

WESTERN ILLINOIS UNIVERSITY BOARD OF TRUSTEES

October 6-7, 2016

Western Illinois University
Macomb, Illinois

| Agenda Topic | Page | Action |
|--|-------------|---------------|
| <u>October 6, 2016 – Corbin/Olson E-Classroom, Room 1032</u> | | |
| Motion to Convene to Open Session – 7:00 p.m. | | |
| Roll Call | | Action |
| Motion to Convene to Closed Session – 7:00 p.m. | | |
| Roll Call | | Action |
| Closed Session | | |
| Motion to Reconvene in Open Session | | |
| Adjourn | | |
| <u>October 7, 2016 – Capitol Rooms, University Union</u> | | |
| Motion to Convene to Open Session – 8:00 a.m. | | |
| Roll Call | | Action |
| Review and Approval of June 9-10, 2016 Meeting, and July 14-15, 2016 Retreat Minutes..5 | | Action |
| 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. Kathy Neumann, Interim Provost and Academic Vice President
Mr. Brad Bainter, Vice President for Advancement and Public Services
Mr. Matthew Bierman, Interim Vice President for Administrative Services
Dr. Joseph Rives, Vice President for Quad Cities and Planning
Dr. Ronald Williams, Interim Vice President for Student Services

Advisory Group Reports and Comments

Stacy Dorethy – President, Civil Service Employees Council – Macomb
Christopher Pynes – Chair, Faculty Senate – Macomb
Dovile Svirupskaite – President, Student Government Association – Macomb
Dustin Van Sloten – President, Council of Administrative Personnel – Macomb

BREAK – Board of Trustees/President Group Photos

Board Committees

Finance Committee

Todd Lester, Chair

| | | |
|--|----|---------------|
| Report No. 16.10/1..... | 7 | |
| Report on Contributions (Vice President Brad Bainter) | | |
| Report No. 16.10/2..... | 15 | |
| Purchases of \$100,000 - \$499,999.99 Receiving Presidential Approval (Interim Vice President Matt Bierman) | | |
| Resolution No. 16.10/1 | 21 | Action |
| Approved Depositories and Signatories (Interim Vice President Matt Bierman) | | |
| Resolution No. 16.10/2 | 23 | Action |
| FY 2017 All-Funds Budget (Interim Vice President Matt Bierman) | | |
| Resolution No. 16.10/3 | 29 | Action |
| FY 2018 Appropriated Operating Budget Recommendations (Interim Vice President Matt Bierman) | | |
| Resolution No. 16.10/4 | 41 | Action |
| FY 2018 Appropriated Capital Budget Recommendations (Interim Vice President Matt Bierman) | | |

Academic and Student Services Committee

Steve Nelson, Chair

| | | |
|---|----|--|
| Report No. 16.10/3..... | 59 | |
| Annual Report on Athletics (Director of Athletics Matt Tanney) | | |
| Report No. 16.10/4..... | 61 | |
| Office of Sponsored Projects Annual Report (Interim Provost Kathy Neumann and Director of Office of Sponsored Projects Shannon Sutton) | | |

| Agenda Topic | Page | Action |
|--|-------------|---------------|
| Resolution No. 16.10/5 New Unit of Instruction – Department of Liberal Arts & Sciences (Interim Provost Kathy Neumann) | 63 | Action |
| General Discussion and Action Items | | |
| Report No. 16.10/5..... The Statewide Budget Context and Western Illinois University’s Mission-Driven Planning and Results (President Thomas and Vice President Joe Rives) | 65 | |
| Report No. 16.10/6..... Higher Learning Commission: Reporting on Spring 2016 Teach Out Plans for Disestablished Majors (Vice President Joe Rives) | 67 | |
| Report No. 16.10/7..... President’s Executive Corporate Cluster: Fiscal Year 2017 Update (President Thomas and Vice President Joe Rives) | 71 | |
| Report No. 16.10/8..... Quarterly Planning Update (Vice President Joe Rives) | 77 | |
| Report No. 16.10/9..... FY 2017 Long Term Plan Update (Vice President Joe Rives) | 79 | |
| Report No. 16.10/10..... FY 2017 Strategic Plan Update (Vice President Joe Rives) | 97 | |
| Resolution No. 16.10/6 Release of Closed Session Meeting Minutes | 139 | Action |
| Resolution No. 16.10/7 Revision to Board <i>Regulations</i> , II.C.7.b.(4) Vacation and II.C.7.d.(4)(a) Sick Leave – Second Reading (Interim Vice President Matt Bierman) | 141 | Action |

Old Business

New Business

Next Meeting – December 15-16, 2016 – WIU-Macomb

Adjourn

2:00 p.m. – Trustees Tour of Campus

WESTERN ILLINOIS UNIVERSITY BOARD OF TRUSTEES

October 7, 2016

Review and Approval of the June 9-10, 2016 Meeting and
July 14-15, 2016 Board Retreat Minutes

Minutes are available for review at:

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

WESTERN ILLINOIS UNIVERSITY
BOARD OF TRUSTEES

October 6 & 7, 2016

Report No. 16.10/1
Report on Contributions
Vice President Brad Bainter



Interim Campaign Progress Report

July 1, 2016 - June 30, 2017

| | | |
|-----------------|-------------------|-------------------|
| Pledges Made | Planned Gifts | Total Pledges |
| \$ 618,287 | \$ 25,000 | \$ 643,287 |
| Cash Gifts | Gifts-in- Kind | Total Receipts |
| \$ 396,181 | \$ 31,147 | \$ 427,328 |

| | Overall Total | Goal | % to Goal |
|--------|---------------------|--------------|-----------|
| FY2017 | \$ 1,070,615 | \$ 7,000,000 | 15.3% |

Outside scholarships not included in report: \$ 660,624

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 2016-09-14



Interim Campaign Progress Report July 1, 2016 - June 30, 2017

| COLLEGE/UNIT | PLEDGES | GIFTS | GIFTS- IN-KIND | PLANNED GIFTS | FISCAL YEAR TOTAL |
|-------------------------------|----------------|----------------|-------------------|------------------|----------------------|
| CAS | 22,585 | 14,786 | 3,140 | 0 | 40,512 |
| CBT | 21,712 | 87,235 | 119 | 0 | 109,065 |
| COEHS | 10,138 | 36,114 | 0 | 0 | 46,253 |
| COFAC | 41,763 | 41,273 | 740 | 0 | 83,776 |
| LIBRARY | 9,263 | 48 | 140 | 0 | 9,451 |
| HONORS | 2,040 | 100 | 0 | 0 | 2,140 |
| INTL STUDIES | 120 | 1,000 | 0 | 0 | 1,120 |
| STUDENT SERVICES | 48,458 | 26,227 | 0 | 25,000 | 99,685 |
| QC | 24,570 | 11,750 | 0 | 0 | 36,320 |
| WQPT | 28,441 | 19,440 | 486 | 0 | 48,367 |
| ATHLETICS | 283,264 | 17,895 | 24,389 | 0 | 325,548 |
| ALUMNI | 1,922 | 9,035 | 0 | 0 | 10,957 |
| BGS | 738 | 845 | 0 | 0 | 1,583 |
| TRI-STATES RADIO | 75,890 | 39,285 | 0 | 0 | 115,175 |
| UNIV SCHOLARSHIPS | 42,902 | 75,958 | 0 | 0 | 118,860 |
| OTHER | 4,480 | 15,190 | 2,133 | 0 | 21,804 |
| UNIVERSITY TOTALS: | 618,287 | 396,181 | 31,147 | 25,000 | 1,070,615 |

Outside scholarships not included in report: \$ 660,624

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 2016-09-14



WESTERN
ILLINOIS
UNIVERSITY

Significant Donors Report

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

July 1, 2016 - June 30, 2017

| Name | Pledges Made | Planned Gifts Made | Planned Gifts PV | GIK Pledge | Non-Deductible GIK Pledge | Total Pledges | Cash Gifts | Pledges Paid | Planned Gifts Paid | Planned Gifts Cash | GIK Pledge Paid | Non-Deductible GIK Paid | Total Receipts |
|--|--------------|--------------------|------------------|------------|---------------------------|---------------|------------|--------------|--------------------|--------------------|-----------------|-------------------------|----------------|
| JENNA ADAIR | 0 | 0 | 0 | 0 | 0 | 0 | 7,500 | 0 | 0 | 0 | 0 | 0 | 7,500 |
| MIKE ADAIR | 0 | 0 | 0 | 0 | 0 | 0 | 7,500 | 0 | 0 | 0 | 0 | 0 | 7,500 |
| BRAD BANTER | 7,780 | 0 | 0 | 0 | 0 | 7,780 | 68 | 9,810 | 0 | 0 | 0 | 0 | 9,878 |
| GIL BELLES | 2,060 | 0 | 0 | 0 | 0 | 2,060 | 6,000 | 2,060 | 0 | 0 | 0 | 0 | 8,060 |
| MARION BLACKINTON | 0 | 0 | 0 | 0 | 0 | 0 | 200 | 6,000 | 0 | 0 | 0 | 0 | 6,200 |
| GINNY BOYNTON | 7,917 | 0 | 0 | 0 | 0 | 7,917 | 250 | 8,992 | 0 | 0 | 0 | 0 | 9,242 |
| PAUL BUSSAN | 0 | 0 | 0 | 0 | 0 | 0 | 14,000 | 0 | 0 | 0 | 0 | 0 | 14,000 |
| CHARLIE CAREY | 5,200 | 0 | 0 | 0 | 0 | 5,200 | 560 | 5,200 | 0 | 0 | 0 | 0 | 5,760 |
| LINDA CAREY | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| BYRON CARLSON | 0 | 0 | 0 | 0 | 0 | 0 | 25,000 | 500 | 0 | 0 | 0 | 0 | 25,500 |
| GAYLE CARPER | 2,500 | 0 | 0 | 0 | 0 | 2,500 | 0 | 2,500 | 0 | 0 | 0 | 0 | 2,500 |
| TOM CARPER | 2,500 | 0 | 0 | 0 | 0 | 2,500 | 0 | 2,500 | 0 | 0 | 0 | 0 | 2,500 |
| CC SERVICES INC | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 10,000 | 0 | 0 | 0 | 0 | 10,000 |
| CHICAGO MERCANTILE EXCHANGE GROUP FOUNDATION | 25,000 | 0 | 0 | 0 | 0 | 25,000 | 0 | 25,000 | 0 | 0 | 0 | 0 | 25,000 |
| ROSELYN CHOWN | 900 | 0 | 0 | 0 | 0 | 900 | 0 | 50,900 | 0 | 0 | 0 | 0 | 50,900 |
| 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 |
| CHERYL COLLIFLOWER | 2,500 | 0 | 0 | 0 | 0 | 2,500 | 0 | 2,500 | 0 | 0 | 0 | 0 | 2,500 |
| BILL COLLIFLOWER | 2,500 | 0 | 0 | 0 | 0 | 2,500 | 0 | 2,500 | 0 | 0 | 0 | 0 | 2,500 |
| DON DEXTER | 50 | 0 | 0 | 0 | 0 | 50 | 0 | 10,050 | 0 | 0 | 0 | 0 | 10,050 |
| VIRGINIA DIEHL | 1,100 | 0 | 0 | 0 | 0 | 1,100 | 2,000 | 1,100 | 0 | 0 | 0 | 0 | 3,100 |
| DORIS & VICTOR DAY FOUNDATION | 25,000 | 0 | 0 | 0 | 0 | 25,000 | 0 | 25,000 | 0 | 0 | 0 | 0 | 25,000 |
| DOW AGROSCIENCES LLC | 0 | 0 | 0 | 0 | 0 | 0 | 19,650 | 0 | 0 | 0 | 0 | 0 | 19,650 |
| GINGER DYKSTRA | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 10,000 | 0 | 0 | 0 | 0 | 10,000 |
| CATHY EARLY | 1,000 | 0 | 0 | 0 | 0 | 1,000 | 1,150 | 1,000 | 0 | 0 | 0 | 0 | 2,150 |
| ELLIOTT AVIATION | 0 | 0 | 0 | 0 | 0 | 0 | 10,000 | 0 | 0 | 0 | 0 | 0 | 10,000 |
| SONDRA EPPERLY | 0 | 0 | 0 | 0 | 0 | 0 | 800 | 0 | 0 | 0 | 0 | 0 | 800 |
| BILL EPPERLY | 3,850 | 0 | 0 | 0 | 0 | 3,850 | 1,115 | 3,650 | 0 | 0 | 0 | 0 | 4,765 |

| 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 |
|--------------------------------|--------------|--------------------|------------------|------------|---------------------------|---------------|------------|--------------|--------------------|--------------------|-----------------|-------------------------|----------------|
| SUE MARTINELLI-FERNANDEZ | 6,381 | 0 | 0 | 0 | 0 | 6,381 | 0 | 6,381 | 0 | 0 | 0 | 0 | 6,381 |
| CORY FOSDYCK | 6,250 | 0 | 0 | 0 | 0 | 6,250 | 0 | 1,250 | 0 | 0 | 0 | 0 | 1,250 |
| HILLARY FOSDYCK | 6,250 | 0 | 0 | 0 | 0 | 6,250 | 0 | 1,250 | 0 | 0 | 0 | 0 | 1,250 |
| GENESIS SYSTEMS GROUP | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 5,000 | 0 | 0 | 0 | 0 | 5,000 |
| CHUCK GILBERT | 6,100 | 0 | 0 | 0 | 0 | 6,100 | 500 | 6,100 | 0 | 0 | 0 | 0 | 6,600 |
| KAREN IHRIG-GILBERT | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| GEORGE GRICE | 12,000 | 0 | 0 | 0 | 0 | 12,000 | 0 | 12,000 | 0 | 0 | 0 | 0 | 12,000 |
| JIM HANSEN | 5,000 | 0 | 0 | 0 | 0 | 5,000 | 0 | 5,000 | 0 | 0 | 0 | 0 | 5,000 |
| RACHEL HANSEN | 3,500 | 0 | 0 | 0 | 0 | 3,500 | 0 | 3,500 | 0 | 0 | 0 | 0 | 3,500 |
| ANN MARIE HAYES-HAWKINSON | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| KEN HAWKINSON | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 6,000 | 0 | 0 | 0 | 0 | 6,000 |
| KATHY HOMMOWUN | 0 | 0 | 0 | 0 | 0 | 0 | 7,500 | 0 | 2,500 | 0 | 0 | 0 | 10,000 |
| BOB HOMMOWUN | 0 | 0 | 0 | 0 | 0 | 0 | 7,500 | 0 | 2,500 | 0 | 0 | 0 | 10,000 |
| HONOR SOCIETY OF PHI KAPPA PHI | 0 | 0 | 0 | 0 | 0 | 0 | 10,000 | 0 | 0 | 0 | 0 | 0 | 10,000 |
| MARILYN JOHNSON | 7,300 | 0 | 0 | 0 | 0 | 7,300 | 383 | 7,300 | 0 | 0 | 0 | 0 | 7,683 |
| GARRY JOHNSON | 7,300 | 0 | 0 | 0 | 0 | 7,300 | 425 | 7,300 | 0 | 0 | 0 | 0 | 7,725 |
| JUDY KERR | 2,500 | 0 | 0 | 0 | 0 | 2,500 | 0 | 2,500 | 0 | 0 | 0 | 0 | 2,500 |
| MEL KERR | 2,500 | 0 | 0 | 0 | 0 | 2,500 | 0 | 2,500 | 0 | 0 | 0 | 0 | 2,500 |
| CAROLYN TYIRIN-KIRK | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| GORDON KIRK | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 10,000 | 0 | 0 | 0 | 0 | 10,000 |
| MC CARTHY-BUSH FOUNDATION | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 5,000 | 0 | 0 | 0 | 0 | 5,000 |
| JIM MINER | 275 | 0 | 0 | 0 | 0 | 275 | 43 | 2,775 | 0 | 0 | 0 | 0 | 2,818 |
| SUZI MINER | 200 | 0 | 0 | 0 | 0 | 200 | 0 | 2,700 | 0 | 0 | 0 | 0 | 2,700 |
| DEB NELSON | 1,500 | 0 | 0 | 0 | 0 | 1,500 | 0 | 1,500 | 0 | 0 | 0 | 0 | 1,500 |
| STEVE NELSON | 4,500 | 0 | 0 | 0 | 0 | 4,500 | 0 | 4,500 | 0 | 0 | 0 | 0 | 4,500 |
| MARIANNE OLIVA | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| SAM OLIVA | 0 | 0 | 0 | 0 | 0 | 0 | 40,000 | 0 | 0 | 0 | 0 | 0 | 40,000 |
| CHRIS ONTIVEROS | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 5,000 | 0 | 0 | 0 | 0 | 5,000 |
| PAMELA ONTIVEROS | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 5,000 | 0 | 0 | 0 | 0 | 5,000 |
| JOHN PASSANANTI | 5,500 | 0 | 0 | 0 | 0 | 5,500 | 0 | 3,500 | 0 | 0 | 0 | 0 | 3,500 |
| MARY PASSANANTI | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| JOE RIVES | 7,200 | 0 | 0 | 0 | 0 | 7,200 | 0 | 7,200 | 0 | 0 | 0 | 0 | 7,200 |

| Name | Pledges Made | Planned Gifts Made | Planned Gifts PV | GIK Pledge | Non-Deductible GIK Pledge | Total Pledges | Cash Gifts | Pledges Paid | Planned Gifts Paid | Planned Gifts Cash | GIK Pledge Paid | Non-Deductible GIK Paid | Total Receipts |
|--------------------------------|--------------|--------------------|------------------|------------|---------------------------|---------------|------------|--------------|--------------------|--------------------|-----------------|-------------------------|----------------|
| MATT ROBINS | 6,250 | 0 | 0 | 0 | 0 | 6,250 | 0 | 6,250 | 0 | 0 | 0 | 0 | 6,250 |
| NICKI ROBINS | 6,250 | 0 | 0 | 0 | 0 | 6,250 | 0 | 6,250 | 0 | 0 | 0 | 0 | 6,250 |
| SHEILA ROEHLK | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 47,764 | 0 | 0 | 0 | 47,764 |
| JIM SHIPP | 1,000 | 0 | 0 | 0 | 0 | 1,000 | 0 | 13,500 | 0 | 0 | 0 | 0 | 13,500 |
| VERONICA SHIPP | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 12,500 | 0 | 0 | 0 | 0 | 12,500 |
| AMY SPELMAN | 2,580 | 0 | 0 | 0 | 0 | 2,580 | 0 | 4,610 | 0 | 0 | 0 | 0 | 4,610 |
| STRONGHURST LLC | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 25,000 | 0 | 0 | 0 | 0 | 25,000 |
| JACK THOMAS | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 5,040 | 0 | 0 | 0 | 0 | 5,040 |
| LINDA THOMAS | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| DAVE THOMPSON | 1,100 | 0 | 0 | 0 | 0 | 1,100 | 9,313 | 1,100 | 0 | 0 | 0 | 0 | 10,413 |
| JACKIE THOMPSON | 1,100 | 0 | 0 | 0 | 0 | 1,100 | 9,313 | 1,100 | 0 | 0 | 0 | 0 | 10,413 |
| TIM TOMLINSON | 0 | 0 | 0 | 0 | 0 | 0 | 10,000 | 0 | 0 | 0 | 0 | 0 | 10,000 |
| BETH TRIPLETT | 0 | 25,000 | 0 | 0 | 0 | 25,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| DAVID WEHRLY | 0 | 0 | 0 | 0 | 0 | 0 | 5,000 | 0 | 0 | 0 | 0 | 0 | 5,000 |
| ANITA WERLING | 1,225 | 0 | 0 | 0 | 0 | 1,225 | 5,850 | 1,225 | 0 | 0 | 0 | 0 | 7,075 |
| DENNIS WERLING | 1,225 | 0 | 0 | 0 | 0 | 1,225 | 850 | 1,225 | 0 | 0 | 0 | 0 | 2,075 |
| WESLEY UNITED METHODIST CHURCH | 0 | 0 | 0 | 0 | 0 | 0 | 22,144 | 0 | 0 | 0 | 0 | 0 | 22,144 |
| CECILIA WONG | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 12,000 | 0 | 0 | 0 | 0 | 12,000 |
| MARGARET WONG | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 22,000 | 0 | 0 | 0 | 0 | 22,000 |

