareness and use of academic support available online and across the University [*Academic Affairs, Student Services, Quad Cities Student Services*].

g) Improve college transitions and fit.

1. Designate an office to conduct a survey to determine the reasons why students leave before graduating from the University. Data analyses should be completed across different categories of students (i.e., new freshmen or transfers, non-traditional students, etc.) to determine if specific services are needed for specific categories of students [*President's Leadership Team*].
2. Use results from the survey discussed above, coordinate implementation of strategies designed to lower the percentage of first-time freshmen who start at Western Illinois University but graduate from another college or university [*Academic Affairs, Student Services, Quad Cities Student Services*].
3. Engage in benchmarking of national best practices and implement, where appropriate, new strategies that are designed to increase the persistence and completion of new transfer students. [*Academic Affairs, Student Services, Quad Cities Student Services*].

h) Enhance retention and graduation rates of first generation and all other students.

⁵ “Midrange students are defined as the Interquartile Range, or the middle 50% of ACT scores of new freshmen. This was 18-23 in fall 2017.

1. Use results from annual Underrepresented Groups Reports that are submitted to the Illinois Board of Higher Education to document institutional outcomes and plans to increase the participation and achievement of students from traditionally underrepresented groups⁶ *[Faculty and Staff]*.
 2. Institutionalize successful outcomes (e.g., deployment of My Western, the Learning Assistants model) from the University's four-year participation in the Higher Learning Commission's Persistence and Completion Academy that will conclude at the end of academic year 2017-2018 *[Academic Affairs, Student Services, Quad Cities Student Services, Distance Learning]*.
 3. Expand the student success coach model *[College of Arts and Sciences, University Advising and Academic Services Center]*.
 4. Complete the three-year pilot of the Learning Assistants' Program in the Quad Cities during academic year 2019-2020 and modifying/scaling results other areas, where appropriate *[Assistant Dean of the College of Arts and Sciences, Participating Faculty]*.
 5. Use local results from the National Survey of Student Engagement and other national surveys in planning and evaluating initiatives designed to increase student involvement, retention, and graduation rates *[Academic Affairs, Student Services, Quad Cities Student Services, Distance Learning, Faculty and Staff]*.
 6. Increase electronic services to give students access to on-demand, real-time support services *[University Technology, Center for Innovation in Teaching and Research, Student Services, Quad Cities Student Services]*.
 7. Continue institutional participation in statewide and national initiatives designed to increase retention and graduation rates *[Faculty and Staff]*.
- i) Promote student health and wellness.
1. Increase comprehensive academic and counseling services *[Academic Affairs, Student Services]*.
 2. Expand comprehensive substance abuse counseling, along with programs and services designed to prevent substance abuse *[Student Services]*.
 3. Provide late night and alternative programming to promote healthy lifestyles *[Student Services, Quad Cities Student Services, Resident Assistants, Interhall Council, Student Government Associations and Registered Student Organizations on both campuses]*.
 4. Increase student, faculty, and staff awareness of and programs and services related to students who have had their rights violated under Title IX, which includes, but is not limited to, protections for equity in athletics, sexual harassment and sexual violence, and transgender students *[Equal Opportunity and Access]*.
 5. Implement strategies for addressing physical and program barriers for students and employees with disabilities *[University Diversity Council, Disability Resource Center, Equal Opportunity and Access, Facilities Management, Quad Cities Student Services, Quad Cities Facilities]*.

Action 5: Reduce Time-To-Degree Rates

We will continue to provide national leadership in decreasing time-to-degree rates. The time-to-degree rate for baccalaureate degree recipients at Western Illinois University is more efficient than national averages. Data from the National Student Clearinghouse published in 2016 shows that the average time-to-degree for baccalaureate degree recipients from four-year public institutions nationally is 5.2 years. The current time-to-degree rate at Western Illinois University of 4.6 years, and below the national

⁶ Illinois Public Act 85-283 defines underrepresented groups as minorities, females, and individuals with disabilities.

average. Students who graduate from Western do so in a manner that requires less time than national averages. We will continue decreasing time-to-degree rates by expanding high school dual enrollment programs and engaging in the following actions.

- a) Support granting academic credit for students successfully completing external proficiency examinations *[Schools and Departments]*.
- b) Publicize departmental protocol for awarding of credit for prior learning and life experiences where appropriate to the discipline *[Schools and Departments]*.
- c) Participate in all facets of the Illinois Articulation Initiative to promote successful student transfer *[Schools and Departments]*.
- d) Increase responsiveness to student needs by expanding delivery modalities that promote increased graduation and decreased time-to-degree rates. This includes:
 1. Online degrees *[Colleges, departments, faculty]*.
 2. Live streaming sections *[Faculty, University Technology]*.
 3. *Flipped classrooms* *[Faculty]*.
 4. Summer school offerings and enrollment *[Provost, Deans, Department Chairs, School Directors, Faculty]*.
 5. Undergraduate and graduate hybrid programs *[Provost, Deans, Department Chairs, School Directors, Faculty]*.
 6. Alternatives to the traditional 16-week semester *[Provost, Deans, Department Chairs, School Directors, Faculty]*.
 7. Accelerated degree and certificate options where appropriate to the discipline *[Provost, Deans, Department Chairs, School Directors, Faculty]*.
- e) Participate in statewide and national initiatives designed to decrease time-to-degree *[Faculty and Staff]*.

Goal 3: Support Personal Growth

We will continue to take a holistic approach in supporting the personal growth of students, faculty, and staff. With the understanding that optimal health and wellness supports optimal personal and professional growth, we provide comprehensive programs, services, and events in these areas. We also emphasize the sense of belonging and community. Engagement inside and outside the classroom is a proven correlate of goal attainment, student persistence and completion, and professional achievement.

Our support of personal growth extends to community-university engagement, and the social, economic, and cultural development and enrichment opportunities it provides. We value lifelong learning and participation in university events to these ends.

Action 1: Promote Health and Wellness of Students, Faculty, and Staff

We will continue to support physical and psychologically-healthy lifestyles, learning and working environments. Cigna Insurance reported in 2017 that 70% of health care costs in the United States resulted from lifestyle choices that could have been avoided. Absenteeism, stress, heart disease, many mental disorders, other chronic illnesses, student attrition, and employee turnover can be greatly reduced, while academic and occupational performance can be greatly increased by making healthy lifestyle changes.

- a) Increase health, wellness, and recreational programs, services, and activities provided by the University [*Center for Innovation in Teaching and Research, Human Resources, Counseling Center, Campus Recreation, Beu Health Center, University Wellness Team, Quad Cities Student Services*].
- b) Expand health, wellness, and recreational partnerships with local/regional providers to address needs and services for students, faculty, and staff [*Center for Innovation in Teaching and Research, Human Resources, Counseling Center, Campus Recreation, Beu Health Center, Quad Cities Administrative Team*].
- c) Evaluate the feasibility of establishing new sports clubs and other areas of campus recreation [*Campus Recreation, Quad Cities Administrative Team*].
- d) Utilize the location of the Riverfront Campus adjacent to the Mississippi River and a community bike and pedestrian trail system as a means to increase health, wellness, educational, and community activities [*Quad Cities Faculty and Staff*].

Action 2: Enhance Student and Community Engagement

We will support students, faculty, staff, alumni, and community members becoming more engaged with the University. Engagement in cultural, artistic, intellectual, and leadership events is associated with the National Survey of Student Engagement's High Impact Practices for learning and personal growth. Participation in these events supports analyzing ideas, experiences, and lines of reasoning and artistic display in depth; forming new ideas and understandings; encouraging contact among individuals from different backgrounds; and engaging in lifelong learning.