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 2016-09-14



Annual Fund Report

July 1, 2016 - June 30, 2017

| COLLEGE/UNIT | # OF PLEDGES | TOTAL PLEDGES | AVERAGE PLEDGE | PLEDGES PAID | CASH | GIK | GIK PAID | *TOTAL GIFTS |
|------------------|--------------|----------------|----------------|----------------|----------------|---------------|------------|----------------|
| CAS | 55 | 20,585 | 374 | 3,880 | 14,786 | 0 | 0 | 18,667 |
| CBT | 47 | 14,631 | 311 | 3,403 | 26,535 | 119 | 0 | 30,057 |
| COEHS | 34 | 10,138 | 298 | 1,918 | 25,114 | 0 | 0 | 27,032 |
| COFAC | 155 | 29,763 | 192 | 21,653 | 39,023 | 740 | 0 | 61,416 |
| ALUMNI | 7 | 670 | 96 | 118 | 8,935 | 0 | 0 | 9,053 |
| INTL STUDIES | 1 | 120 | 120 | 30 | 1,000 | 0 | 0 | 1,030 |
| LIBRARY | 85 | 9,263 | 109 | 6,053 | 48 | 140 | 0 | 6,241 |
| HONORS | 7 | 2,040 | 291 | 500 | 100 | 0 | 0 | 600 |
| QC | 19 | 4,270 | 225 | 1,090 | 11,750 | 0 | 0 | 12,840 |
| ATHLETICS | 1,148 | 258,264 | 225 | 250,385 | 16,145 | 24,389 | 259 | 291,178 |
| STUDENT SERVICES | 29 | 26,908 | 928 | 17,798 | 6,757 | 0 | 0 | 24,555 |
| BGS | 4 | 738 | 185 | 175 | 845 | 0 | 0 | 1,020 |
| TRI-STATES RADIO | 482 | 75,890 | 157 | 13,461 | 39,285 | 0 | 0 | 52,747 |
| WQPT | 193 | 28,441 | 147 | 8,335 | 19,440 | 486 | 0 | 28,261 |
| PFA | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| SCHOLARSHIPS | 155 | 44,154 | 285 | 29,152 | 35,308 | 0 | 0 | 64,460 |
| OTHER | 27 | 4,480 | 166 | 1,075 | 14,610 | 2,133 | 0 | 17,819 |
| Total | 2,448 | 530,357 | 217 | 359,028 | 259,681 | 28,007 | 259 | 646,975 |

****Total Annual Fund: \$818,045**

Above Pledge totals include:

| | |
|-------------------------|------------|
| Leatherneck Club | \$ 252,764 |
| Library Atrium Society | \$ 9,263 |
| Performing Arts Society | \$ 25,890 |

Above Receipt totals include:

| | |
|-------------------------|------------|
| Leatherneck Club | \$ 248,394 |
| Library Atrium Society | \$ 6,053 |
| Performing Arts Society | \$ 20,809 |

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 2016-09-14



Phonathon Report

July 1, 2016 - June 30, 2017

| COLLEGE/UNIT | # OF PLEDGES | TOTAL PLEDGES | AVERAGE PLEDGE | PLEDGES PAID | CASH | GIK | GIK PAID | *TOTAL GIFTS |
|------------------|--------------|---------------|----------------|--------------|----------|----------|----------|--------------|
| CAS | 15 | 3,300 | 220 | 0 | 0 | 0 | 0 | 0 |
| CBT | 9 | 405 | 45 | 50 | 0 | 0 | 0 | 50 |
| COEHS | 12 | 795 | 66 | 10 | 0 | 0 | 0 | 10 |
| COFAC | 4 | 220 | 55 | 10 | 0 | 0 | 0 | 10 |
| ALUMNI | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| INTL STUDIES | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| LIBRARY | 22 | 920 | 42 | 130 | 0 | 0 | 0 | 130 |
| HONORS | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| QC | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| ATHLETICS | 62 | 6,930 | 112 | 4,185 | 0 | 0 | 0 | 4,185 |
| STUDENT SERVICES | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| BGS | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| TRI-STATES RADIO | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| WQPT | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| PFA | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| SCHOLARSHIPS | 112 | 7,080 | 63 | 750 | 0 | 0 | 0 | 750 |
| OTHER | 6 | 250 | 42 | 50 | 0 | 0 | 0 | 50 |
| Total | 242 | 19,900 | 82 | 5,185 | 0 | 0 | 0 | 5,185 |

****Total Phonathon: \$19,900**

Above Pledge totals include:

| | |
|------------------------|----------|
| Leatherneck Club | \$ 6,930 |
| Library Atrium Society | \$ 920 |

Above Receipt totals include:

| | |
|------------------------|----------|
| Leatherneck Club | \$ 4,185 |
| Library Atrium Society | \$ 130 |

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 2016-09-14

WESTERN ILLINOIS UNIVERSITY BOARD OF TRUSTEES

October 7, 2016

Report No. 16.10/2

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

| Vendor | Type of Purchase | Amount | Number of Bids |
|---|---|-----------|----------------|
| Johnson Contracting Co Inc.; East Moline, IL | FY17 continuous order for refrigeration and air conditioning installation and repair services (second of two possible one-year renewals) | \$100,000 | 1 |
| Western Illinois University; Macomb, IL | FY17 disbursement of funds for the institutional match for the federal SEOG program. | \$102,668 | NA |
| Dell SecureWorks; Atlanta, GA | FY17 IT security services (2nd year of 3-year contract with two additional 2-year options to renew) This was previously approved by the BOT on June 12, 2015. | \$103,000 | 11 |
| VF Outdoor Inc. (dba Jansport Inc.); Chicago, IL | FY17 continuous order for soft goods for resale by the University Bookstore (year 1 of 3) | \$105,000 | Sole Source |
| Price, Shawn (dba Price Fisheries); Fulton, IL | Tagging and removal of Asian Carp species from the upper Mississippi River (grant-funded) | \$114,732 | Exempt |
| Western Illinois University; Macomb, IL | FY17 disbursement of funds for the institutional match for the FWS program | \$115,039 | NA |

| | | | |
|--|---|--------------|---------------------|
| Cordogan Clark and Associates Inc.; Aurora, IL | FY17 continuous order for AE services. | \$120,000 | QBS 24 responses |
| MTC Communications Inc.; Colchester, IL | FY17 bandwidth for the ResNet program (4 th of five one-year renewal options) | \$120,000 | 1 |
| Media Link Inc.; Rock Island, IL | Digital marketing plan implementation and facilitation for University Marketing (second of two possible one-year renewals) | \$125,000 | 9 |
| Western Illinois University; Macomb, IL | FY17 disbursement of funds for international commitment scholarships. | \$125,000 | NA |
| Holt Supply Company; Galesburg, IL | FY17 continuous order for plumbing supplies for Facilities Maintenance (second of two possible one-year renewals) | \$130,000 | 7 |
| CA Inc.; Islandia, NY | FY17 software support/maintenance for AIMS | \$132,943.28 | 1 |
| Nexus Corporation; Northglenn, CO | Furnish and install a greenhouse facility for WIU's School of Agriculture. | \$139,310 | Sole Source |
| Springfield Electric Supply Co; East Peoria, IL | FY17 continuous order for electrical supplies for Facilities Management (second of two possible one-year renewals) | \$140,000 | 4 |
| Key Government Finance Inc.; Englewood, CO | Third/final installment payment for financing of Cisco equipment for wireless infrastructure for Thompson, Tanner, Bayliss, and Henninger Halls | \$149,905.51 | CMS |

| | | | |
|---|---|--------------|-------------|
| Public Broadcasting Service; Arlington, VA | FY17 PBS dues and programming fees for WQPT | \$150,000 | Sole Source |
| West Central FS Inc.;; Macomb, IL | FY17 continuous order for fuel to be used by various departments | \$150,000 | 1 |
| Western Illinois University; Macomb, IL | FY17 disbursement of funds for the Western commitment transfer book awards. | \$150,000 | NA |
| Western Illinois University; Macomb, IL | FY17 disbursement of funds for the Western commitment transfer scholarships. | \$150,000 | NA |
| Western Illinois University; Macomb, IL | FY17 disbursement of funds for the WEOG-packaged and special awards | \$150,000 | NA |
| Apogee Telecom Inc. (dba Apogee); Austin, TX | FY17 satellite signal service for UHDS (2 nd year of a five-year contract with five additional one-year renewal options) This was previously approved by the BOT on June 12, 2015. | \$157,148.78 | 3 |
| Citizens Communications Co (dba Frontier Communications; Gloversville, NY | FY17 continuous order for telephone line service | \$162,000 | Sole Source |
| The Summit League; Elmhurst, IL | Officiating fees for WIU athletic games, excluding football, for the 2016/2017 season | \$193,800 | Sole Source |
| MBS Service Co; Columbia, MO | FY17 continuous order for textbooks for resale by the University Bookstore (resale – exempt from BOT approval) | \$205,000 | IPHEC |
| WTVP TV/Illinois Valley Public Telecommunications Corp; Peoria, IL | FY17 master control services for WQPT (entire contract approved by BOT on March 28, 2014) | \$218,004 | 2 |

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

| Vendor | Type of Purchase | Amount | Number of Bids |
|---|---|--------------|----------------|
| University of Illinois CARLI; Champaign, IL | FY17 continuous order for library materials database subscriptions | \$292,000 | IPHEC |
| MidAmerican Energy Company; Davenport, IA | FY17 continuous order for electricity for WIU-QC (exempt from BOT approval) | \$310,000 | Sole Source |
| Ameren Illinois Company (dba Ameren CIPS); St Louis, MO | FY17 continuous order for natural gas (exempt from BOT approval) | \$340,000 | Sole Source |
| Interstate Municipal Gas; Auburn, IL | FY17 continuous order for natural gas for use in the utility plant (exempt from BOT approval) | \$380,000 | Sole Source |
| Marsh USA Inc.; Chicago, IL | FY17 property insurance program | \$433,415.99 | MHEC |

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

| Vendor | Type of Purchase | Amount | Number of Bids |
|---|---|--------------|----------------------|
| Levi Ray & Shoup, Inc.; Springfield, IL | Annual IBM software maintenance for a z114 mainframe for AIMS. (total cost based on bid of 100% capacity but we will be billed using sub-capacity pricing making the final total under \$500,000) | \$509,706.58 | 1 |
| Western Illinois University; Macomb, IL | FY17 disbursement of funds for the WEOG additional commitment for recruiting. | \$510,000 | NA |
| EBSCO Industries Inc.; Cary, IL | FY17 continuous order for library materials (exempt from BOT approval) | \$756,000 | IPHEC |
| City of Macomb; Macomb, IL | FY17 continuous order for water (exempt from BOT approval) | \$1,120,000 | Intergov't Agreement |
| Durham School Services; Southfield, MI | FY17 transit services for Go West (2 nd of a five-year contract). This was previously approved by the BOT on June 12, 2015. | \$1,126,000 | 1 |
| Health Ins Reserve Fund; Springfield, IL | WIU's health insurance contribution for FY17 (CMS contract – exempt from BOT approval) | \$1,944,800 | CMS |
| Western Illinois University; Macomb, IL | FY17 disbursement of funds for the Western commitment scholarships (exempt from BOT approval) | \$5,000,000 | NA |

WESTERN ILLINOIS UNIVERSITY BOARD OF TRUSTEES

October 7, 2016

Resolution No. 16.10/1 Approved Depositories and Signatories

Resolution:

WHEREAS an informational listing of approved depositories shall be made annually at the fall meeting as part of the President's Report to the Board; and,

WHEREAS in accordance with Board of Trustees Regulations Section V.G.1., the following institutions have been approved as depositories of local funds:

Bank of America, Quincy, Illinois;
Citizens, a Division of Morton Community Bank, Macomb, Illinois;
First Bankers Trust Company, Macomb, Illinois;
United Community Bank, Macomb, Illinois;
First Midwest Bank, Moline, Illinois;
First State Bank of Illinois, Macomb, Illinois;
US Bank National Association, Chicago, Illinois;
The National Bank, East Moline, Illinois;
Mid-America National Bank, Macomb, Illinois;
The Illinois Funds, Springfield, Illinois;
Illinois National Bank, Springfield, Illinois;
US Bank, Springfield, Illinois;
US Bank, Rock Island, Illinois;
Wells Fargo Bank, National Association, Canton, Illinois; and,

WHEREAS the Vice President for Administrative Services is responsible for depositories and major accounts; and,

WHEREAS the following University positions and names to withdraw funds is being requested: Interim Vice President for Administrative Services, Matthew Bierman, and President, Jack Thomas; and,

WHEREAS guidelines established by the President were followed:

THEREFORE be it resolved that the Board of Trustees approves the depositories and signature authority as presented.

WESTERN ILLINOIS UNIVERSITY BOARD OF TRUSTEES

October 7, 2016

Resolution No. 16.10/2 FY2017 All-Funds Budget

Resolution:

WHEREAS Western Illinois University must prepare an annual all-funds budget for Appropriated Funds, University Income Funds, and All Other Funds for the Illinois Board of Higher Education, Illinois State Legislature and the Governor; and,

WHEREAS the Fiscal Year 2017 all-funds budget requires Western Illinois University Board of Trustees approval prior to submission; and,

WHEREAS the *Fiscal Year 2017 All-Funds Budget* presented today advances the goals of the University's Strategic Plan, Higher Values in Higher Education, on both Western Illinois University campuses, and statewide strategic planning goals for higher education, as identified in IBHE's *Illinois Public Agenda for College and Career Success*; and,

WHEREAS the *Fiscal Year 2017 All-Funds Budget* presented today maintains Western Illinois University's public commitments to conservative fiscal management and public accountability to students, their families, and state taxpayers:

THEREFORE be it resolved that the Board of Trustees approves the Fiscal Year 2017 All-Funds Budget as presented in the *Fiscal Year 2017 All-Funds Budget* document and be it further resolved that the President be authorized to make technical adjustments in these budgets if necessary.

Fiscal Year 2017 All-Funds Budget

To ensure full budgetary disclosure within Illinois public universities, the Illinois Board of Higher Education requires each public university Board of Trustees to approve a budget for the upcoming fiscal year. The plan must include all sources of university funds categorized by State Appropriated Funds, University Income Funds, Auxiliary Services Funds, and All Other Non-Appropriated Funds. The budget approved by the Western Illinois University Board of Trustees is submitted to the Illinois Board of Higher Education, Illinois State Legislature, and the Governor.

The following table presents Western Illinois University's *Fiscal Year 2017 All-Funds Budget* to be approved by the Western Illinois University Board of Trustees. This budget assumes a state appropriation \$51.4M which is the level of funding received by WIU in fiscal year 2015. On June 30, 2016, the General Assembly and the Governor approved an FY17 stopgap appropriation, meant to provide 6 months of funding for the University. This amount was \$31.4 million. We expect the legislature and governor to pass further FY17 funding legislation.

| Western Illinois University Fiscal Year 2017 All-Funds Budget | | | | | |
|--|-----------------------|----------------------|--------------------------------|----------------------------|-----------------------|
| | State Appropriated | University Income | Auxiliary Facilities System | Other Non- Appropriated | Total |
| Personal Services | \$ 48,870,400 | \$ 50,129,600 | \$ 13,750,000 | \$ 13,000,000 | \$ 125,750,000 |
| Medicare | 830,000 | 1,000,000 | 200,000 | 150,000 | 2,180,000 |
| Contractual Services | - | 11,000,000 | 21,000,000 | 14,350,000 | 46,350,000 |
| Travel | - | 500,000 | 100,000 | 500,000 | 1,100,000 |
| Commodities | - | 1,625,200 | 600,000 | 2,100,000 | 4,325,200 |
| Equipment | - | 2,500,000 | 500,000 | 1,500,000 | 4,500,000 |
| Awards & Grants and Mat | - | 6,500,000 | 1,500,000 | 25,000,000 | 33,000,000 |
| Telecommunication Serv | - | 500,000 | 125,000 | 350,000 | 975,000 |
| Operation of Automotive | - | 300,000 | 200,000 | 500,000 | 1,000,000 |
| Permanent Improvement | - | 500,000 | 400,000 | 300,000 | 1,200,000 |
| CMS Health Insurance | 1,744,800 | - | 200,000 | 1,000,000 | 2,944,800 |
| Other | - | - | 13,750,000 | 250,000 | 14,000,000 |
| Total FY2016 Operat | \$ 51,445,200 | \$ 74,554,800 | \$ 52,325,000 | \$ 59,000,000 | \$ 237,325,000 |

Statewide budgeting for higher education follows a two-step process. Prior to the start of the fiscal year, the Western Illinois University Board of Trustees must approve a preliminary spending plan for the next fiscal year beginning July 1. Table 1 presents the *Western Illinois University Preliminary Spending Plan* for fiscal years 2015, 2016 and 2017. This plan was approved by Western Illinois University Board of Trustees in June (*Resolution No. 16.6/3*).

Table 2 presents the All-Funds Budget approved by the Western Illinois University Board of Trustees for Fiscal Years 2015, 2016, and 2017. Differences in values budgeted for the *Fiscal Year 2017 Preliminary Spending Plan* (Table 1) and the *Fiscal Year 2017 All-Funds Budget* (Table 2) are due to the following factors.

- The *Fiscal Year 2017 Preliminary Spending Plan*, approved by the Western Illinois University Board of Trustees in June 2016, was based on projected student enrollment. The *Fiscal Year 2017 All-Funds Budget*, presented today, is based on actual Fall 2016 enrollment.
- Western Illinois University bases institutional budgets on previous fiscal year expenditures. The *Fiscal Year 2017 Preliminary Spending Plan*, approved by the Western Illinois University Board of Trustees in June 2016, was based on estimated Fiscal Year 2016 expenditures. The *Fiscal Year 2017 All-Funds Budget*, presented today, is based on actual Fiscal Year 2016 expenditures.