Participation and support of female and male intercollegiate athletic programs also has many benefits related to personal growth. In discussing these advantages, Dr. Robert Sternberg, Provost at Oklahoma State University cites leadership development and a lifetime fitness ethos for student-athletes; a period of stress relief and prosocial behavior for students; and increased school spirit and pride and for the university and its community.

Likewise, the Partnership for 21st-Century Skills, a coalition of business and education leaders and policy makers found that education and engagement in dance, theater, music, and the visual arts helps instill curiosity, creativity, imagination, and capacity for evaluation; all of which are important to personal and professional growth. In fact, an IBM study conducting interviews with 1,500 CEOs around the world concluded that "creativity trumps other leadership characteristics."

- a) Sponsor University-theme programming and events for students, faculty, staff, and members of our host communities and regions. [*University Theme Committee, First Year Experience Faculty and Staff, University Libraries*].
- b) Deliver programming for first-year students that is integrated with the University theme [*First Year Experience Faculty and Staff, University Libraries*].
- c) Engage high-profile university speakers on both campuses to increase campus and community engagement [*President, Vice President, University Theme Committee, Environmental Summit Planning Committee, Colleges, Departments*].
- d) Use artist/scholar/expert-in-residence programs to enable visiting professional(s) to be actively engaged with students, faculty staff, and community members on items of interdisciplinary interest (e.g., tax preparation, religious understanding) during their stay at the University [*Academic Affairs, Colleges, Departments, Foundation, Development, Office of Sponsored Projects*].
- e) Provide the university and surrounding communities with a diverse season of quality cultural entertainment opportunities [*College of Fine Arts and Communication, Bureau of Cultural Affairs, Performing Arts Society, Office of Student Activities, University Libraries, University Art Gallery, Quad Cities Student Services*].

- f) Offer professional development opportunities in academic disciplines to members of our host and external communities [*Academic Affairs*].
- g) Enhance opportunities for lifelong learning of senior citizens [*Non-Credit Programs*].
- h) Support a broad-based National Collegiate Athletic Association (NCAA) Division I and Football Championship Series varsity intercollegiate athletics program. This includes funding commitments to support our athletic program at a level that allows student-athletes to be successful and competitive within our respective conferences and nationally [*Board of Trustees, President, Vice President for Student Services, Director of Athletics*].
- i) Demonstrate strict adherence to NCAA operating principles related to governance and rules compliance, academic integrity, equity, and student-athlete welfare [*Board of Trustees, President, Athletics*].
- j) Host arts and selected athletic events in the Quad Cities to increase community engagement and support for the University [*College of Fine Arts and Communication, Intercollegiate Athletics, Quad Cities Student Services*].

Goal 4: Promote Social Responsibility

We will continue to uphold our social responsibilities. Students, their families, taxpayers, and donors invest in the *Mission* of Western Illinois University to prepare students, faculty, and staff to lead in dynamic and diverse communities. And we have a social responsibility to provide safe, accessible, responsive, and sustainable environments to support our academic mission.

In preparing students to lead in dynamic and diverse communities, we will advance civic engagement and economic development. We will work with business, industry, education, governmental agencies, municipalities, non-profit agencies, and other individuals from the public and private sectors to make Western Illinois University the partner of choice in advancing educational, organizational, cultural, environmental, community and economic development in our region and well beyond. At the same time, we will use partnerships to advance the vision, mission, goals, and priorities of the University, and we will remain accountable and transparent in achieving the goals of this *Strategic Plan*.

Action 1: Provide Safe, Accessible, Attractive, and Sustainable Campus Environments.

We will provide safe and secure learning and living environments for our students, faculty, staff, and guests of the University. The Higher Education Research Institute reports that 24% of new freshmen nationally feel unsafe on campus. Our safe and accessible campus environments are guided by our *Campus Master Plans* that provide the premier facilities and grounds that premier students, faculty, and staff deserve. As part of our facilities planning and curricular delivery, we are strongly committed to environmental sustainability.