- At the time of presenting the *Fiscal Year 2017 Preliminary Spending Plan* to the Western Illinois University Board of Trustees, the State's *Fiscal Year 2017 Appropriated Funds Budget* had not been enacted. Normally, by the time we present the University's *Fiscal Year 2017 All-Funds Budget*, the state budget has been signed into law. As of September 20, 2016, We have only received a partial state appropriation of \$31.4M which was considered a 6 month stop-gap budget for Western Illinois University.

Fiscal Year 2017 Spending Priorities

Following a fiscally conservative model, Western Illinois University's annual budget preparation process uses the previous year's budget and Strategic Plan priority and resource allocation decisions as base. This practice successfully supports advancement of the *University Mission Statement* and attainment of institutional goals and priorities stated in *Higher Values in Higher Education*.

As guided by *Higher Values in Higher Education*, funds will be applied to the University's highest priorities, including increasing faculty and staff salaries to meet and exceed the average of peer institutions, support for academic programs, deferred maintenance, student recruitment, marketing and support for student scholarships and retention efforts.

Pending Board approval, the University will continue to aggressively pursue Strategic Plan priorities. Personal services, Medicare, and CMS health insurance expenditures totaling \$130.9 million represent 55.1 percent of the University's Fiscal Year 2017 planned all-funds budget expenditures, followed by items supporting the academic mission of the University: contractual services (primarily utilities and food service), awards and grants (student financial aid), and equipment.

Integrated Planning, Budgeting, and Accountability Reporting Processes

Because Western Illinois University engages in integrated planning, budgeting, and accountability reporting processes, the *Fiscal Year 2017 All-Funds Budget* report should be read in conjunction with The *Fiscal Year 2018 Appropriated Operating and Capital Budget Recommendations* to the Illinois Board of Higher Education identifying how funding will create sustainability for instructional, research, and service activities that directly contribute to Illinois' knowledge-based economy through successful implementation of *Higher Values in Higher Education*.

Table 1
Western Illinois University
Fiscal Year 2015 Through FY2017 Preliminary Spending Plan

| | State Appropriated | University Income | Auxiliary Facilities System | Other Non- Appropriated | Total |
|------------------------------------|-----------------------|----------------------|--------------------------------|----------------------------|----------------|
| Fiscal Year 2015 | | | | | |
| Personal Services | \$ 50,184,300 | \$ 54,501,900 | \$ 14,200,000 | \$ 14,250,000 | \$ 133,136,200 |
| Medicare | 830,000 | 700,000 | 200,000 | 150,000 | 1,880,000 |
| Contractual Services | - | 11,200,000 | 22,530,000 | 13,000,000 | 46,730,000 |
| Travel | - | 500,000 | 150,000 | 750,000 | 1,400,000 |
| Commodities | - | 2,264,000 | 650,000 | 2,200,000 | 5,114,000 |
| Equipment | - | 3,000,000 | 900,000 | 2,000,000 | 5,900,000 |
| Awards & Grants and Matching Funds | - | 2,000,000 | 1,400,000 | 25,000,000 | 28,400,000 |
| Telecommunication Services | - | 575,000 | 150,000 | 360,000 | 1,085,000 |
| Operation of Automotive Equipment | - | 300,000 | 200,000 | 600,000 | 1,100,000 |
| Permanent Improvements | - | 700,000 | 400,000 | 300,000 | 1,400,000 |
| CMS Health Insurance | 1,744,800 | - | 200,000 | 1,000,000 | 2,944,800 |
| Other | - | - | 14,420,000 | 390,000 | 14,810,000 |
| Total FY2015 Operating Budget | \$ 52,759,100 | \$ 75,740,900 | \$ 55,400,000 | \$ 60,000,000 | \$ 243,900,000 |
| Fiscal Year 2016 | | | | | |
| Personal Services | \$ 45,526,500 | \$ 61,498,700 | \$ 14,200,000 | \$ 14,250,000 | \$ 135,475,200 |
| Medicare | 830,000 | 700,000 | 200,000 | 150,000 | 1,880,000 |
| Contractual Services | - | 11,000,000 | 23,300,000 | 14,150,000 | 48,450,000 |
| Travel | - | 500,000 | 100,000 | 750,000 | 1,350,000 |
| Commodities | - | 2,400,000 | 600,000 | 2,200,000 | 5,200,000 |
| Equipment | - | 3,000,000 | 500,000 | 2,000,000 | 5,500,000 |
| Awards & Grants and Matching Funds | - | 5,200,000 | 1,400,000 | 25,000,000 | 31,600,000 |
| Telecommunication Services | - | 500,000 | 125,000 | 350,000 | 975,000 |
| Operation of Automotive Equipment | - | 300,000 | 200,000 | 500,000 | 1,000,000 |
| Permanent Improvements | - | 300,000 | 400,000 | 400,000 | 1,100,000 |
| CMS Health Insurance | 1,744,800 | - | 200,000 | 1,000,000 | 2,944,800 |
| Other | - | - | 14,440,000 | 250,000 | 14,690,000 |
| Total FY2016 Operating Budget | \$ 48,101,300 | \$ 85,398,700 | \$ 55,665,000 | \$ 61,000,000 | \$ 250,165,000 |
| Fiscal Year 2017 | | | | | |
| Personal Services | \$ 38,581,510 | \$ 45,718,490 | \$ 13,750,000 | \$ 13,000,000 | \$ 111,050,000 |
| Medicare | 830,000 | 600,000 | 200,000 | 150,000 | 1,780,000 |
| Contractual Services | - | 10,000,000 | 21,000,000 | 14,350,000 | 45,350,000 |
| Travel | - | 450,000 | 100,000 | 500,000 | 1,050,000 |
| Commodities | - | 2,275,200 | 600,000 | 2,100,000 | 4,975,200 |
| Equipment | - | 2,800,000 | 500,000 | 1,500,000 | 4,800,000 |
| Awards & Grants and Matching Funds | - | 6,000,000 | 1,500,000 | 25,000,000 | 32,500,000 |
| Telecommunication Services | - | 450,000 | 125,000 | 350,000 | 925,000 |
| Operation of Automotive Equipment | - | 300,000 | 200,000 | 500,000 | 1,000,000 |
| Permanent Improvements | - | 250,000 | 400,000 | 300,000 | 950,000 |
| CMS Health Insurance | 1,744,800 | - | 200,000 | 1,000,000 | 2,944,800 |
| Other | - | - | 13,750,000 | 250,000 | 14,000,000 |
| Total FY2016 Operating Budget | \$ 41,156,310 | \$ 68,843,690 | \$ 52,325,000 | \$ 59,000,000 | \$ 221,325,000 |

Table 2
Western Illinois University
Fiscal Year 2015 Through Fiscal Year 2017 All-Funds Budget

| | State Appropriated | University Income | Auxiliary Facilities System | Other Non- Appropriated | Total |
|------------------------------------|-----------------------|----------------------|--------------------------------|----------------------------|----------------|
| Fiscal Year 2015 | | | | | |
| Personal Services | \$ 46,471,100 | \$ 60,228,900 | \$ 13,975,000 | \$ 14,250,000 | \$ 134,925,000 |
| Medicare | 800,000 | 800,000 | 200,000 | 150,000 | 1,950,000 |
| Contractual Services | 2,500,000 | 8,571,800 | 22,500,000 | 14,150,000 | 47,721,800 |
| Travel | - | 800,000 | 100,000 | 750,000 | 1,650,000 |
| Commodities | 383,400 | 2,000,000 | 600,000 | 2,200,000 | 5,183,400 |
| Equipment | 400,000 | 2,500,000 | 500,000 | 2,000,000 | 5,400,000 |
| Awards & Grants and Matching Funds | - | 4,000,000 | 1,400,000 | 25,000,000 | 30,400,000 |
| Telecommunication Services | 150,000 | 350,000 | 125,000 | 350,000 | 975,000 |
| Operation of Automotive Equipment | 180,000 | 120,000 | 200,000 | 500,000 | 1,000,000 |
| Permanent Improvements | - | 500,000 | 400,000 | 400,000 | 1,300,000 |
| CMS Health Insurance | 1,744,800 | - | 200,000 | 1,000,000 | 2,944,800 |
| Other | - | - | 14,300,000 | 250,000 | 14,550,000 |
| Total FY2015 Operating Budget | \$ 52,629,300 | \$ 79,870,700 | \$ 54,500,000 | \$ 61,000,000 | \$ 248,000,000 |
| Fiscal Year 2016 | | | | | |
| Personal Services | \$ 45,556,500 | \$ 59,943,500 | \$ 14,200,000 | \$ 13,700,000 | \$ 133,400,000 |
| Medicare | 800,000 | 800,000 | 200,000 | 150,000 | 1,950,000 |
| Contractual Services | - | 10,730,200 | 21,000,000 | 15,000,000 | 46,730,200 |
| Travel | - | 675,000 | 100,000 | 750,000 | 1,525,000 |
| Commodities | - | 1,500,000 | 600,000 | 2,200,000 | 4,300,000 |
| Equipment | - | 2,800,000 | 630,000 | 1,700,000 | 5,130,000 |
| Awards & Grants and Matching Funds | - | 6,500,000 | 1,500,000 | 24,000,000 | 32,000,000 |
| Telecommunication Services | - | 500,000 | 150,000 | 350,000 | 1,000,000 |
| Operation of Automotive Equipment | - | 300,000 | 200,000 | 450,000 | 950,000 |
| Permanent Improvements | - | 650,000 | 400,000 | 350,000 | 1,400,000 |
| CMS Health Insurance | 1,744,800 | - | 200,000 | 1,000,000 | 2,944,800 |
| Other | - | - | 14,420,000 | 250,000 | 14,670,000 |
| Total FY2016 Operating Budget | \$ 48,101,300 | \$ 84,398,700 | \$ 53,600,000 | \$ 59,900,000 | \$ 246,000,000 |
| Fiscal Year 2017 | | | | | |
| Personal Services | \$ 48,870,400 | \$ 50,129,600 | \$ 13,750,000 | \$ 13,000,000 | \$ 125,750,000 |
| Medicare | 830,000 | 1,000,000 | 200,000 | 150,000 | 2,180,000 |
| Contractual Services | - | 11,000,000 | 21,000,000 | 14,350,000 | 46,350,000 |
| Travel | - | 500,000 | 100,000 | 500,000 | 1,100,000 |
| Commodities | - | 1,625,200 | 600,000 | 2,100,000 | 4,325,200 |
| Equipment | - | 2,500,000 | 500,000 | 1,500,000 | 4,500,000 |
| Awards & Grants and Matching Funds | - | 6,500,000 | 1,500,000 | 25,000,000 | 33,000,000 |
| Telecommunication Services | - | 500,000 | 125,000 | 350,000 | 975,000 |
| Operation of Automotive Equipment | - | 300,000 | 200,000 | 500,000 | 1,000,000 |
| Permanent Improvements | - | 500,000 | 400,000 | 300,000 | 1,200,000 |
| CMS Health Insurance | 1,744,800 | - | 200,000 | 1,000,000 | 2,944,800 |
| Other | - | - | 13,750,000 | 250,000 | 14,000,000 |
| Total FY2016 Operating Budget | \$ 51,445,200 | \$ 74,554,800 | \$ 52,325,000 | \$ 59,000,000 | \$ 237,325,000 |

WESTERN ILLINOIS UNIVERSITY BOARD OF TRUSTEES

October 7, 2016

Resolution No. FY2018 Appropriated Operating Budget Recommendations

Resolution:

WHEREAS Western Illinois University prepares annual appropriated operating recommendations for the Illinois Board of Higher Education, Illinois State Legislature and the Governor; and,

WHEREAS Fiscal Year 2018 appropriated operating budget recommendations require Western Illinois University Board of Trustees approval prior to submission; and,

WHEREAS the *Fiscal Year 2018 Appropriated Operating Budget Recommendations* presented today advance the goals of the University's Strategic Plan, *Higher Values in Higher Education*, on both Western Illinois University campuses, and the Illinois Board of Higher Education's statewide strategic plan for higher education, *IBHE 2012, A Strategic Plan for the Illinois Board of Higher Education*;

THEREFORE be it resolved that the Board of Trustees approves the Fiscal Year 2018 appropriated operating budget recommendations as presented in the *Fiscal Year 2018 Appropriated Operating Budget Recommendations* and be it further resolved that the President be authorized to make technical adjustments in the operating budget recommendations if necessary.

Fiscal Year 2018 Appropriated Operating Budget Recommendations
Western Illinois University

Western Illinois University begins Fiscal Year 2017 with a \$126.0 million base appropriation (32.6 percent from general revenue and 67.3 percent from income fund). The University recommends a \$9.9 million general revenue increase in funding for Fiscal Year 2018 operations.

Through meaningful state support, internal reallocations, and successful implementation of the University’s Strategic Plan, Higher Values in Higher Education, Western Illinois University continues to advance the four goals of The Illinois Board of Higher Education’s *IBHE 2012, A Strategic Plan for the Illinois Board of Higher Education*;

Goal One: Increase educational attainment to match best-performing states.

Goal Two: Ensure college affordability for students, families, and taxpayers.

Goal Three: Increase the number of high-quality post-secondary credentials to meet the demands of the economy and an increasingly global society.

Goal Four: Better integrate Illinois’ educational, research, and innovation assets to meet economic needs of the state and its regions.

Illinois Board of Higher Education guidelines divide operating recommendations into two categories: salary and cost increases and support for program priorities. Eighteen percent of the University’s recommendation is for salary and cost increases. This includes funding for salary increases, related Social Security contributions, and other inflationary increases associated with University operations (utilities, library materials, and all other institutional operations). The remaining 82 percent of the University’s recommendation supports programs identified in *Higher Values in Higher Education*.

| Western Illinois University Fiscal Year 2018 Appropriated Funds Operating Budget Request | | | |
|---|--------------------|---------------------|----------|
| | Dollar Increase | Percent Increase | Priority |
| Salary and Cost Increases | | | |
| Salaries (on 95% of Base) | \$1,000,000 | 1.05% | |
| Other General Costs | <u>800,000</u> | 3.00% | |
| Total Salary and Cost Increases | \$1,800,000 | 1.84% | |
| Program Priorities | | | |
| Student Financial Aid | 2,000,000 | | 1 |
| Deferred Maintenance | 4,000,000 | | 2 |
| Quad Cities Campus Funding (Phase I and II) | \$1,600,000 | | 3 |
| STEM - Health Care Professional Education | 250,000 | | 4 |
| STEM - Engineering | <u>250,000</u> | | 5 |
| Total Program Priorities | \$8,100,000 | | |
| Total All Increases | \$9,900,000 | | |

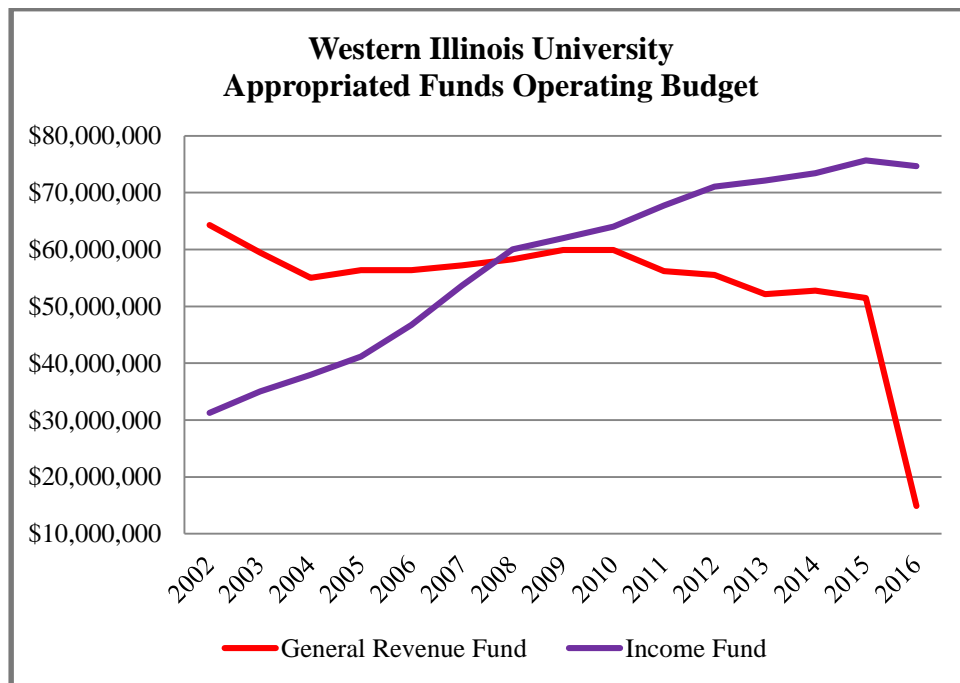
Salary Increases for Faculty and Staff. As stated in *Higher Values in Higher Education*, Western Illinois University’s highest priority is to increase faculty and staff salaries to meet and exceed the mean of peer institutions. The \$1.0 million request for salary increases is 55.6 percent of the University’s salary and cost increase recommendation. Salary erosion is a critical issue facing Western Illinois University. The ability to recruit and retain high achieving and diverse faculty and staff is directly related to ensuring educational quality. While internal reallocations provide some level of salary increase for faculty and staff, enhancing competitiveness remains the highest institutional priority, particularly in light of reduced salary competitiveness.

Support for Program Priorities. Western Illinois University is seeking \$8.1 million in funding for program priorities identified in *Higher Values in Higher Education*. These include:

- **Student Financial Aid (\$2,000,000)** to support access and affordability to higher education.
- **Permanent improvements and campus infrastructure enhancements (\$4,000,000)** to reduce the deferred maintenance backlog of over \$500 million.
- **Quad Cities Campus Funding - Phase I & II - (\$1,600,000)** for faculty and staff positions needed to support the opening of new facilities and academic programs.
- **STEM - Health Care Professional Education (\$250,000)** provides additional support for needed faculty and equipment for the program.
- **STEM - Engineering Program (\$250,000)** to provide salaries for faculty and support professionals as well as much needed equipment to provide quality education and maintain the ABET accreditation.

The requested \$8.1 million will help restore Western Illinois University’s status as a state-supported institution of higher education. Between Fiscal Years 2002 and 2016, state general revenue support for the University decreased by \$49.4 million or 77.0 percent. During this same time period, unfunded cost increases have been incurred for utilities, Illinois Veterans Grants, CMS health insurance and other unfunded budget items.

The effect, shown below, is that tuition costs (University Income Fund) associated with vital functions of higher education are being shifted from a shared statewide priority to the responsibility of students and their families.



Changes from Fiscal Year 2017 Operating Recommendation Request

Consistent with the University’s Strategic Plan, salary increases are the University’s highest priority. Cost increases for utilities, library material and other operating expenses are also important. Western Illinois University has not received funding for increased costs in over 15 years.

Western Illinois University is also requesting \$8.1 million in state funding to support its Strategic Plan, *Higher Values in Higher Education*. Funds to support deferred maintenance, student financial aid, operations in the Quad Cities, health care professional education, and the engineering program will improve economic development, educational partnerships, access, diversity, affordability, productivity, and accountability in Illinois public higher education.

| Changes from Fiscal Year 2018 Operating Increase Recommendation | | | | | |
|---|------------------|------------------|------------------|----------------|---------|
| (Dollars in Thousands) | | | | | |
| | Fiscal Year | | Difference | | |
| | <u>2017</u> | <u>2018</u> | <u>Amount</u> | <u>Percent</u> | |
| Total Recommended Increase | <u>\$7,870.0</u> | <u>\$9,900.0</u> | <u>\$2,030.0</u> | | 25.79% |
| Salary and Cost Increases | <u>\$2,270.0</u> | <u>\$1,800.0</u> | <u>(\$470.0)</u> | | -20.70% |
| Salary Increases | 2,000.00 | 1,000.0 | (1,000.0) | | |
| Cost Increases | | | | | |
| Other General Materials | 270.0 | \$800.0 | 530.0 | | |
| Program Priorities | <u>\$5,600.0</u> | <u>\$8,100.0</u> | <u>\$2,500.0</u> | | 44.64% |
| Deferred Maintenance | 2,000.0 | 4,000.0 | 2,000.0 | | |
| Student Financial Aid | 1,500.0 | 2,000.0 | 500.0 | | |
| Quad Cities Campus Funding (Phase I and II) | 1,600.0 | 1,600.0 | - | | |
| STEM -Health Care Professional Education | 250.0 | 250.0 | - | | |
| STEM - Engineering Program | 250.0 | 250.0 | - | | |

**Western Illinois University’s Fiscal Year 2018 Operating Recommendations
To the Illinois Board of Higher Education**

Western Illinois University’s Fiscal Year 2018 operating budget request will be submitted to the Illinois Board of Higher Education October 15, 2016, pending board approval.

**FY2018 OPERATIONS AND GRANTS
DETAIL OF RESOURCES REQUESTED FOR NEW PROGRAMS
AND PROGRAM PRIORITIES**

NAME OF INSTITUTION: Western Illinois University

TITLE OF REQUEST: Faculty and Staff Salaries

AMOUNT REQUESTED: \$1,000,000

SOURCE OF FUNDS REQUESTED: Appropriated Funds

BRIEF DESCRIPTION OF REQUEST:

Higher Values in Higher Education, Western Illinois University's Strategic Plan, displays the University's goals, priorities, and contributions to the statewide strategic plan for higher education, *The Illinois Public Agenda for College and Career Success*. Consistent with these plans, Western Illinois University seeks funding for our highest institutional priority: meeting and exceeding average faculty and staff salaries at peer institutions.

At the core of any great university and system of higher education is a dedicated, diverse, and high-achieving employee base. Implementation and the ultimate success of the goals and priorities of *Higher Values in Higher Education* and the *Illinois Public Agenda for College and Career Success* are the direct responsibility of Western Illinois University's faculty and staff. Compensation is a critical element to the recruitment and retention of a university community dedicated to economic development, educational partnerships, access and diversity, quality, productivity, and accountability.

Recruiting and retaining high-achieving and diverse faculty and staff are directly related to improving the quality of academic and co-curricular programs and services. Such actions in the competitive job market necessitate faculty and staff salaries that meet and exceed the mean of peer institutions.

JUSTIFICATION FOR BUDGET REQUEST:

Illinois' strengths include its diverse economy, rich natural resources, strategic location, and well-trained workforce. Illinois owes much of its economic success and stability to the strong system of higher education. Continued prosperity is contingent upon statewide partnerships committed to investment in fair, equitable, market value faculty and staff salaries. The resources requested in this partnership proposal will be combined with other University funds to advance the highest priority actions in *Higher Values in Higher Education* which will help provide faculty and staff salaries that meet and exceed the mean of peer institutions.

**FY2018 OPERATIONS AND GRANTS
DETAIL OF RESOURCES REQUESTED FOR NEW PROGRAMS
AND PROGRAM PRIORITIES**

NAME OF INSTITUTION: Western Illinois University

TITLE OF REQUEST: Student Financial Aid

AMOUNT REQUESTED: \$2,000,000

SOURCE OF FUNDS REQUESTED: Appropriated Funds

BRIEF DESCRIPTION OF REQUEST:

Higher Values in Higher Education, Western Illinois University's Strategic Plan, states:

“Western Illinois University also emphasizes affordability because a college education is essential in today’s global and highly technological community. We firmly believe that higher education, and the benefits that it accords, is an investment, and that no student should be denied a college education because of financial need. We provide access and affordability to a high-quality educational experience that is responsive to student needs and circumstances.”

Funds are being requested to provide students with financial aid opportunities to support access and affordability to higher education. Over the past several years, Federal and State grant funding has remained fairly constant, while institutional financial aid has increased and at the same time family contributions toward education have declined due to the economy. The result has created a substantial increase in need for financial assistance and has forced needy students to borrow at high levels utilizing federal student loans. Even with higher levels of borrowing, a majority have insufficient funds to pay their college expenses. Providing new and enhanced strategies for reducing the amount of student indebtedness upon graduation is consistent with University’s Strategic Plan, *Higher Values in Higher Education*, and statewide strategic planning goals for higher education, identified in The Illinois Board of Higher Education’s *Illinois Public Agenda for College and Career Success*.

JUSTIFICATION FOR BUDGET REQUEST:

The University is making a strong commitment to ensure that no Illinois citizen is denied access to higher education because of financial need. Funding will be used to provide scholarship funds to high-need, academically talented students to help reduce student indebtedness upon graduation.

**FY2018 OPERATIONS AND GRANTS
DETAIL OF RESOURCES REQUESTED FOR NEW PROGRAMS
AND PROGRAM PRIORITIES**

NAME OF INSTITUTION: Western Illinois University

TITLE OF REQUEST: Deferred Maintenance

AMOUNT REQUESTED: \$4,000,000

SOURCE OF FUNDS REQUESTED: Appropriated Funds

BRIEF DESCRIPTION OF REQUEST:

Higher Values in Higher Education, Western Illinois University's Strategic Plan, states:

“Provide safe, accessible, responsible campus environments that meet the needs of University constituencies and reflect the core values of the University.”

Providing a safe, accessible, and responsive campus environment conducive to learning is crucial in a community of learners. The University estimates a total appropriated deferred maintenance backlog over \$223 million. This large backlog of projects is negatively impacting the campus learning environment.

In addition to funds requested for deferred maintenance needs, Capital Renewal funds are used to address deferred maintenance priorities on campuses. Between FY2004 and FY2017 Western Illinois University has requested \$18.0 million in Capital renewal funds and has received \$3.6 million. This has resulted in over \$14.4 million in lost funds that would have been used to address elevator maintenance, utility infrastructure repairs, and other critical needs on campus.

JUSTIFICATION FOR BUDGET REQUEST:

The University is making a strong commitment toward improving the campus physical environment. A reduction in the deferred maintenance liability is viewed as integral to achieving that objective. Funds will be utilized for classroom modernization; improving HVAC and building energy management controls; enhancing electrical and plumbing distribution systems; and renovating campus sidewalks, drives, and exterior stairs.

**FY2018 OPERATIONS AND GRANTS
DETAIL OF RESOURCES REQUESTED FOR NEW PROGRAMS
AND PROGRAM PRIORITIES**

NAME OF INSTITUTION: Western Illinois University

TITLE OF REQUEST: Quad Cities Campus Funding Phase I and II

AMOUNT REQUESTED: \$1,600,000

SOURCE OF FUNDS REQUESTED: Appropriated Funds

BRIEF DESCRIPTION OF REQUEST:

In July 2009, the State of Illinois invested \$59.3 million to construct the first two phases of the Western Illinois University-Quad Cities Riverfront Campus. The new location supports doubling enrollment from current levels to 3,000 students to meet the four goals of the *Illinois Public Agenda for College and Career Success* to increase educational attainment, ensure college affordability, address workforce needs, and enhance economic growth.

Phase I of the new Riverfront Campus opened in January 2012. The Phase I facility established a permanent home to the only public University in the Quad Cities. Phase II of the Riverfront Campus opened in August 2014. The State of Illinois has made a commitment to the citizens of Illinois to create and expand educational opportunities in the Quad Cities to advance all four goals of the *Illinois Public Agenda*. Western Illinois University has generated external funding and reallocated resources to support high demand programs and campus operations. We stand ready to continue expansion implementation with the State's partnership contributions

The current budget of Western Illinois University-Quad Cities is \$9.2 million. No new state resources have been given for the operations and maintenance of the Quad Cities Campus. The \$9.2 million in appropriated funding has been reallocated from existing dollars to support the new campus. We are requesting \$1.6 million in funds to support existing operations and future growth opportunities.

JUSTIFICATION FOR BUDGET REQUEST:

Western Illinois University reallocated institutional resources to open the Riverfront Campus Phases I and II as soon as construction was completed in 2012 and 2014, respectively. Educational demand has been demonstrated through steady enrollment during a period of decreasing Illinois high school and community college graduates (12% over the last four years).

The University continues to support students in a variety of majors and has made a significant investment in STEM fields. The recent addition of our Engineering to our educational portfolio has generated great interest from the manufacturing and engineering professions. We have developed partnerships with local community colleges and offer high school and community college dual enrollment options for all academic majors.

Illinois is a leading net exporter of high school graduates. The expansion of Western Illinois University gives higher education access to 400,000 residents in a region located on the Illinois/Iowa Boarder. As presented when the University requested capital funds for Riverfront Campus, new faculty and staff positions and operational and maintenance support are needed to support expanded academic programs. Such actions are necessary to increase educational attainment to match best-performing states (*Illinois Public Agenda, Goal 1*).

However, the University should not be expected to maintain the state's commitment to public higher education in the Quad Cities alone, nor should it rely on large tuition increases. State appropriations to Western Illinois University have decreased by 6 percent from Fiscal Year 2012 to Fiscal Year 2015. Exercising conservative fiscal management, the modest \$1.6 million request covers only a portion of the State's share of essential funds necessary to support public education of Illinois citizens.

With new state funding, Western's expenditures will remain focused on the core function of instruction. The dollars will be allocated to support building additional instructional capacity, enhancements for our STEM fields, and to continue to build necessary and streamlined structures to support Illinois public higher education in the Quad Cities.

Western Illinois University continues to maintain our commitment to provide an affordable education for Illinois Citizens. Our administrative and instructional costs remain below the statewide average. Our four year cost guarantee for tuition and fees, room and board rates sets us apart from other Illinois public universities. Our mission to provide access to all Illinois residents, regardless of their socioeconomic backgrounds, necessitates continued financial support from the state for our Quad Cities campus.

**FY2018 OPERATIONS AND GRANTS
DETAIL OF RESOURCES REQUESTED FOR NEW PROGRAMS
AND PROGRAM PRIORITIES**

NAME OF INSTITUTION: Western Illinois University

TITLE OF REQUEST: STEM - Health Care Professional Education

AMOUNT REQUESTED: \$250,000

SOURCE OF FUNDS REQUESTED: Appropriated Funds

BRIEF DESCRIPTION OF REQUEST:

Addressing the critical regional shortage of nurses in West Central Illinois (i.e., Galesburg through Quincy), Western Illinois University-Macomb is coordinating with local community colleges and area health care providers to provide a baccalaureate of science in nursing and an RN-BSN Completion program for community college transfer students, practicing nurses and a pre-licensure program to prepare graduates to take the national council licensing exam (NCLEX) to be an RN. The participating agencies in this collaborative relationship are McDonough District Hospital, Blessing Hospital, St. Mary's Hospital, Memorial Hospital in Carthage, Graham Hospital, Peoria County Jail, Grand Prairie Assisted Living, The Elms, Heartland Health Care, YMCA Child Care Center, Western Illinois Home Health, St. Francis Medical Center, Methodist Hospital, Wesley Village, Everly House, Macomb Public Schools, St. Paul Catholic School, Mental Health Centers of Western Illinois, Beu Health Center, McDonough County Health Department, Fulton County Health Department, and Knox County Health Department. There are three community colleges in the area whose graduates articulate into the RN-BSN completion program: Black Hawk College, Spoon River College, and Carl Sandburg College.

The demand of the health care delivery system is such that baccalaureate-prepared nurses are urgently needed in hospitals for staff and leadership positions, for positions in specialty units, and for a variety of positions in long-term care facilities and clinics. Some health care agencies in the area hire only BSN prepared nurses. Also, many administrators in public health and community health agencies prefer baccalaureate-prepared nurses. Research conducted by Linda Aiken, PhD, RN and others has indicated that patient care outcomes improve with higher numbers of baccalaureate prepared nurses in the workforce. The latest information available from the IDFPR/Illinois Center for Nursing RN Survey Report in 2014 indicates that over 30% of the RN workforce is over 55-64 years of age and additional 10+% is over 65 years of age. Slightly less than 40% of the total RN workforce has a baccalaureate or higher degree in nursing; the Institute of Medicine recommends that at least 80% of the workforce have a baccalaureate or higher degree in nursing. There is a 40% difference in what is available and what is needed to ensure the safety and well-being of the public. This program addresses the nursing shortage as well as increasing the educational level of the practicing registered nurse.

The Health Care Professional Education program will provide two degree-related programs. The RN-BSN Completion program is designed for nurses who have obtained their registered nurse licensure and seek to acquire a bachelor's degree. The program will provide a bridge for associate degree and diploma nurses who wish to develop the skills preparing them for a higher level of nursing practice and advancement in their nursing careers.

The Pre-licensure Nursing program will provide a four-year baccalaureate degree leading to the BSN and the requisite education for graduates to be able to take the National Council Licensing Exam (NCLEX) to become a registered nurse. The program also provides opportunities to students who have no prior nursing education.

JUSTIFICATION FOR BUDGET REQUEST:

The RN to BSN completion program has 12 students enrolled in online courses. The four-year program has 64 pre-licensure students enrolled for fiscal year 2017 with continued growth anticipated through fiscal year 2019. This is

based on current pre-nursing enrollment and anticipated transfer students. There are 220 pre-nursing students in the current fiscal year, and, based on state-wide program trends, enrollment increased in fiscal year 2017 and is expected to continue.

Funding requested for the Health Care Professional Education program will provide support for additional full-time faculty, full-time support staff members, and will provide funds to purchase instructional laboratory equipment and library materials.

**FY 2018 OPERATIONS AND GRANTS
DETAIL OF RESOURCES REQUESTED FOR NEW PROGRAMS
AND PROGRAM PRIORITIES**

NAME OF INSTITUTION: Western Illinois University

TITLE OF REQUEST: STEM - Bachelor of Science in Engineering

AMOUNT REQUESTED: \$250,000

SOURCE OF FUNDS REQUESTED: Appropriated Funds

BRIEF DESCRIPTION OF REQUEST:

Western Illinois University received authorization on October 7, 2008 from the Illinois Board of Higher Education to offer a Bachelor of Science in Engineering degree program at the WIU Quad Cities campus. This is a multidisciplinary engineering degree designed to prepare graduates for technology leadership in the 21st Century. The degree requires a minimum of 120 semester hours. Students complete 43 s.h. of WIU's general education core, 30 s.h. of math and science (10 s.h. are dual counted for general education credits), 27 s.h. in core engineering science, and a 30 s.h. emphasis in general engineering, robotics, civil engineering, industrial engineering, and electronics engineering.

The program is designed to meet the Accreditation Board for Engineering and Technology (ABET) general engineering standards and is currently being offered at the new WIU Quad Cities Riverfront campus in Moline, Illinois. This program is vital to the region and is the only public 4-year engineering degree available in the Quad Cities Area.

JUSTIFICATION FOR BUDGET REQUEST:

Instruction was first offered starting in August of 2009 to three students of which two graduated in May 2011. The program was accredited in August of 2012 retroactive to November 2011. As of August 2016, there were 27 seniors, 42 juniors, 25 sophomores and 73 freshman students that are taking classes for this program. Almost 50 students at Black Hawk College, Eastern Iowa Community College and other regional community colleges are preparing to enter the program. By the seventh year of operation, the program has grown to 167 majors and 40 degrees awarded. We estimate that another 24 degrees will be awarded this year for a total of 64 degrees awarded by May 2017.

The funds will be used to provide salaries for additional full-time professors, and another technician to handle the rapidly increasing numbers of engineering students enrolled in the program.

Funds will also be used to support operations and purchases of essential software and engineering laboratory equipment to support instruction and to comply with ABET requirements (ABET's criterion states that modern tools, equipment, computing resources, and laboratories appropriate to the program must be available, accessible, and systematically maintained and upgraded to enable students to attain the student outcomes and to support program need).

WESTERN ILLINOIS UNIVERSITY BOARD OF TRUSTEES

October 7, 2016

Resolution No. 15.10/4 FY2018 Appropriated Capital Budget Recommendations

Resolution:

WHEREAS Western Illinois University must prepare annual appropriated capital budget recommendations for the Illinois Board of Higher Education, Illinois State Legislature, and the Governor; and,

WHEREAS Western Illinois University's Fiscal Year 2018 budget recommendations advance institutional progress and sustainability for the University's Strategic Plan, *Higher Values in Higher Education*, Campus Master Plans on the Macomb and Quad Cities campuses, and the Illinois Board of Higher Education's statewide strategic plan for higher education, *IBHE 2012, A Strategic Plan for the Illinois Board of Higher Education*; and,

WHEREAS the Fiscal Year 2018 Appropriated Capital Budget Recommendations require Western Illinois University Board of Trustees approval prior to submission:

THEREFORE be it resolved that the Board of Trustees approves the Fiscal Year 2018 Appropriated Capital Budget Recommendations as presented in the *Fiscal Year 2018 Appropriated Capital Budget Recommendations* document, and be it further resolved that the President be authorized to make technical adjustments in the capital budget recommendations if necessary.

Fiscal Year 2018 Capital Budget Recommendations
Western Illinois University

Western Illinois University recommends \$288.7 million for capital projects to support high-quality academic programs, co-curricular services, and regional economic development for fiscal year 2018. All of the requested funds will support new construction on the Macomb and Moline campuses to address highly needed space for premier academic programs. A total of \$14.4 million in capital renewal funds is also requested to support critical deferred maintenance needs.

Background

Composition of the Recommendation

Western Illinois University operates two distinct campuses, and each has unique capital priorities and needs. The University has prioritized the overall needs of the University into the recommendation below.

| Western Illinois University | | | |
|--|---------------------------------|-------------------------------|-------------------------|
| Fiscal Year 2018 Capital Recommendation | | | |
| (Dollars in Thousands) | | | |
| <u>Priority</u> | <u>Description</u> | <u>Project Type</u> | <u>Requested Amount</u> |
| 1 | WIU - Macomb Science Phase I | New Construction & Renovation | \$64,600 |
| 2 | WIU - Macomb Science Phase II | Renovation | \$54,300 |
| 3 | WIU - Macomb Tillman Hall | Renovation | \$22,900 |
| 4 | WIU - QC Phase Three | New Construction | \$37,400 |
| 5 | WIU - Macomb Education Building | New Construction | \$73,200 |
| 6 | WIU - Macomb Stipes Hall | Renovation | <u>\$36,300</u> |
| Total Recommendation | | | \$288,700 |

A summary statement documenting need for these projects is displayed below. Additional, detailed information on the scope, design, and costs of each project begins on page three of this report.