- a) Support educational programs, services, and partnerships committed to the prevention of crime; protection of life and property; preservation of peace, order, and safety; and enforcement of laws and University policies [*Office of Public Safety, Student Services, Community University Partnership Program*].
- b) Enhance university facilities.
 1. Implement accessibility standards in new construction and campus renovation projects [*Facilities Management, Auxiliary Facilities System, Quad Cities Facilities, Office of Equal Opportunity and Access, Americans with Disabilities Advisory Committee, Council on Campus Planning and Usage*].
 2. Pursue state funding for the highest facility priorities identified in *Campus Master Plans*, which include new facilities and funds to support deferred maintenance [*Board of Trustees; President; Vice Presidents, Planning, Budget and Institutional Research; Physical Plant; Quad Cities Facilities*].

3. Achieve *Master Plan* goals and priorities [*Facilities Management, Quad Cities Facilities*].
 4. Advocate for the release of previously allocated state funding for the Center for Performing Arts and Quad Cities campus, and future capital bills which support the University's highest priorities for new and existing facilities [*Board of Trustees, President's Leadership Team, Assistant to the President for Governmental Relations*].
 5. Apply institutional resources to address permanent improvements (deferred maintenance) and capital renewal [*President's Leadership Team, Facilities Management, Quad Cities Facilities*].
- c) Demonstrate statewide and national leadership in environmental sustainability.
1. Earn Leadership in Energy and Environmental Design certification in new construction and major renovations [*Facilities Management, Auxiliary Facilities System, Quad Cities Facilities*].
 2. Support educational opportunities designed to raise awareness of social, environmental and sustainability issues [*Faculty, Staff, Campus Sustainability Committee, University Libraries*]. Examples include courses, minors, and degree programs that emphasize sustainability (see www.wiu.edu/vpas/sustainability/education.php), participating in Recycle Mania, taking the Sustainability Pledge, and attending special university events related to this topic.
 3. Continue to provide statewide, regional, and national leadership in environmental sustainability within all aspects of University operations (e.g., the curriculum, community and co-curricular events, new construction, and administrative operations). This includes university actions to support initiatives of the Association for the Advancement of Sustainability in Higher Education, United States Green Building Council, and Tree Campus USA [*Faculty and Staff*].

Priority 2: Promote Civic Engagement and Service Learning

We will continue advancing civic engagement as means for preparing students to lead in their communities. Through Western's transformative, active, and engaged educational process, our alumni have the knowledge, analytical skills, and civic disposition required to address local and global challenges.

Our alumni are prepared to lead and have an immediate impact in their chosen professions. Many Western Illinois University students have had professional experiences through internships, student teaching, simulations, and other forms of experiential learning. The American Association of Colleges & Universities emphasizes the importance of these experiences accompanied by structured reflection because these actions enable students to build practitioner skills in the transition from theory to practice.

- a) Form a Task Force of students, faculty, and staff to focus on communication, collaboration and increasing and supporting student civic engagement on both campuses [*President's Leadership Team*].
- b) Engage in activities associated with the American Democracy Project [*Academic Affairs, Student Services*].
- c) Participate in the annual Federal Constitution Day and Martin Luther King Day activities on both campuses [*Academic Affairs, Student Services, Quad Cities Student Services*].
- d) Prepare students for civic engagement and the global workforce of the 21st century by emphasizing diversity and inclusivity in race, culture, socioeconomic status, religion, plurality of thought and perspective, etc. in the curriculum, programs, services, and events [*Academic Affairs, Student Services, Quad Cities Student Services*].
- e) Increase student participation in service learning, internships, student teaching, simulations, and other forms of experiential learning [*Academic Affairs, Student Services*].