Priority 1: Western Illinois University-Macomb Science Building Phase I The current College of Arts and Sciences’ three science facilities, Currens Hall, Waggoner Hall, and Tillman Hall, are obsolete in providing high-quality comprehensive instructional laboratories. All three facilities were constructed before modern laboratory standards were developed for acceptable indoor air quality and energy efficiency. Antiquated laboratory fume-hood systems and poor quality heating, ventilation, and air conditioning systems yield inadequate comfort and humidity control. These lead to detrimental impacts on teaching; research; and student, faculty, and staff recruitment and retention. Phase I includes the construction of a new science building, an addition and remodel to Currens Hall. The new science building will consolidate existing and support new academic programs, as Western Illinois University becomes a leading comprehensive university in the United States.

Priority 2: Western Illinois University-Macomb Science Building Phase II Phase II will continue with the improvements to the science programs at WIU by renovating an existing building. Waggoner Hall will be considered for renovations to improve the overall science facilities.

Priority 3: Western Illinois University-Classroom Building Renovation Tillman Hall. Tillman Hall was originally constructed in 1954 as the first science building on the campus of Western Illinois University. The needs of the University have changed significantly since the building’s original construction over sixty years ago. The deferred maintenance needs of the building are also excessive as all of the systems are past expected life.

Priority 4: Western Illinois University-Quad Cities Riverfront Campus Building Phase Three In 2010, the state committed to building the first two phases on the newly developing Western Illinois University-Quad Cities Riverfront Campus. Building Complex Three will complete the construction of the new campus that serves a regional population of 400,000 residents and leverages \$175 million in private investment and foundation support for education, entrepreneurship, technology, new jobs, and economic opportunity.

Priority 5: Western Illinois University-Education Building Horrabin Hall was originally constructed in 1965 as a laboratory school and encompassed K-12 grades. The needs of the College of Education and Human Services do not match the current building construction. This project would reconstruct the building on the site of Horrabin Hall.

Priority 6: Western Illinois University- Stipes Hall Renovation Stipes Hall was constructed in 1968 and has had no major renovations or updates. The University through is the Macomb Facilities Master Plan update and Strategic Building Renovation Matrix has identified the building as a priority for renovation. The building is a high profile, heavily used part of the academic programs on campus and it also has a high deferred maintenance backlog.

Capital Renewal The University is requesting \$14.4 million in capital renewal funds to be utilized for classroom modernization; improving HVAC and building energy management controls; enhancing electrical and plumbing distribution systems; and renovating campus sidewalks, drives, and exterior stairs.

Priority Changes from Fiscal Year 2016

The priorities for FY2016 are shown below. There are no changes between our FY16 and FY17 request.

| Priority Changes | | | |
|---------------------------------|-------------------------------|---------------|---------------|
| Description | Project Type | <u>FY2018</u> | <u>FY2017</u> |
| WIU - Macomb Science Phase I | New Construction & Renovation | 1 | 1 |
| WIU - Macomb Science Phase II | Renovation | 2 | 2a |
| WIU - Macomb Tillman Hall | Renovation | 3 | |
| WIU - QC Phase Three | New Construction | 4 | 2b |
| WIU - Macomb Education Building | New Construction | 5 | 4 |
| WIU - Macomb Stipes Hall | Renovation | 6 | 5 |

Adhering to Illinois Board of Higher Education guidelines and format, the following recommendations for Western Illinois University’s Fiscal Year 2018 capital projects will be made (pending Western Illinois University Board of Trustees approval).

PROJECT: WESTERN ILLINOIS UNIVERSITY - MACOMB SCIENCE PHASE I

PRIORITY: 1

RAMP BUDGET CATEGORY: Buildings, Additions, and/or Structures

REQUESTED FUNDING: \$ 64,600,000 (Planning, Design and Construction)

BACKGROUND DATA

The current College of Arts and Sciences' facilities, Currens Hall (physical sciences, 1970), Waggoner Hall (life sciences, 1968), and Tillman Hall (earth sciences, 1953) are obsolete in providing high-quality instructional laboratories. These facilities were constructed before modern laboratory standards were developed by the American Society of Heating, Refrigerating and Air-Conditioning Engineers. Western Illinois University science facilities fall below acceptable indoor air quality and energy-efficiency standards. The antiquated laboratory fume-hood systems and poor quality heating, ventilation, and air conditioning systems yield inadequate comfort and humidity control. This problem produces detrimental impacts on teaching, research, and student/faculty/staff recruitment and retention.

The basic teaching and laboratory layouts of Western Illinois University's current science facilities are pedagogically obsolete and do not easily allow for the integration of new science technologies. A new facility to house science-based programs will provide the ability to integrate new laboratory technologies with the latest in science pedagogy and will foster multidisciplinary interaction through the consolidation of departments from previously diverse locations. In addition, planning studies were completed to evaluate and program future projects to renovate Currens and Waggoner Halls to allow the College of Arts and Sciences to consolidate academic programs to a single campus locale and provide for additional facility improvements/enhancements for the humanities and social sciences which are critical to the mission of the College of Arts and Sciences.

The new science building and renovation of Currens Hall will also support expanding academic programs. This includes the new forensic chemistry program and a new nursing program as approved by the Western Illinois University Board of Trustees and Illinois Board of Higher Education.

QUANTIFICATION

Western Illinois University completed a space planning and utilization study for a new state-of-the-art science facility during Fiscal Year 2007 and completed an update in Fiscal Year 2014. The building will include both wet and dry instructional laboratories, office space, and classrooms. The facility will utilize green and sustainable technologies appropriately designed to meet academic needs and satisfy the University's goal to construct LEED Silver certified facilities. In addition, the project will include the provision for service drives, limited parking, exterior site development, and connections to Currens Hall and all required campus utility infrastructure.

DEPENDENT RELATIONSHIPS

Upon completion of this project, Western Illinois University will seek funds in Science Phase II for the remodel of Waggoner Hall. These actions are consistent with the newly developed Western Illinois University-Macomb campus master plan.

DESIRED COMPLETION DATE

Design will commence as soon as funds are received with total project completion estimated at 54 months.

TABLE C104
BUDGET YEAR BUILDING BUDGET ESTIMATION FORM

FISCAL YEAR 2018

CAPITAL REQUEST

PROJECT NAME WIU - Macomb Science Phase I

(IN THOUSANDS OF DOLLARS)

| SPACE TYPE | NASF | MULTIPLIER FACTOR | GSF | FY2017 \$/GSF* | COST |
|---|---------|-------------------|---------|----------------|-------------|
| Office | 4,040 | 1.7 | 6,868 | 286.01 | \$ 1,964.3 |
| Classrooms | 650 | 1.5 | 975 | 276.28 | \$ 269.4 |
| Instructional Dry Laboratories | 11,000 | 1.64 | 18,040 | 309.5 | 5,583.4 |
| Instructional Wet Laboratories | 12,700 | 1.64 | 20,828 | 327.29 | 6,816.8 |
| Special Use | 2,200 | 1.8 | 3,960 | 276.42 | 1,094.6 |
| Supporting Facilities | 400 | 1.2 | 480 | 258.03 | 123.9 |
| Currens remodel | 95,000 | 1.5 | 142,500 | 125.95 | 17,947.9 |
| 1) BASE TOTAL | 125,990 | | 193,651 | | \$ 33,800.2 |
| 2) ADDED COSTS: | | | | | \$ 11,661.1 |
| a) Historic Preservation Considerations: _____ | | | | | |
| b) Green Building Design/LEED Certification Level SILVER_ (Cert., Silver, Gold, Platinum) (Please use 6% of Base Total to estimate the cost of LEED design.) | | | | | 2,028.0 |
| c) Other Energy Efficiencies: _____ | | | | | |
| 3) BASE COST | | | | | \$ 47,489.3 |
| 4) ADD ESCALATION COST (For monthly escalation costs, use Statewide Average: 2.2 percent per year, or .183 percent per month from base to bid date.) Expected Bid Date: <u>May-19</u> Escalation/month: <u>0.00183</u> Number of Months to Bid Date: <u>30</u> | | | | | 2,607.2 |
| 5) ESCALATED BUILDING BUDGET (BASE PLUS ESCALATION) | | | | | \$ 50,096.5 |
| 6) ADD 10% FOR CONTINGENCIES | | | | | 5,009.6 |
| SUBTOTAL, BUILDING BUDGET | | | | | \$ 55,106.1 |
| ADDITIONAL BUDGET ADDS: | | | | | |
| 1) A/E FEES <u>9.60%</u> * | | | | | 5,290.2 |
| ON-SITE OBSERVATION: | | | | | 502.2 |
| NUMBER OF MONTHS <u>24</u> | | | | | |
| DAYS PER WEEK <u>5</u> | | | | | |
| 2) REIMBURSABLES (5% of A/E fees unless better estimate available) | | | | | 289.6 |
| 3) CDB CONSTRUCTION ADMINISTRATION FEE (3%)** | | | | | 1,653.2 |
| 4) OTHER ADDS (SEE 2 BELOW) | | | | | 1,498.3 |
| 5) ART IN ARCHITECTURE (As Applicable) -- ONE-HALF OF ONE PERCENT | | | | | 275.5 |
| SUB-TOTAL, BUDGET ADDS | | | | | \$ 9,509.0 |
| TOTAL, BUILDING BUDGET | | | | | \$ 64,615.1 |

OTHER:

| | | |
|--|-------------------------|------------|
| PROVIDE AN ESTIMATE OF ANNUAL STATE SUPPORTED OPERATIONS AND MAINTENANCE EXPENSE | TOTAL | \$ 1,243.4 |
| Number of additional staff: <u>8</u> | Salaries and Related | 415.1 |
| | Utilities | 388.3 |
| | Repairs and Maintenance | 440.0 |

PROVIDE AN EXPLANATION OF ALL DEVIATIONS FROM COST GUIDELINES

SOURCE OF COST ESTIMATE Science Building Programming Study, Ratio Architects

NAME OF PERSON TO CONTACT FOR FURTHER INFORMATION Scott Coker

PHONE NUMBER 309-298-1834

* The Capital Development Board's Centralized Fee Negotiation Professional Services and Fees Handbook, (March 2009), provides guidance in developing the budget for A/E fees.

** If adding CDB Construction Administration Fee, Public Act 93-0032 increased the fee from 1.5% to 3.0% effective July 1, 2003.

1 Added costs include: FFE (18%), LEED (6%), Sophisticated Piping (1%) and site/utilities work (15.5%)

2 Added costs include: building commissioning, testing and balancing, and technology infrastructure

PROJECT: WESTERN ILLINOIS UNIVERSITY - MACOMB SCIENCE PHASE II

PRIORITY: 2

RAMP BUDGET CATEGORY: Buildings, Additions, and/or Structures

REQUESTED FUNDING: \$ 54,300,000 (Planning, Design and Construction)

BACKGROUND DATA

The current College of Arts and Sciences' facilities, Currens Hall (physical sciences, 1970), Waggoner Hall (life sciences, 1968), and Tillman Hall (earth sciences, 1953) are obsolete in providing high-quality instructional laboratories. These facilities were constructed before modern laboratory standards were developed by the American Society of Heating, Refrigerating and Air-Conditioning Engineers. Western Illinois University science facilities fall below acceptable indoor air quality and energy-efficiency standards. The antiquated laboratory fume-hood systems and poor quality heating, ventilation, and air conditioning systems yield inadequate comfort and humidity control. This problem produces extremely detrimental impacts on teaching, research, and student/faculty/staff recruitment and retention.

The basic teaching and laboratory layouts of Western Illinois University's current science facilities are pedagogically obsolete and do not easily allow for the integration of new science technologies. A new facility to house science-based programs will provide the ability to integrate new laboratory technologies with the latest in science pedagogy and will foster multidisciplinary interaction through the consolidation of departments from previously diverse locations. In addition, planning studies were completed to evaluate and program future projects to renovate Currens and Waggoner Halls to allow the College of Arts and Sciences to consolidate academic programs to a single campus locale and provide for additional facility improvements/enhancements for the humanities and social sciences which are critical to the mission of the College of Arts and Sciences.

The new science building and renovation of Currens Hall will also support new academic programs. This includes the new forensic chemistry program and a new nursing program as approved by the Western Illinois University Board of Trustees and Illinois Board of Higher Education.

QUANTIFICATION

Western Illinois University completed a space planning and utilization study for a new state-of-the-art science facility during Fiscal Year 2007 with an update completed in Fiscal Year 2014. This project will continue the Science Facilities project by remodeling Waggoner Hall.

DEPENDENT RELATIONSHIPS

This project would commence upon completion of the Macomb Science Phase I.

DESIRED COMPLETION DATE

Design will commence as soon as funds are received with total project completion estimated at 54 months.

TABLE C104
BUDGET YEAR BUILDING BUDGET ESTIMATION FORM

FISCAL YEAR 2018

CAPITAL REQUEST

PROJECT NAME WIU - Macomb Science Phase II

(IN THOUSANDS OF DOLLARS)

| SPACE TYPE | NASF | MULTIPLIER FACTOR | GSF | FY2017 \$/GSF* | COST |
|--|---------|----------------------------------|---------|----------------|-------------|
| Building Remodel | 102,000 | 1.5 | 142,000 | 220.4 | \$ 31,296.8 |
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |
| 1) BASE TOTAL | 102,000 | | 142,000 | | \$ 31,296.8 |
| 2) ADDED COSTS: | | | | | \$ 7,511.2 |
| a) Historic Preservation Considerations: _____ | | | | | |
| b) Green Building Design/LEED Certification Level SILVER_ (Cert., Silver, Gold, Platinum) (Please use 6% of Base Total to estimate the cost of LEED design.) | | | | | 1,877.8 |
| c) Other Energy Efficiencies: _____ | | | | | |
| 3) BASE COST | | | | | \$ 40,685.8 |
| 4) ADD ESCALATION COST | | | | | 2,233.7 |
| (For monthly escalation costs, use Statewide Average: 2.2 percent per year, or .183 percent per month from base to bid date.) | | | | | |
| Expected Bid Date: <u>May-19</u> | | Escalation/month: <u>0.00183</u> | | | |
| Number of Months to Bid Date: <u>30</u> | | | | | |
| 5) ESCALATED BUILDING BUDGET (BASE PLUS ESCALATION) | | | | | \$ 42,919.5 |
| 6) ADD 10% FOR CONTINGENCIES | | | | | 4,291.9 |
| SUBTOTAL, BUILDING BUDGET | | | | | \$ 47,211.4 |
| ADDITIONAL BUDGET ADDS: | | | | | |
| 1) A/E FEES <u>6.76%</u> * | | | | | 3,191.5 |
| ON-SITE OBSERVATION: | | | | | 502.2 |
| NUMBER OF MONTHS <u>24</u> | | | | | |
| DAYS PER WEEK <u>5</u> | | | | | |
| 2) REIMBURSABLES (5% of A/E fees unless better estimate available) | | | | | 184.7 |
| 3) CDB CONSTRUCTION ADMINISTRATION FEE (3%)** | | | | | 1,416.3 |
| 4) OTHER ADDS (SEE 2 BELOW) | | | | | 1,564.8 |
| 5) ART IN ARCHITECTURE (As Applicable) -- ONE-HALF OF ONE PERCENT | | | | | 236.1 |
| SUB-TOTAL, BUDGET ADDS | | | | | \$ 7,095.6 |
| TOTAL, BUILDING BUDGET | | | | | \$ 54,307.1 |

OTHER:

| | | |
|--|-------------------------|------|
| PROVIDE AN ESTIMATE OF ANNUAL STATE SUPPORTED OPERATIONS AND MAINTENANCE EXPENSE | TOTAL | \$ - |
| Number of additional staff: <u>0</u> | Salaries and Related | - |
| | Utilities | - |
| | Repairs and Maintenance | - |

PROVIDE AN EXPLANATION OF ALL DEVIATIONS FROM COST GUIDELINES

NAME OF PERSON TO CONTACT FOR FURTHER INFORMATION Scott Coker
PHONE NUMBER 309-298-1834

* The Capital Development Board's Centralized Fee Negotiation Professional Services and Fees Handbook, (March 2009), provides guidance in developing the budget for A/E fees.

** If adding CDB Construction Administration Fee, Public Act 93-0032 increased the fee from 1.5% to 3.0% effective July 1, 2003.

1 Added costs include: FFE (18%), LEED (6%), Sophisticated Piping (1%) and Asbestos abatement (5%)
2 Added costs include: building commissioning, testing and balancing, and technology infrastructure (5%)

PROJECT: WESTERN ILLINOIS UNIVERSITY - MACOMB TILLMAN HALL REMODEL
PRIORITY: 3

RAMP BUDGET CATEGORY: Major Remodeling

REQUESTED FUNDING: \$ 22,900,000 (Planning, Design and Construction)

BACKGROUND DATA

Tillman Hall was originally constructed in 1954 as the first science building on the campus of Western Illinois University. The needs of the University have changed significantly since the building's original construction over sixty years ago. The deferred maintenance needs of the building are also excessive as all of the systems are past expected life.

QUANTIFICATION

Tillman was first constructed as a science building and its use has significantly changed since 1954. The facility is outdated and does not match the latest instruction standards that are demanded at a modern university. Updated academic facilities will benefit the academic mission of the University.

The remodeled facility will utilize green and sustainable technologies appropriately designed to meet academic needs and satisfy the University's goal to construct LEED Silver certified facilities.

DEPENDENT RELATIONSHIPS

These actions are consistent with the Western Illinois University-Macomb campus master plan.

DESIRED COMPLETION DATE

Design will commence as soon as funds are received with total project completion estimated at 54 months.