Priority 3: Using Partnerships to Advance University, Community and Economic Development

We will continue to be an essential component to our service region. Western Illinois University provides an educational experience that develops talent needed for our local and global communities. We have a \$473 million annual economic impact on our immediate 16 county service area. For the 10 counties that are closest to the Macomb campus, we are the region's largest employer. For the six counties closest to the Quad Cities campus, we serve as the only public university located in this urban area.

Serving as the largest employer in one region and as the only public university in a second illustrates the symbiotic and mutually beneficial relationships between the University and our host communities and regions. Strong communities and regions benefit from a strong Western Illinois University, and a strong Western Illinois University benefits from strong host communities and regions.

Western has a proud tradition in community and economic development. The Illinois Institute for Rural Affairs (IIRA) was established in 1989 after a Task Force on the Future of Rural Illinois completed 25 public hearings. IIRA was chartered as a companion agency to the Governors Rural Affairs Council and charged with finding innovative solutions for rural issues that can be implemented in Illinois and providing technical assistance to policy makers. These efforts have focused on economic development, value-added rural development, health care, transportation and infrastructure, public management, housing strategies, and information technology.

Moreover, these efforts have been reinforced with the recent establishment of the President's Executive Institute (PEI). Members of the PEI are actively engaged in helping the University stabilize enrollment in addition to supporting community and economic development, and expanding external partnerships.

By valuing our role in university, community, and economic development, we will continue to work with members of the western Illinois region to recruit and retain talent, business, and industry, which in turn creates and expands jobs, and sustains a strong tax base. Likewise, we will use new and enhanced partnerships to leverage additional goals and priorities of the region and the University, with the latter including decreasing institutional tuition reliance

a) Enhance University partnerships.

1. Advocate for the restoration of fair and predictable funding to Illinois public higher education in general and Western Illinois University in particular [*All members of the Western Illinois University Community*].
2. Cultivate new and existing donors [*Board of Trustees, President, President's Leadership Team, Advancement and Public Services, President's Executive Institute, Deans, Directors, Development Officers*].
3. Increase the value received from external giving [*Board of Trustees, President, President's Leadership Team, Advancement and Public Services, President's Executive Institute, Deans, Directors, Development Officers*].
4. Develop and launch the next comprehensive fundraising campaign for Western Illinois University [*President, Vice President for Advancement and Public Services, Western Illinois University Foundation*].
5. Expand the percent of alumni giving to the University [*Advancement and Public Services, Development Officers, Deans, Chairs*].
6. Increase the value received from grants and contracts [*Faculty and Staff*].
7. Advocate for changes to statewide policy currently contributing to the statewide teacher shortage [*Provost, Assistant to the President for Governmental Relations, College of Education and Human Services*].
8. Develop a plan for the Alumni Association that links the goals and actions of this *Strategic Plan* to the work of the Association [*Alumni Association, Alumni Council*].

9. Consult with external advisory boards to help advance the academic mission and service operations of Western Illinois University, in addition to the goals and actions of this *Strategic Plan* [President, Vice Presidents, Deans, Chairs, Directors].
- b) Expand community and economic development partnerships by using the Illinois Institute for Rural Affairs (IIRA) and President’s Executive Institute (PEI) as a means to:
1. Increase community and economic development [PEI, IIRA, Faculty and Staff].
 2. Engage external organizations to advance university goals and priorities [PEI, IIRA, Faculty and Staff].
 3. Respond to emerging needs in the state and region [PEI, IIRA, Faculty and Staff].
 4. Expand the capacity of community leaders and policymakers by providing technical support, applied research, policy evaluation, and training across the state [IIRA, colleges, departments].
 5. Improve the quality of life for rural residents by partnering with public and private agencies on local development and enhancement efforts [IIRA, Faculty and Staff].
 6. Serve as a clearinghouse for information on rural issues, coordinate rural research, and work with state agencies on issues of importance to rural communities [IIRA, University Libraries, PEI, Assistant to the President for Governmental Relations, Faculty and Staff].
 7. Expand the use of credit and non-credit “short courses” that teach specific sets of skills or knowledge. While not the traditional semester in length, these courses are intended for those who are already working and need to update their skills [Colleges; Departments; School of Distance Learning, International Studies and Outreach, IIRA].
 8. Continue to support public-private partnerships to advance new and enhanced services to students, faculty, and staff in our host communities [President’s Leadership Team, PEI, IIRA, Colleges and Departments].

Action 4: Achieve the Goals of this Strategic Plan

We will achieve the goals and priorities of this *Strategic Plan*. Every student, alumni, faculty, and staff member represents Western Illinois University. Together, we are responsible for achieving the goals and priorities of this *Strategic Plan*. We will hold ourselves accountable to the successful advancement of the goals and priorities in *Higher Values in Higher Education* to the benefit of our vision, mission and students and communities that we serve. We will engage in continuous improvements and be accountable and transparent with regard to our progress, challenges, and opportunities. Our institutional quality and viability will continue to be externally validated and affirmed by the Higher Learning Commission.

- a) Use annual Planning and Accomplishments Reports to demonstrate actions taken to:
1. Stabilize and increase enrollment to over 10,000 students. [All academic departments and administrative units].
 2. Achieve retention and graduation rates at the top 25% of peer institutions.
 3. Place in the top 10% in national rankings of quality, opportunity, and affordability [Faculty and Staff].
- b) Continue to implement the *Priorities and Reinvestment Plan* [President’s Leadership Team].
1. Prepare and implement annual Strategic Plan Supplements to address barriers, challenges, and opportunities unforeseen at the time of writing this edition of *Higher Values in Higher Education*.
 2. Update this edition of *Higher Values in Higher Education* in academic year 2022-2023 [Social Responsibility Task Force, University Governance Groups, Board of Trustees].

Action 5: Providing transparency and accountability reporting

- a) Provide the university and external communities with updates on our progress, performance, and continuous improvements.
 1. Establish and articulate enrollment, retention and graduation rate goals by campus [*President, Vice Presidents*].
 2. Create a new institutional dashboard of university performance indicators (available from the University Planning Website) that tracks university enrollment, retention, and graduation rates along with other key performance indicators on both campuses [*Office of the Vice President for Quad Cities and Planning, Institutional Research*]
 3. Prepare:
 - i. Monthly Strategic Plan Updates that summarize actions in progress and related accomplishments [*Vice President, Quad Cities and Planning*].
 - ii. Annual Strategic Plan Updates that follow the format of Monthly Strategic Plan Updates, and use data from annual Planning and Accomplishments Reports as the primary source for documentation [*Vice President, Quad Cities and Planning*].
 - iii. Annual Performance Reports to document institutional performance on *Strategic Plan* indicators compared to peer institutions [*Vice President, Quad Cities and Planning; Planning, Budget and Institutional Research*].
- b) Ensure Western Illinois University’s ongoing institutional quality and viability by maintaining the University’s ongoing relationship with the Higher Learning Commission.
 1. Submitting Financial and Non-Financial Indicator Reports annually [*Vice President for Quad Cities and Planning, Provost’s Office, Financial Aid, Institutional Research and Planning*].
 2. Host the review of the Quad Cities campus and off-campus locations in academic year 2019-2020, and the Macomb campus on-site visit in academic year 2020-2021 [*Vice President for Quad Cities and Planning, Faculty and Staff*].
 3. Engage in the four-year assurance review in academic year 2024-2025 [*Vice President for Quad Cities and Planning, Social Responsibility Task Force*].
 4. Continue to keep the Board of Trustees and other members of the University community informed of additional required Commission reporting [*Vice President for Quad Cities and Planning*].

Summary and Conclusion

As members of the Western Illinois University community, we share in the goals of recruiting, retaining, and graduating students in a transformative educational experience where students engage in the discovery, acquisition, and application of knowledge for personal enrichment and in preparation for future occupations and/or graduate and advanced studies. We do so in a manner that is distinctive and nationally recognized by promoting an active educational experience inside and outside of the classroom that emphasizes the hallmarks of a Western Illinois University education—academic excellence, educational opportunity, personal growth and social responsibility.