TABLE C104
BUDGET YEAR BUILDING BUDGET ESTIMATION FORM

FISCAL YEAR 2018

CAPITAL REQUEST

PROJECT NAME WIU - Macomb Tillman Remodel

(IN THOUSANDS OF DOLLARS)

| SPACE TYPE | NASF | MULTIPLIER FACTOR | GSF | FY2017 \$/GSF* | COST |
|---|--------|-------------------|---------|----------------|-------------|
| Building Remodel | 58,625 | 1.70 | 88,400 | \$ 160.60 | \$ 14,197.0 |
| | | | | | 0.0 |
| | | | | | 0.0 |
| | | | | | 0.0 |
| | | | | | 0.0 |
| 1) BASE TOTAL | 77,971 | | 138,103 | | \$ 14,197.0 |
| 2) ADDED COSTS: | | | | | 1,703.6 |
| a) Historic Preservation Considerations: _____. | | | | | |
| b) Green Building Design/LEED Certification Level _____ (Cert., Silver, Gold, Platinum) (Please use 6% of Base Total to estimate the cost of LEED design.) | | | | | 851.8 |
| c) Other Energy Efficiencies. _____. | | | | | |
| 3) BASE COST | | | | | \$ 16,752.5 |
| 4) ADD ESCALATION COST (For monthly escalation costs, use Statewide Average: 2.2 percent per year, or .183 percent per month from base to bid date.) Expected Bid Date: <u>May-19</u> Escalation/month: <u>0.00183</u> Number of Months to Bid Date: <u>30</u> | | | | | \$ 919.7 |
| 5) ESCALATED BUILDING BUDGET (BASE PLUS ESCALATION) | | | | | \$ 17,672.2 |
| 6) ADD 10% FOR CONTINGENCIES | | | | | 176.7 |
| SUBTOTAL, BUILDING BUDGET | | | | | \$ 19,439.4 |
| ADDITIONAL BUDGET ADDS: | | | | | |
| 1) A/E FEES ____ 7.56% * | | | | | 1,469.6 |
| ON-SITE OBSERVATION: | | | | | 502.2 |
| NUMBER OF MONTHS <u>30</u> | | | | | |
| DAYS PER WEEK <u>4</u> | | | | | |
| 2) REIMBURSABLES (5% of A/E fees unless better estimate available) | | | | | 98.6 |
| 3) CDB CONSTRUCTION ADMINISTRATION FEE (3%)** | | | | | 583.2 |
| 4) OTHER ADDS_see 2 below_ (ADA, Asbestos, Hazardous Materials, etc. -- please specify) | | | | | 670.1 |
| 5) ART IN ARCHITECTURE (As Applicable) -- ONE-HALF OF ONE PERCENT | | | | | 97.2 |
| SUB-TOTAL, BUDGET ADDS | | | | | \$ 3,420.9 |
| TOTAL, BUILDING BUDGET | | | | | \$ 22,860.3 |

OTHER:

| | | | | | |
|--|--|-------------------------|-------|-------|--------|
| PROVIDE AN ESTIMATE OF ANNUAL STATE SUPPORTED OPERATIONS AND MAINTENANCE EXPENSE | | | | TOTAL | \$ 0.0 |
| Number of additional staff: _____ | | Salaries and Related | _____ | | |
| | | Utilities | _____ | | |
| | | Repairs and Maintenance | _____ | | |
| | | All Other | _____ | | |

PROVIDE AN EXPLANATION OF ALL DEVIATIONS FROM COST GUIDELINES

SOURCE OF COST ESTIMATE _____
 NAME OF PERSON TO CONTACT FOR FURTHER INFORMATION Scott Coker
 PHONE NUMBER 309-298-1834

* The Capital Development Board's Centralized Fee Negotiation Professional Services and Fees Handbook, (March 2009), provides guidance in developing the budget for A/E fees.

** If adding CDB Construction Administration Fee, Public Act 93-0032 increased the fee from 1.5% to 3.0% effective July 1, 2003.

1 Added costs include: FFE (7%), LEED (6%), and Asbestos Abatement (5%)

2 Added costs include: building commissioning, testing and balancing, and technology infrastructure (4%)

PROJECT: WESTERN ILLINOIS UNIVERSITY - QUAD CITIES
RIVERFRONT CAMPUS BUILDING COMPLEX THREE

PRIORITY: 4

RAMP BUDGET CATEGORY: Buildings, Additions, and/or Structures

REQUESTED FUNDING: \$37,400,000

BACKGROUND DATA

Western Illinois University-Quad Cities Riverfront Campus Phase III

Western Illinois University-Quad Cities (WIU-QC) is the only public university in a metropolitan area of over 375,000 residents. In recognizing the growth and capacity limits of WIU-QC at its current location, the State supported the first two (of three) phases for construction of the Western Illinois University-Quad Cities Riverfront Campus to achieve *Illinois Public Agenda* Goal 4 of better integrating Illinois' educational, research, and innovation assets to meet economic needs of the state and its regions.

Post-Phase II operations will generate economic impacts for the region of 330 jobs and \$13.0 million in labor income. Phase III will complete the construction of the new campus that serves as an educational and economic stimulus. In total, the Western Illinois University-Quad Cities Riverfront Campus will leverage a total of \$175.0 million in private investment and foundation support for education, entrepreneurship, technology, new jobs, and economic opportunity.

Successful redevelopment of adjacent property to the campus known as "RiverTech" will create a \$100.0 million taxable base; attract 2,000 new and existing jobs with a one-time construction impact in excess of \$150.0million. Current projects that the State of Illinois helped cultivate by developing the Western Illinois University-Quad Cities Riverfront Campus by virtue of the new campus location include:

- A \$50.0 million project by the KONE Corporation to house their North American Operation Center on the Mississippi Riverfront. This new construction completes a three-phase \$71.0 million mixed-use development known as Bass Street Landing.
- A \$45.0 million Transit Oriented Development/Amtrak Station that will include an intermodal pedestrian transport center and a new high rise office structure with retail and food service amenities.
- A \$5.0 million new facility for research and development by public and private sectors.
- A \$12.0 million, 90-unit work-live urban lofts, with retail and businesses located on the lower floors.
- A \$3.0 million new Healthcare Center for those underserved in the Hispanic community.

A fully completed Riverfront Campus is the "cornerstone" to these developments, and Western will continue to be a conservative steward of state resources. Phase III exclusively focuses on the academic mission of the University. All ancillary services such as bookstores, retail, and food service will be privately developed to support the local economy and new job creation.

QUANTIFICATION

Phase III will complete the new Western Illinois University-Quad Cities Riverfront Campus, and provide the infrastructure to support 5,000 students. Phase III is essential for academic programs and support services; lab and research space; and facilities to support technology, patent transfer, and community events.

DEPENDENT RELATIONSHIPS

There are no dependent relationships between this project and any other state-funded capital project. However, there are significant educational and economic development gains to be noted. The completed Western Illinois University-Quad Cities Riverfront Campus will have an economic impact of over \$50 million annually and will double the number of college graduates to 500 annually.

Phase III provides the necessary facilities to increase enrollment and meet *Illinois Public Agenda* Goal 1 of increasing educational attainment to match best-performing states. Without essential space, the University will not be able to increase enrollment and degree attainment. An educated community is especially important to a host county that earns 81.8 percent of the state's median family income. Moreover, spatial access is necessary to achieve *Illinois Public Agenda Goal 4* of increasing the number of high-quality post-secondary credentials to meet the demands of the economy and an increasingly global society.

DESIRED COMPLETION DATE

This project will be completed as soon as possible after funds have been released. A traditional planning then construction approach will take up to 54 months to complete.

TABLE C104
BUDGET YEAR BUILDING BUDGET ESTIMATION FORM

FISCAL YEAR 2018
CAPITAL REQUEST
PROJECT NAME WIU-QC Riverfront Phase III
(IN THOUSANDS OF DOLLARS)

| SPACE TYPE | NASF | MULTIPLIER FACTOR | GSF | FY2017 \$/GSF* | COST |
|---|----------|-------------------|--------|----------------|-------------|
| Office | 4,600.0 | 1.70 | 7,820 | \$286.01 | \$ 2,236.6 |
| Classrooms | 16,000.0 | 1.50 | 24000 | 276.28 | \$ 6,630.7 |
| Instructional Wet Laboratories | 2,800.0 | 1.64 | 4,592 | 327.29 | \$ 1,502.9 |
| Supporting Facilities | 5,000.0 | 1.20 | 6,000 | 258.03 | \$ 1,548.2 |
| Research Lab (Wet) | 2,800.0 | 1.67 | 4,676 | 433.51 | \$ 2,027.1 |
| Special Use | 2,575.0 | 1.80 | 4,635 | 276.42 | \$ 1,281.2 |
| General Use | 12,000.0 | 1.90 | 22800 | 330.24 | \$ 7,529.5 |
| 1) BASE TOTAL | 45,775 | | 74,523 | | \$ 22,756.2 |
| 2) ADDED COSTS: see 1 below | | | | | \$ 4,892.6 |
| a) Historic Preservation Considerations: _____. | | | | | |
| b) Green Building Design/LEED Certification Level _____ (Cert., Silver, Gold, Platinum) (Please use 6% of Base Total to estimate the cost of LEED design.) | | | | | |
| c) Other Energy Efficiencies: _____. | | | | | |
| 3) BASE COST | | | | | \$ 27,648.8 |
| 4) ADD ESCALATION COST | | | | | \$ 1,517.9 |
| (For monthly escalation costs, use Statewide Average: 2.2 percent per year, or .183 percent per month from base to bid date.) | | | | | |
| Expected Bid Date: <u>May-19</u> Escalation/month: <u>0.00183</u> | | | | | |
| Number of Months to Bid Date: <u>30</u> | | | | | |
| 5) ESCALATED BUILDING BUDGET (BASE PLUS ESCALATION) | | | | | \$ 29,166.7 |
| 6) ADD 10% FOR CONTINGENCIES | | | | | 2,916.7 |
| SUBTOTAL, BUILDING BUDGET | | | | | \$ 32,083.4 |
| ADDITIONAL BUDGET ADDS: | | | | | |
| 1) A/E FEES <u>7.5</u> * | | | | | 2,406.3 |
| ON-SITE OBSERVATION: | | | | | 320.9 |
| NUMBER OF MONTHS <u>15</u> | | | | | |
| DAYS PER WEEK <u>5</u> | | | | | |
| 2) REIMBURSABLES (5% of A/E fees unless better estimate available) | | | | | 136.4 |
| 3) CDB CONSTRUCTION ADMINISTRATION FEE (3%)** | | | | | 962.5 |
| 4) OTHER ADDS <u>see 2 below</u> (ADA, Asbestos, Hazardous Materials, etc. -- please specify) | | | | | 1,361.8 |
| 5) ART IN ARCHITECTURE (As Applicable) -- ONE-HALF OF ONE PERCENT | | | | | 160.4 |
| SUB-TOTAL, BUDGET ADDS | | | | | \$ 5,348.2 |
| TOTAL, BUILDING BUDGET | | | | | \$ 37,431.6 |

| | | |
|--|-------------------------|----------|
| PROVIDE AN ESTIMATE OF ANNUAL STATE SUPPORTED OPERATIONS AND MAINTENANCE EXPENSE | TOTAL | \$ 409.3 |
| Number of additional staff: <u>3</u> | Salaries and Related | 143.3 |
| | Utilities | 170.0 |
| | Repairs and Maintenance | 96.0 |
| | All Other | |

PROVIDE AN EXPLANATION OF ALL DEVIATIONS FROM COST GUIDELINES

SOURCE OF COST ESTIMATE WIU Riverfront Campus
NAME OF PERSON TO CONTACT FOR FURTHER INFORMATION William Brewer
PHONE NUMBER 309-762-9481

* The Capital Development Board's Centralized Fee Negotiation Professional Services and Fees Handbook, (March 2009), provides guidance in developing the budget for A/E fees.

** If adding CDB Construction Administration Fee, Public Act 93-0032 increased the fee from 1.5% to 3.0% effective July 1, 2003.

- 1 Added costs include: FFE (7%), LEED (6%), site work (3.5%) and Data Center (5%)
- 2 Added costs include: building commissioning, testing and balancing, technology infrastructure

PROJECT: WESTERN ILLINOIS UNIVERSITY - MACOMB EDUCATION BUILDING

PRIORITY: 5

RAMP BUDGET CATEGORY: Buildings, Additions, and/or Structures

REQUESTED FUNDING: \$ 73,200,000 (Planning, Design and Construction)

BACKGROUND DATA

Horrabin Hall was constructed in 1965 as a laboratory school housing K-12 grade. Horrabin has not had any major renovations or retrofits in 50 years. The College of Education and Human Services is housed in the 150,000 square feet of classrooms and offices in Horrabin.

QUANTIFICATION

In the Macomb Master Plan update, the Master Plan Steering committee identified eight renovation criteria that were used to prioritize building renovation projects. Horrabin Hall was identified as a high priority for renovation due to high critical deferred maintenance, containing University signature programs and facilities not matching the current needs of the College. Updated academic facilities will benefit the academic mission of the College and the University.

The proposed building would be constructed on the existing site of Horrabin Hall with design features to promote the latest in teaching styles, electronic classrooms and student/faculty interaction.

The new facility will utilize green and sustainable technologies appropriately designed to meet academic needs and satisfy the University's goal to construct LEED Silver certified facilities.

DEPENDENT RELATIONSHIPS

This project would construct the new Education building on the current site of Horrabin Hall.

DESIRED COMPLETION DATE

Design will commence as soon as funds are received with total project completion estimated at 54 months.

TABLE C104
BUDGET YEAR BUILDING BUDGET ESTIMATION FORM

FISCAL YEAR 2018

CAPITAL REQUEST

PROJECT NAME WIU-Education Building

(IN THOUSANDS OF DOLLARS)

| SPACE TYPE | NASF | MULTIPLIER FACTOR | GSF | FY2017 \$/GSF* | COST |
|---|---------|-------------------|---------|----------------|-------------|
| Building | 100,000 | 1.5 | 150,000 | 276.33 | \$ 41,449.5 |
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |
| 1) BASE TOTAL | 100,000 | | 150,000 | | \$ 41,449.5 |
| 2) ADDED COSTS: | | | | | \$ 11,191.4 |
| a) Historic Preservation Considerations: _____ | | | | | |
| b) Green Building Design/LEED Certification Level SILVER_ (Cert., Silver, Gold, Platinum) (Please use 6% of Base Total to estimate the cost of LEED design.) | | | | | 2,487.0 |
| c) Other Energy Efficiencies: _____ | | | | | |
| 3) BASE COST | | | | | \$ 55,127.8 |
| 4) ADD ESCALATION COST (For monthly escalation costs, use Statewide Average: 2.2 percent per year, or .183 percent per month from base to bid date.) Expected Bid Date: <u>May-19</u> Escalation/month: <u>0.00183</u> Number of Months to Bid Date: <u>30</u> | | | | | 3,026.5 |
| 5) ESCALATED BUILDING BUDGET (BASE PLUS ESCALATION) | | | | | \$ 58,154.4 |
| 6) ADD 10% FOR CONTINGENCIES | | | | | 5,815.4 |
| SUBTOTAL, BUILDING BUDGET | | | | | \$ 63,969.8 |
| ADDITIONAL BUDGET ADDS: | | | | | |
| 1) A/E FEES <u>6.34%</u> * | | | | | 4,055.7 |
| ON-SITE OBSERVATION: | | | | | 502.2 |
| NUMBER OF MONTHS <u>24</u> | | | | | |
| DAYS PER WEEK <u>5</u> | | | | | |
| 2) REIMBURSABLES (5% of A/E fees unless better estimate available) | | | | | 227.9 |
| 3) CDB CONSTRUCTION ADMINISTRATION FEE (3%)** | | | | | 1,919.1 |
| 4) OTHER ADDS (SEE 2 BELOW) | | | | | 2,205.1 |
| 5) ART IN ARCHITECTURE (As Applicable) -- ONE-HALF OF ONE PERCENT | | | | | 319.8 |
| SUB-TOTAL, BUDGET ADDS | | | | | \$ 9,229.8 |
| TOTAL, BUILDING BUDGET | | | | | \$ 73,199.6 |

OTHER:

| | | | |
|--|-------------------------|----|---|
| PROVIDE AN ESTIMATE OF ANNUAL STATE SUPPORTED OPERATIONS AND MAINTENANCE EXPENSE | TOTAL | \$ | - |
| Number of additional staff: <u>0</u> | Salaries and Related | | - |
| | Utilities | | - |
| | Repairs and Maintenance | | - |

PROVIDE AN EXPLANATION OF ALL DEVIATIONS FROM COST GUIDELINES

SOURCE OF COST ESTIMATE

NAME OF PERSON TO CONTACT FOR FURTHER INFORMATION Scott Coker

PHONE NUMBER 309-298-1834

* The Capital Development Board's Centralized Fee Negotiation Professional Services and Fees Handbook, (March 2009), provides guidance in developing the budget for A/E fees.

** If adding CDB Construction Administration Fee, Public Act 93-0032 increased the fee from 1.5% to 3.0% effective July 1, 2003.

1 Added costs include: FFE (7%), LEED (6%), site work/building demo (15%) and Abestos Abatement (5%)

2 Added costs include: building commissioning, testing and balancing, and technology infrastructure (4%)

PROJECT: WESTERN ILLINOIS UNIVERSITY - MACOMB STIPES BUILDING REMODEL
PRIORITY: 6

RAMP BUDGET CATEGORY: Major Remodeling

REQUESTED FUNDING: \$ 36,300,000 (Planning, Design and Construction)

BACKGROUND DATA

Stipes Hall was constructed in 1968. Stipes Hall has not had any renovations or major remodeling since its opening over 45 years ago. The University, through its recent Macomb Campus Master Plan update and Strategic Building Renovation matrix, has identified Stipes as a high priority for renovation. Stipes Hall has over 140,000 square feet of classroom and office space and houses the College of Business and Technology.

QUANTIFICATION

In the Macomb Master Plan update, the Master Plan Steering committee identified eight renovation criteria that were used to prioritize building renovation projects. Stipes Hall is a high profile building on campus, has high critical deferred maintenance and houses University Signature programs. Updated academic facilities will benefit the academic mission of the University.

The remodeled facility will utilize green and sustainable technologies appropriately designed to meet academic needs and satisfy the University's goal to construct LEED Silver certified facilities.

DEPENDENT RELATIONSHIPS

These actions are consistent with the newly developed Western Illinois University-Macomb campus master plan.

DESIRED COMPLETION DATE

Design will commence as soon as funds are received with total project completion estimated at 54 months.

TABLE C104
BUDGET YEAR BUILDING BUDGET ESTIMATION FORM

FISCAL YEAR 2018
CAPITAL REQUEST

PROJECT NAME WIU-Stipes Remodel

(IN THOUSANDS OF DOLLARS)

| SPACE TYPE | NASF | MULTIPLIER FACTOR | GSF | FY2017 \$/GSF* | COST |
|--|---------|-------------------|---------|----------------|-------------|
| Building | 100,000 | 1.7 | 142,000 | 160.6 | \$ 22,805.2 |
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |
| 1) BASE TOTAL | 100,000 | | 142,000 | | \$ 22,805.2 |
| 2) ADDED COSTS: | | | | | \$ 2,736.6 |
| a) Historic Preservation Considerations: _____. | | | | | |
| b) Green Building Design/LEED Certification Level SILVER_ (Cert., Silver, Gold, Platinum) (Please use 6% of Base Total to estimate the cost of LEED design.) | | | | | 1,368.3 |
| c) Other Energy Efficiencies: _____. | | | | | |
| 3) BASE COST | | | | | \$ 26,910.1 |
| 4) ADD ESCALATION COST | | | | | 1,477.4 |
| (For monthly escalation costs, use Statewide Average: 2.2 percent per year, or .183 percent per month from base to bid date.) | | | | | |
| Expected Bid Date: <u>May-19</u> Escalation/month: <u>0.00183</u> | | | | | |
| Number of Months to Bid Date: <u>30</u> | | | | | |
| 5) ESCALATED BUILDING BUDGET (BASE PLUS ESCALATION) | | | | | \$ 28,387.5 |
| 6) ADD 10% FOR CONTINGENCIES | | | | | 2,838.8 |
| SUBTOTAL, BUILDING BUDGET | | | | | \$ 31,226.3 |
| ADDITIONAL BUDGET ADDS: | | | | | |
| 1) A/E FEES <u>7.26%</u> * | | | | | 2,267.0 |
| ON-SITE OBSERVATION: | | | | | 502.2 |
| NUMBER OF MONTHS <u>24</u> | | | | | |
| DAYS PER WEEK <u>5</u> | | | | | |
| 2) REIMBURSABLES (5% of A/E fees unless better estimate available) | | | | | 138.5 |
| 3) CDB CONSTRUCTION ADMINISTRATION FEE (3%)** | | | | | 936.8 |
| 4) OTHER ADDS (SEE 2 BELOW) | | | | | 1,076.4 |
| 5) ART IN ARCHITECTURE (As Applicable) -- ONE-HALF OF ONE PERCENT | | | | | 156.1 |
| SUB-TOTAL, BUDGET ADDS | | | | | \$ 5,077.0 |
| TOTAL, BUILDING BUDGET | | | | | \$ 36,303.3 |

OTHER:

| | | |
|--|-------------------------|------|
| PROVIDE AN ESTIMATE OF ANNUAL STATE SUPPORTED OPERATIONS AND MAINTENANCE EXPENSE | TOTAL | \$ - |
| Number of additional staff: <u>0</u> | Salaries and Related | - |
| | Utilities | - |
| | Repairs and Maintenance | - |

PROVIDE AN EXPLANATION OF ALL DEVIATIONS FROM COST GUIDELINES

SOURCE OF COST ESTIMATE

NAME OF PERSON TO CONTACT FOR FURTHER INFORMATION Scott Coker

PHONE NUMBER 309-298-1834

* The Capital Development Board's Centralized Fee Negotiation Professional Services and Fees Handbook, (March 2009), provides guidance in developing the budget for A/E fees.