We are nationally recognized for our leadership in quality, opportunity, affordability, community and economic development, and graduating more students than predicted based on academic preparation variables. Additionally, our graduates have lower time-to-degree rates than national averages.

We empower students to become engaged and productive global citizens committed to making a difference in the diverse communities and professions that they represent. Our alumni 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.

We are a strong and resilient university. Despite the historic and unprecedented statewide budget impasse of Fiscal Years 2016 and 2017, and the need to restore fair and predictable funding to Illinois public higher education, we retained our status as a Top 10 Midwestern Regional University by *US News and World Report*, A Best University by the *Princeton Review*, and as a Best for Vets Institution by *Military Times* EDGE Magazine.

Additionally, we were one of only 11 colleges and universities from across the United States selected to appear in the U.S. Department of Education's (DOE) *Promising Practices for Improving Student Degree Attainment*. Likewise, we received Minority Access' *Commitment to Diversity Award* and were featured in the DOE report, *Fulfilling the Promise, Serving the Need*.

Simply stated, Western Illinois University's traditions of excellence have and will continue. This will be realized by the successful realization of the goals, priorities, and actions in this *Strategic Plan*.

WESTERN ILLINOIS UNIVERSITY BOARD OF TRUSTEES

June 8, 2018

Resolution No. 18.6/9 Election of Officers of the Board for July 1, 2018-June 30, 2019

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 persons elected at the June 8, 2018 meeting of the Board of Trustees shall serve as Officers of the Western Illinois University Board of Trustees for July 1, 2018-June 30, 2019.

**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

July 1, 2017 – June 30, 2018

Chair	Cathy Early
Vice Chair	Steven Nelson
Secretary	Roger Clawson

WESTERN ILLINOIS UNIVERSITY BOARD OF TRUSTEES

June 8, 2018

Resolution No. 18.6/10 Officer Appreciation – Andrea Henderson

WHEREAS, Andrea Henderson had an extensive career as a dedicated employee of Western Illinois University for more than 30 years, lending her expertise to a number of offices, from Purchasing to Human Resources, and;

WHEREAS, Andrea Henderson served as the Director of the Office of Equal Opportunity and Access since 2009, and throughout her career, has demonstrated her commitment to improving students' educational experience and employees' workplace environments across the University, and;

WHEREAS, Andrea Henderson has assisted members of the university community who have experienced trauma and challenges with dignity and respect, and she has consistently worked for the benefit of students, colleagues, and her staff, and;

WHEREAS, Andrea Henderson positively contributed to the University's mission in her responsibilities to establish and enforce policies and programs promoting equity and affirmative action, serve as Title IX coordinator and ADA compliance officer, and work effectively with university constituencies, and;

WHEREAS, Andrea Henderson championed equity and inclusion through her service on numerous committees and councils, including her work as Co-Chair of the University Diversity Council, and Chair of the Affirmative Action Administrative Internship Committee, the Gender Equity Committee, and the ADA Advisory Committee, and;

WHEREAS, Andrea Henderson continues to work for the good of the broader Macomb community through her service to her church, the Fire and Police Commission, Big Brothers Big Sisters, and the McDonough County Housing Authority. Her legacy will continue through the programs and initiatives she has created and supported, and;

WHEREAS, Andrea Henderson, over the last 30 years, provided a model of excellence to which members of the University community can aspire:

THEREFORE be it resolved that the Western Illinois University Board of Trustees expresses its heartfelt appreciation for the invaluable service, leadership, and vision that Director of Equal Opportunity and Access, Andrea Henderson, has provided to Western Illinois University, the Board of Trustees, and the State of Illinois as a valuable member of the Western Illinois University community and congratulate her on her well-deserved retirement.