** If adding CDB Construction Administration Fee, Public Act 93-0032 increased the fee from 1.5% to 3.0% effective July 1, 2003.

1 Added costs include: FFE (7%), LEED (6%) and Asbestos Abatement (5%)

2 Added costs include: building commissioning, testing and balancing, and technology infrastructure (4%)

PROJECT: WESTERN ILLINOIS UNIVERSITY – MACOMB
CAPITAL RENEWAL

RAMP BUDGET CATEGORY: Remodeling and Rehabilitation

REQUESTED FUNDING: \$14,400,000

BACKGROUND DATA

Higher Values in Higher Education, Western Illinois University’s Strategic Plan, states:

“Provide safe, accessible, responsible campus environments that meet the needs of University constituencies and reflect the core values of the University.”

Providing a safe, accessible, and responsive campus environment conducive to learning is directly linked to responsive upkeep and repair of facilities. In addition to operating funds, Capital Renewal funds are used to address deferred maintenance needs on campuses. Since Fiscal Year 2004 Western Illinois University has only received \$3.6 million to address critical campus-wide elevator maintenance, utility infrastructure repairs, and numerous other needs on campus. The University currently estimates a total deferred maintenance and capital renewal backlog of over \$500 million. As is the case on all campuses in Illinois, there are many projects that have been critically needed for a substantial period of time and are negatively impacting the learning environment.

QUANTIFICATION

The University is making a strong commitment toward improving the campus physical environment. A reduction in the deferred maintenance liability is viewed as integral to achieving that objective. An increase in the Permanent Improvement budget will allow the University to address the increasing backlog of deferred maintenance projects.

Funds will be utilized for classroom modernization; improving HVAC and building energy management controls; enhancing electrical and plumbing distribution systems; and renovating campus sidewalks, drives, and exterior stairs.

DEPENDENT RELATIONSHIPS

There are no other projects that this proposal is dependent.

DESIRED COMPLETION DATE

Design would commence as soon as funds are received.

WESTERN ILLINOIS UNIVERSITY

BOARD OF TRUSTEES

October 7, 2016

Report No. 16.10/3
Annual Report on Athletics

Leatherneck Athletics *2015-'16 Academic Year Highlights*

General

Over 400 student-athletes competed in 20 NCAA Division I varsity sport programs. Awarded nearly \$3.9 million in athletics scholarships.

Academics

Cumulative student-athlete GPA rose in back-to-back semesters to its highest mark in nearly twenty years, recording 3.09 cumulative GPA in Fall 2015 and 3.12 in Spring 2016.

Two student-athletes received the NCAA's prestigious post-graduate scholarship, Karissa Kouchis (softball) and Victoria Kappel (women's soccer). Kappel received the award in Fall 2015, becoming the first female student-athlete in department history to do so.

Athletics

The women's basketball team participated in the Women's Basketball Invitational (WBI) post-season tournament, with a first-round victory over Southern Illinois. The victory was the first in the Division I postseason history for either the men's or women's basketball programs.

The football team participated in the NCAA FCS playoffs for the first time in five years and advanced to the second round, defeating the University of Dayton in the first round.

The men's basketball program earned its first-ever win over a nationally ranked opponent, defeating the University of Wisconsin in November 2015.

Other

The department partnered with the university's sports broadcasting program to nationally broadcast Leatherneck Athletics home events on ESPN3. Football, basketball, and volleyball contests were aired in 2015-'16. The partnership is expected to expand with men's and women's soccer, baseball and softball contests airing in 2016-'17.

Leathernecks Excel as Athletes and People (*LEAP*) program implemented to serve as a confidential, student-athlete sport performance resource. The program offers student-athletes an

opportunity to connect with sport psychology, mental health and other professionals on campus to enhance their development as athletes on and off the field of play.

Department became one of the first Division I programs in the country to partner with SM2 (Social Media Sport Management) to offer foundational social media education for coaches, student-athletes, and staff.

WESTERN ILLINOIS UNIVERSITY BOARD OF TRUSTEES

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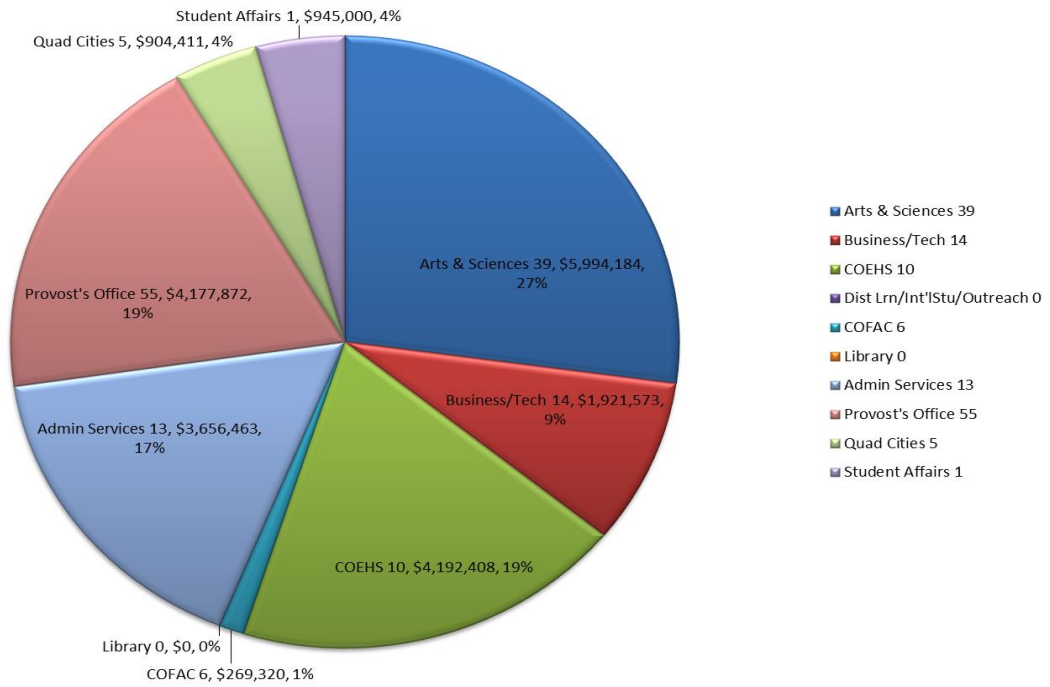
Report No. 16.10/4 Office of Sponsored Projects Annual Report

For Fiscal Year 2016 the Office of Sponsored Projects (OSP) saw fewer proposals submitted and awards received however the dollar volumes did not decrease. In FY15 175 proposals were submitted and 136 awards received, while in FY16 there were 143 proposals submitted and 104 awards received. In FY16 proposal and award dollars increased from \$20.0M to \$22.1M and \$11.1M to \$11.6M, respectively.

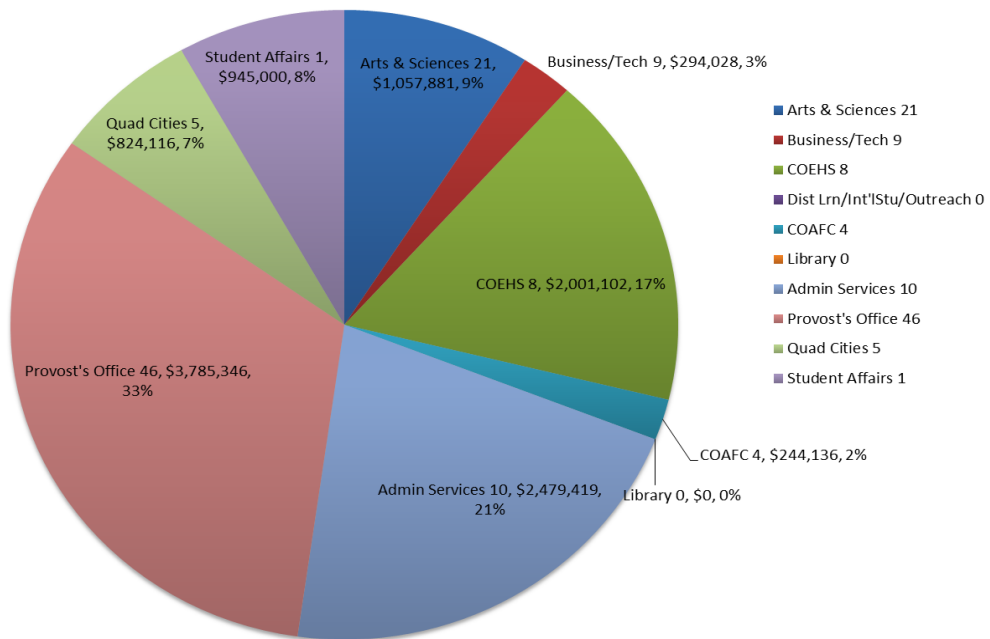
The past year saw a significant increase in new regulations from the State of Illinois. The Illinois Governor's Office of Management and Budget (GOMB) issued the Grant Accountability and Transparency Act (GATA). The overall theme is to reduce the burden on entities receiving state grant funds while increasing the State's oversight of grants and contracts. The implementation of GATA has increased OSP's workload significantly and the lengthened the time between approval of funding and the receipt of the award document. All state universities are struggling with the new requirements yet we are hopeful that in the end it will streamline the process.

OSP was one of the many areas impacted by the FY16 budget crisis. During FY16 OSP had 19 state grants and 22 federal grants that flow through state agencies. Last fall the State allowed federal funds to flow through and be remitted to the grantors. That Act covered the majority of the grants we received from the State. The awards that were purely state funds carried a balance the majority of the fiscal year. OSP worked closely throughout the year with the project directors and their respective department chairs and deans to keep a close eye on the state awards. Several project directors delayed or limited their spending in order to minimize the grant cash deficits. However by the end of August 2016, WIU has received all the State grant funds owed to WIU for FY16.

FY2016 Proposals



FY2016 Awards



WESTERN ILLINOIS UNIVERSITY BOARD OF TRUSTEES

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Resolution No. 16.10/5 New Unit of Instruction – Department of Liberal Arts and Sciences

Resolution:

WHEREAS the Liberal Arts and Sciences Program is a well-established program currently administered by the College of Arts and Sciences; and,

WHEREAS the demand for Liberal Arts and Sciences is strong; and,

WHEREAS the proposed change is supported by the Director of the Liberal Arts and Sciences program, the Dean of the College of Arts and Sciences, the Interim Provost and Academic Vice President, and the President;

THEREFORE be it resolved that the Board of Trustees of Western Illinois University approves the request to create a new unit of instruction, the Department of Liberal Arts and Sciences as presented.

Western Illinois University proposes to create a new academic unit of instruction, the Department of Liberal Arts and Sciences. The department will be housed in the College of Arts and Sciences.

The current Liberal Arts and Sciences program does not have any faculty members specifically assigned.

If approved, the following programs would exist within the Department of Liberal Arts and Sciences: Bachelor of Liberal Arts and Sciences, Master of Liberal Arts and Sciences, Minor in African American Studies, Minor in Women's Studies, and Minor in Religious Studies. With the elimination of the African American Studies, Religious Studies, and Women's Studies programs, the faculty members within these programs will be assigned to this new department.

Giving departmental status will provide the autonomy and unique identity that is appropriate for the entity's size. Departmental status will also give the faculty self-governance over budgeting, facilities and equipment management, faculty evaluation processes, and curriculum and program development.

WESTERN ILLINOIS UNIVERSITY BOARD OF TRUSTEES

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Report 16.10/5 The Statewide Budget Context and Western Illinois University's Mission-Driven Planning and Results Fiscal Year 2017 Update

This *Report* and Power Point presentation made at today's Western Illinois University Board of Trustees meeting represents the second in a series. The Board received its first *Report (Western Illinois University Board of Trustees Report Number 16.3/6)* and presentation (available at www.wiu.edu/university_planning/presentations.php) on this topic in March 2016 at the request of President Thomas.

The materials presented to the Board in March included historic information on institutional and state funding. It also included 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.

Illinois public higher education was in the eighth month of the historic and unprecedented state budget impasse at the time these items were presented. The Board was promised an update to the March materials as funding circumstances changed.

Since that time the Governor and General Assembly have made two emergency (stopgap) appropriations to Illinois public higher education.

- *Illinois Senate Bill 2059*: The General Assembly and Governor released \$167.6 million from the Educational Assistance Fund (EAF) to support higher education on April 25th. Western's portion of this bridge funding totaled \$14.9 million. The University also received an additional \$5.0 million for Illinois Monetary Assistance Program (MAP) grant reimbursements for student need-based financial assistance.
- *Illinois Senate Bill 2047*: The General Assembly and Governor released \$1 billion of stopgap funding from the EAF to support higher education on June 30th. Western's portion of this bridge funding totaled \$31.4 million. The University also received an additional \$5.1 million for Illinois Monetary Assistance Program (MAP) grant reimbursements for student need-based financial assistance.

Combined, Western's appropriated funding totals \$46.3 million, with an additional \$10.1 million in MAP grant reimbursements. Per state legislation, the \$46.3 million can be applied to expenses incurred during Fiscal Year 2016 and the first six months of Fiscal Year 2017.

Partial resolution of the continuing state budget impasse ensured that Western Illinois University continues its proud tradition of providing students a quality and well-rounded education. Partial resolution

of the continuing state budget impasse is also helping to restore public confidence in Illinois public higher education.

For example, Western Illinois University stabilized fall new freshmen enrollment at 1,527 students in fall 2016 compared to 1,535 students in fall 2015. This enrollment stabilization occurred despite the “crisis of confidence” caused by the state budget impasse, a smaller number of graduating high school seniors from across Illinois, more competitive financial aid packages in other states, and increased competition for new students.

A second accomplishment in restoring public confidence for Illinois public higher education was the University’s increase in the freshmen-to-sophomore (first year) retention rate. The retention rate increased from 67.7% of new freshmen starting in fall 2014 to 69.2% of new freshmen starting in fall 2015.

The quality of the new freshmen cohorts, as measured by ACT scores and high school grade point average, also continued to increase during this time and beyond. In fall 2014, 441 or 28.8% of the new freshmen enrolled at the University qualified for Western Commitment Scholarships (WCS). These numbers and percentages continued to increase from 631 award recipients or 41.1% of the fall 2015 new freshmen cohort to 641 award recipients or 42.0% of the fall 2016 new freshmen cohort. Students who earn a minimum ACT score of 20 and 3.0 high school grade point average automatically qualify for the WCS awards.

The results (accomplishments) of Western Illinois University’s mission-driven planning are clear. We are withstanding the state budget impasse, stabilizing enrollment, improving retention, and increasing student quality. All of the accomplishments demonstrate the strength and resiliency of the University community and our key role in restoring public confidence in Illinois public higher education.

Despite these accomplishments, the importance of continued mission-driven planning and results, coupled with conservative fiscal management remains top priority. Western Illinois University, and all other Illinois public universities, has not received full funding for Fiscal Years 2016 or 2017. The current stopgap budget expires at the end of the calendar year, with the Illinois Board of Higher Education retaining a \$20 million appropriation for emergency institutional funding during this time.

Stated differently, the last 15 months of state appropriations compared to Fiscal Year 2015 levels should have totaled \$77.1 million. Therefore, Western Illinois University, and similar to other Illinois public universities, has only received 60% of it’s appropriated funding for the last year and a half.

The Power Point presentation made at today’s Western Illinois University Board of Trustees meeting will show that while these are fiscally challenging times, the 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 full funding for Illinois public higher education.

WESTERN ILLINOIS UNIVERSITY BOARD OF TRUSTEES

October 7, 2016

Report 16.10/6

Higher Leadership Commission: Reporting on the Spring 2016 Teach Out Plans for Disestablished Majors

The Western Illinois University Board of Trustees approved disestablishing academic majors in African American Studies, Philosophy, Religious Studies, and Women's Studies at its June 2016 meeting (*Western Illinois University Board of Trustees Resolution 16.6/5*). While courses in these disciplines remain at the University in support of General Education, academic minors in these areas, and for elective hours, the Higher Learning Commission requires an institutional response from the President on how the University will serve students majoring in the four disestablished areas.

President Thomas' requested response to the Commission is included on the pages that follow. The Board of Trustees review of this response maintains the University's ongoing relationship with the Commission. Accreditation criteria related to mission and governance require the Board be notified of program establishments and disestablishments, and retain related correspondence in their records. The Board's review of the President's letter meets Commission expectations.

June 30, 2016

Barbara Gellman-Danley
President, Higher Learning Commission
230 South LaSalle Street, Suite 7-500
Chicago, IL 60604

Dear Dr. Gellman-Danley:

I am writing with regard to the disestablishment of four undergraduate academic majors at Western Illinois University. Described below is the rationale for the University's decision, and teach out plans for students currently enrolled as majors in these programs.

The Western Illinois University Board of Trustees voted upon recommendation of the Interim Provost and Academic Vice President to disestablish bachelor degree programs in African American Studies, Philosophy, Religious Studies, and Women's Studies at its June 10, 2016, meeting. Reasons for these program disestablishments were low enrollments and a low number of degrees conferred.

A total of 26 enrolled undergraduate majors were effected by the Board's decision. This total represents 0.3% of the University's total Spring 2016 census day undergraduate enrollment. The table below presents the number of undergraduate majors enrolled in disestablished programs by class level for Spring 2016.

| | <u>Freshmen</u> | <u>Sophomores</u> | <u>Juniors</u> | <u>Seniors</u> | <u>Total</u> |
|--------------------------|-----------------|-------------------|----------------|----------------|--------------|
| African American Studies | -- | -- | 3 | 3 | 6 |
| Philosophy | 2 | 5 | 2 | 4 | 13 |
| Religious Studies | -- | 1 | -- | -- | 1 |
| Women's Studies | -- | 1 | 2 | 3 | 6 |
| Total | <u>2</u> | <u>7</u> | <u>7</u> | <u>10</u> | <u>26</u> |

No new students are being admitted into these programs. Reference to these majors is being eliminated from institutional websites and future Western Illinois University Undergraduate Catalogs.