WESTERN ILLINOIS UNIVERSITY BOARD OF TRUSTEES

June 8, 2018

Resolution No. 18.6/11 Officer Appreciation – Matthew Bierman

Resolution:

WHEREAS Matthew “Matt” Bierman was named Vice President for Administrative Services in May 2017; and,

WHEREAS Mr. Bierman served the University as chief administrative, business and financial officer and has served the Board of Trustees as its Treasurer since 2016; and,

WHEREAS Mr. Bierman provided outstanding leadership for Administrative Services, Business Services, Document and Publication Services, Human Resources, Illinois Law Enforcement and Training Standards Board Executive Institute, Facilities Management, Public Safety and Purchasing; and,

WHEREAS Mr. Bierman also served as the University in various professional capacities, including Budget Director, Interim Director of Business Services, Director of Residential Facilities and as a Complex Director; and,

WHEREAS Mr. Bierman positively contributed to the University’s mission in his responsibilities to represent the University in financial matters and provide guidance to the Board of Trustees and the Administrative Leadership Team; and,

WHEREAS Mr. Bierman, during his tenure, continued to demonstrate his commitment to fiscal responsibility; and,

WHEREAS Mr. Bierman has also served as the University liaison to the Civil Service Employees Council and the Council of Administrative Personnel; and,

WHEREAS Mr. Bierman has served his community as a member of the Macomb Public School District Board, the Balloon Rally Board; and,

THEREFORE be it resolved that the Western Illinois University Board of Trustees expresses its heartfelt appreciation and congratulations for the invaluable service Mr. Matthew “Matt” Bierman has provided to Western Illinois University, the Board of Trustees and the State of Illinois from July 1, 1999 – May 14, 2018.

WESTERN ILLINOIS UNIVERSITY BOARD OF TRUSTEES

June 8, 2018

Resolution No. 18.6/12 Trustee Appreciation – Wil Gradle

Resolution:

WHEREAS Mr. Wil Gradle has admirably served the students of Western Illinois University as a member of the Western Illinois University Board of Trustees beginning July 1, 2016 and will continue to serve through June 30, 2018; and,

WHEREAS Mr. Gradle conscientiously served the citizens of the State of Illinois as a member of the Academic and Student Services Committee including overseeing the establishment of tuition, fees, and room and board rates; and,

WHEREAS Mr. Gradle, during his tenure, witnessed the establishment of Active Duty Military Tuition, the expansion of the President’s Executive Institute, the unveiling of the Ray “Rock” Hanson Statue, the implosion of Higgins Hall, the sale of the 60th Street Property that formerly housed the Quad Cities Campus; and,

WHEREAS Mr. Gradle served the University as a member of the President’s Student Roundtable; and,

WHEREAS Mr. Gradle was an advocate for student recruitment and marketing, including volunteering to place “WIU: The Right Choice” yard signs throughout the region; and,

WHEREAS Mr. Gradle served as a Graduate Assistant in the Centennial Honors College, which continues to grow and now serves over 1,000 students; and,

WHEREAS Mr. Gradle received the 2017 North American Interfraternity Conference Undergraduate of Distinction, was the 2017 Pi Kappa Phi Student of the Year, the 2017 Brattain Award recipient, the 2016 Western Illinois University Lincoln Laureate, and the 2015 Greek Man of the Year; and,

WHEREAS Mr. Gradle cycled across the United State in 2017 as a cyclist on the Journey of Hope benefitting The Ability Experience; and,

WHEREAS Mr. Gradle has served as a role model for fellow students and for student trustee peers:

THEREFORE be it resolved that the Western Illinois University Board of Trustees expresses its heartfelt appreciation and congratulations for the invaluable service Mr. Wil Gradle has provided to Western Illinois University, the Board of Trustees, and the State of Illinois as a member of the Western Illinois University Board of Trustees from July 1, 2016 – June 30, 2018.