Academic Advisors have communicated with students about the closure of their majors. Students have the opportunity to complete degree requirements in their now disestablished majors. The degree requirements for these programs remain published criteria in Western Illinois University *Undergraduate Catalogs*.

Academic Advisors will continue to keep *Individual Study Plans (ISPs)* for each effected student. These *ISPs* will be reviewed with each student every semester to ensure timely degree completion.

All *ISPs* will remain on file at the University should the Commission wish to review these records. Additionally, I have charged the Provost's office to work with the University Registrar and Institutional Research and Planning to document after census day each semester individual and total student persistence and completion rates in these degree programs.

Western Illinois University affirms its status as a comprehensive university committed to providing a well-rounded and high quality educational experience. Therefore, courses from the disestablished majors will continue in the University's General Education curriculum and/or as academic minors.

The difficult decision to disestablish these majors was not based on the State of Illinois Fiscal Year 2016 Budget Impasse. Rather, it was based on low numbers enrollment and degrees conferred.

Thank you for continued support of Western Illinois University. Please contact me if you have any questions or concerns about the materials in this letter.

Sincerely,

Jack Thomas, President

cc: Dr. Stephanie Brzuzy, Vice President for Accreditation Relations
Dr. Kathleen Neumann, Interim Provost and Academic Vice President
Dr. Joseph Rives, Vice President, Quad Cities and Planning/Accreditation Liaison Officer

WESTERN ILLINOIS UNIVERSITY BOARD OF TRUSTEES

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Report 16.10/7 President's Executive Corporate Cluster: Fiscal Year 2017 Update

The President's Executive Corporate Cluster (PECC) was designed and implemented at the beginning of Fiscal Year 2016 under charge of President Thomas. The PECC is a university-wide planning initiative designed to build partnerships that yield enrollment, assist in student retention, increase fundraising, bring corporate talent to the University, and successfully address company needs.

This *Update* is the first in an annual series. Discussions on the PECC design, Fiscal Year 2016 results, extensions of the PECC model, and initial Fiscal Year 2017 accomplishments and plans follow. The Western University Board of Trustees and university community will continue to receive PECC progress reports in monthly and quarterly planning updates.

President's Executive Corporate Cluster Design

The PECC developed and implemented a "High Contact/Go Team" model. Partnership cultivation begins with the President's Office or Office of the Vice President for Quad Cities and Planning making contact to request an initial meeting with potential new partners, or a stewardship meeting with established partners of the University.

New partners were identified by website reviews of employers that offer tuition assistance programs to employees and have a mission consistent with Western Illinois University. New partners have also been identified based on referrals to and networks from PECC members. The PECC started as a pilot in the Quad Cities. Following successful implementation, it was expanded to the Saint Louis region and select areas within Illinois.

At the first meeting of potential new partners, the Vice President for Quad Cities and Planning and members of the PECC Go Team (displayed below) overview the University and available programs and services. Potential new partners lead similar conversations about their organization during this meeting.

In the first meeting with established partners, the Vice President and Go Team's conversations focus on general university and partner updates. The latter are areas where the organization has supported the University in the past.

Table 1
President's Executive Corporate Cluster
Go Team Membership

| | |
|------------------|--|
| Joe Rives | Vice President, Quad Cities and Planning, Chair |
| Julie Baker | Director, Development, College of Fine Arts and Communication |
| Margaritta Fultz | Office Support Specialist, President's Office |
| Mark Mossman | Chairperson, English |
| Becky Paulsen | Director, Development, Business and Technology |
| Paul Plagenz | Director, Development, Western Illinois University-Quad Cities |
| Roslyn Taylor | Coordinator, Saint Louis Office |

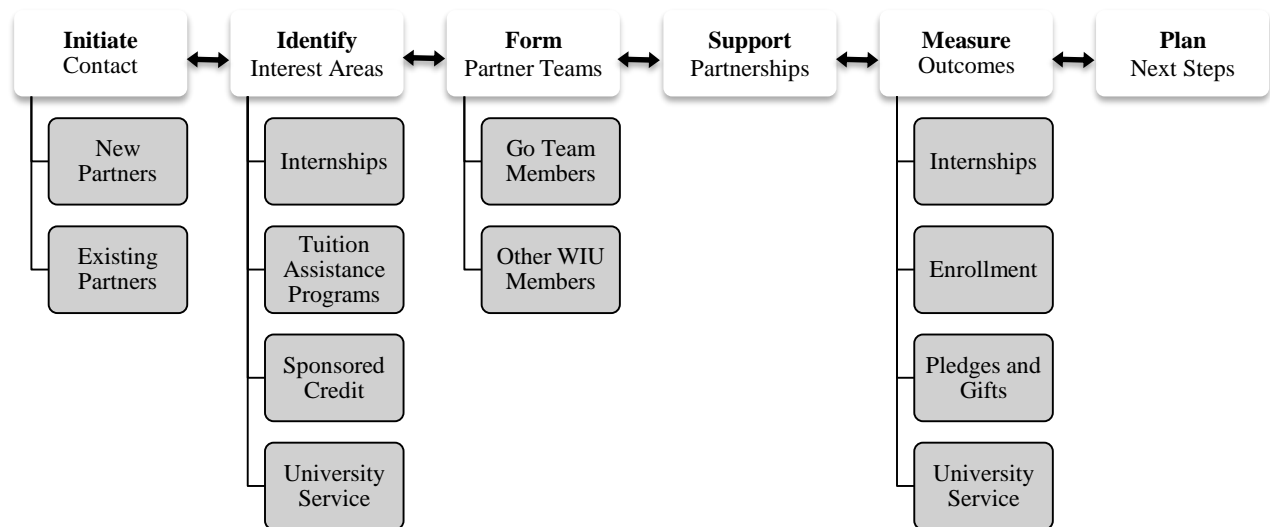
The first partnership meetings conclude with all parties agreeing on follow up topics for the next meeting(s). The Go Team frames these conversations around employer interest in student internships, employee tuition assistance and sponsored credit programs, and opportunities for partners to visit the University, provide expertise, and/or serve on advisory board(s).

Mutual agreement of content for the next partnership meeting(s) serves as the point at which individual Partner Teams are formed. Each Partnership Team consists of representatives of the Go Team and faculty or staff who have discipline-specific expertise to keep partnership development progressing. For example, the Director of the School of Engineering and the Director of Western Illinois University-Quad Cities Development formed the Elliott Aviation Partnership Team. This company's interest is in developing and retaining engineers in the Quad Cities, and they recently donated \$10,000 to the University.

The Go Team meets every two weeks to review priorities, discuss Partnership Team progress, and plan next steps. It is also an opportunity to identify new partners and prioritize implementation strategies.

The PECC implementation model is summarized below. Two-way arrows represent the institutional commitment to continuous improvement, and recognition that any step in the process can impact other steps. For example, while working with the Hispanic Chamber of Commerce in Saint Louis, the Partner Team was referred to the Hispanic Scholarship Alliance, which may have implications for future enrollment and scholarship funding.

The two keys to PECC success has been Partner Team support and agility in meeting the needs of new and existing partners, and Go Team meetings every two weeks to hold ourselves accountable to meeting commitments in a timely manner. With many new partners, we realize that Western Illinois University only has one opportunity to make a favorable first and lasting impression for mutually beneficial partnerships to the benefit of the students that we serve.



Fiscal Year 2016 Implementation and Results

As indicated by an “X” in the table below, at the end of Fiscal Year 2016 the PECC created or enhanced 67 university partnerships with 38 partner organizations.

| | Assist with Student <u>Recruitment</u> | Explore Sponsored <u>Credit</u> | Provide Internship <u>Opportunities</u> | Serve on Advisory <u>Board</u> | Identify Funding <u>Opportunities</u> | <u>Other</u> |
|--|--|---------------------------------------|---|--------------------------------------|---|--------------|
| Quad Cities | | | | | | |
| 1. AT&T | X | | X | X | X | |
| 2. CHS-Anawan | | | X | | | |
| 3. Deere and Company | | | X | X | | |
| 4. Esperanza Center | | | X | | | |
| 5. Genesis Health Systems | | | X | X | | |
| 6. Global Communities | | | X | | X | |
| 7. Group O | | | X | | X | |
| 8. I-80 Group | | X | | | | |
| 9. KJWW | X | X | | X | | |
| 10. Kone | X | | X | X | | |
| 11. Modern Woodmen | | | | | X | |
| 12. Moline Coal Valley School District | X | X | | | | |
| 13. Parr Instruments | | | X | | | |
| 14. Rivermont Collegiate Academy | X | | | | | |
| 15. Rock Island Regional Office of Education | X | X | | | | |
| 16. Roy J Carver Foundation | | | | | X | |
| 17. Royal Neighbors of America | | | | X | X | |
| 18. RSM | X | | | X | | |
| 19. Shive Hattery | | | | X | X | |
| 20. Standard Forwarding | | | X | X | | |
| 21. Tyson Foods | X | X | | | | |
| 22. United States Army | X | | | | X | |
| 23. United States Navy | | | | | X | |
| 24. Von Maur | | | X | | | |

Table 2
 President's Executive Corporate Cluster Accomplishments
 Fiscal Year 2016
 -continued-

| | <u>Assist with Student Recruitment</u> | <u>Explore Sponsored Credit</u> | <u>Provide Internship Opportunities</u> | <u>Serve on Advisory Board</u> | <u>Identify Funding Opportunities</u> | <u>Other</u> |
|---------------------------------------|--|---------------------------------|---|--------------------------------|---------------------------------------|--------------|
| Central and Northern Illinois | | | | | | |
| 25. Ashford University | X | | | | | |
| 26. Elgin Community College | X | | | | | |
| 27. Heartland Community College | X | | | | | |
| 28. Mundelein High School District | X | X | | | | |
| 29. Serve Illinois | X | | X | | X | |
| | | | | | | |
| Saint Louis | | | | | | |
| 30. Higher Education Consortium | X | | | | | |
| 31. Hispanic Chamber of Commerce | X | | | | | X |
| 32. Lewis and Clark Community College | X | | | | | |
| 33. Monsanto | | | X | | X | |
| 34. Ranken Technical College | X | | | | X | |
| 35. Regional Chamber of Commerce | | | | | | X |
| 36. Saint Louis Community College | X | | | | | |
| 37. Saint Louis Science Center | X | | X | | X | |
| 38. The Black Rep | X | | X | | | X |
| Total | 20 | 6 | 15 | 9 | 13 | 3 |

A review of PECC partnership activities shows that:

- 20 members assisted with student recruitment.
- 6 explored or offered sponsored credit courses.
- 15 are established or expanded student internship opportunities.
- 9 joined a WIU advisory board.
- 13 provided or identified external fundraising opportunities the University.
- 3 expressed interest or served as guest speakers for classes/or student organizations.

Extension of the PECC to Other Areas

The PECC was initially established as a means to recruit working professionals to Western Illinois University. The designed and implemented PECC model, as shown above, has also brought many more benefits to the University and the students that we serve (e.g., increased internship opportunities, guest speakers, etc.).

Additionally, successful PECC implementation brought recognition that in addition to business and industry relationships, there are PECC implications and applications to secondary and postsecondary education and arts-based organizations. Therefore, renewed emphasis has been placed on the establishment of dual enrollment partnerships with high schools and community colleges as part of PECC planning and implementation.

Additionally, beginning in spring 2016, the PECC initiated partnership discussions with arts-based organizations. The first partnership formed was with the Black Rep in Saint Louis. This nationally renowned theatrical company is partnering with English on creative writing workshops and with the College of Fine Arts and Communication on a student production.

Successful implementation of the PECC also brought a reminder that Western Illinois University is an economic development engine for our 16 county service region. To that end, a Mayor’s Summit Planning Team was formed, and charged with developing an interactive forum for President Thomas, local mayors, area legislators, and community economic development professionals to identify and implement strategies to enhance our local economies.

| | |
|--------------------|---|
| Joe Rives | Vice President, Quad Cities and Planning, Chair |
| Linda Lee Blaine | Faculty Assistant, Illinois Institute for Rural Affairs |
| Margaritta Fultz | Office Support Specialist, President’s Office |
| Gisele Hamm | Faculty Assistant, Illinois Institute for Rural Affairs |
| Teresa Koltzenburg | Assistant Director, University Relations |
| Jeanette Malafa | Assistant to the President, Government Relations |
| Chris Merrett | Director, Illinois Institute for Rural Affairs |
| Becky Paulsen | Director of Development, College of Business and Technology |
| Darcie Shinberger | Assistant Vice President, Advancement and Public Services |

Preliminary Fiscal Year 2017 Accomplishments and Plans

Just within the first quarter of Fiscal Year 2017, the PECC has continued partnership development with the 39 members; introduced new members, including Edward Jones, Nestle-Purina, and the Four Seasons; and expanded arts-based membership to include the Center of Creative Arts, Jazz Saint Louis, Stages Saint Louis, and the Saint Louis Symphony amongst others. Mayors Summits were held in Macomb and the Quad Cities in July.

The PECC Go Team and Mayors Summit Planning Team has identified an aggressive but achievable agenda for Fiscal Year 2017 with focused efforts. This includes:

1. Building an accountability reporting system to quantify and track PECC accomplishments.
2. Presenting data from the shaded area of Figure 1 as part of the Vice President for Quad Cities and Planning’s Quarterly Update to the Western Illinois University Board of Trustees in December 2016.
3. Developing and launching A PECC website to increase internal and external awareness about the PECC and participatory opportunities.
4. Sharing the missions of PECC organizations with the Vice Presidents and Deans in continuing to expand existing relationships with business, industry, arts, and education organizations.
5. Recruiting organizations from Macomb, Muscatine, Quincy, and Saint Louis to the PECC.
6. Hosting a third Mayor’s Economic Development Summit in Quincy, along with follow-up summits in Macomb, the Quad Cities, and Quincy.
7. Introducing High School Leadership Summits patterned off of the model used in Mayor’s Summits.

WESTERN ILLINOIS UNIVERSITY BOARD OF TRUSTEES

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Report 16.10/8 Quarterly Planning Update

With many university planning initiatives discussed at today's Western Illinois University Board of Trustees meeting (i.e., *The Statewide Budget Context and Western Illinois University's Mission-Driven Planning and Results*, *Higher Learning Commission: Reporting on Spring 2016 Teach Out Plans for Disestablished Majors*, *President's Executive Corporate Cluster: Fiscal Year 2017 Update*, *Long Term Plan Update*, and *Fiscal Year 2017 Strategic Plan Update*), this *Update* provides a summary of university planning activities scheduled for the remainder of Fiscal Year 2017. These activities (discussed below) complement and reinforce other planning activities conducted by academic departments and administrative units across the University.

Specific Fiscal Year 2017 university planning activities include:

- Reconvening the Social Responsibility Task Force and reviewing/updating the *2016 Higher Values in Higher Education Supplement*, as discussed in *Western Illinois University Board of Trustees Report Number 16.10/9*.
- Maintaining currency and presenting to all governance groups on both campuses *The Statewide Budget Context and Western Illinois University's Mission-Driven Planning and Results*, as shown in the Power Point presentation for *Western Illinois University Board of Trustees Report 16.10/5*.
- Continuing growth and expansion of the President's Corporate Cluster, as discussed in *Western Illinois University Board of Trustees Report Number 16.10/7*.
- Expanding Mayors Summits to the Quincy, and introducing High School Summits in Macomb, the Quad Cities, and Quincy.
- Preparing monthly Strategic Plan Updates, and annual Master Plan, Performance Report, and Quad Cities Graduate Study Center Updates.
- Maintaining the University's ongoing relationship with the Higher Learning Commission by:
 - Responding to requested reporting.
 - Leading the Persistence and Completion Academy.
 - Preparing a FY17 Status Report on Western Illinois University's Quality Initiative.
 - Designing processes to initiate the University's self study for reaffirmation of accreditation that is scheduled to begin in academic year 2017-2018.
- Retaining capacity to respond to new and unforeseen challenges and opportunities at the time of writing this *Update*.

As the topics in today's Western Illinois University Board of Trustees agenda and this *Update* show, the University is committed to mission-driven, inclusive, and transparent planning processes that guide resource allocation, evaluation, and institutional effectiveness (accountability) reporting. The Board and university community will continue to receive updates on all of these activities.

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Report No. 16.10/9 Fiscal Year 2017 Long Term Plan Update

This is the fourth and final annual update on the status of goals and priorities contained in the *Long Term Plan for Western Illinois University 2013-2033*. The Western Illinois University Board of Trustees retired the *Long Term Plan*, and replaced it with the *2016 Higher Values in Higher Education Supplement* in June 2016.

The Board's decision was based on their legal and fiduciary responsibilities to the citizens of Illinois. The *Long Term Plan* was written in a very different fiscal climate. The Illinois public universities were not faced with challenges posed by the historic and unprecedented FY16 state budget impasse at the time of writing the original *Plan*. Updated strategies for institutional sustainability and viability were needed to reflect new fiscal realities.

The 2016 *Strategic Plan Supplement* retains the original premise of the *Long Term Plan*: To provide goals and priorities to advance and sustain Western Illinois University in the competitive global market place of the 21st century. And new to the process, Strategic Plan Supplements will be reviewed annually to ensure that the University remains on trajectory to become a national leader in quality, opportunity, and affordability.

To that end, the Vice President for Quad Cities and Planning is reconvening and updating membership on the Social Responsibility Task Force. The Task Force will work with the university community to ensure that the narrative of the Strategic Plan Supplement is clear; reflects consensus from all governance groups on both campuses; and contains priorities that have been reviewed and updated.

Higher Values in Higher Education and its *Supplements* will serve as a guiding document for institutional reaffirmation of accreditation. The self-study process will start in academic year 2017-2018 in preparation for onsite visits to the Quad Cities and a random selection off campus locations in academic year 2019-2020, and in Macomb the following academic year. New Higher Learning Commission protocol requires that all branch campus and off-campus location visits occur the year before the main campus visit.

In documenting institutional progress, this *Update* follows a two-part format. Part I shows *Long Term Plan* accomplishments from academic year 2015-2016, and Part II provides a cumulative summary of accomplishments since the *Plan* was implemented in June 2013.

Because Western Illinois University engages in continuous process improvement, and many of the goals and priorities of the *Long Term Plan* have been infused into daily operations, the data in Part II of this *Update* will be infused into future Strategic Plan Updates.

Part I
Academic Year 2015-2016 Accomplishments
Western Illinois University Long Term Plan 2013-2033

Recommendation 1: Distinguish WIU from other Illinois public and national competitor institutions.

A) *Engage in discipline-specific and university-wide discussions about the application of our strengths in academic and administrative units.*

- 1) The Western Illinois University Board of Trustees approved the *2016 Supplement to Higher Values in Higher Education 2012-2022* to reflect institutional strengths and opportunities in a new fiscal climate.
- 2) President Thomas:
 - (1) Used the annual *State of the University Address* and commencement remarks as an additional opportunity to frame institutional plans, accomplishments, strengths, goals, and priorities.
 - (2) Hosted university town hall meetings; six meetings with the Provost and faculty from each college, the library, and the Quad Cities; and 14 meetings with university governance groups and their leadership.
 - (3) Engaged in President's Faculty and Staff Roundtables.
 - (4) Added Student Roundtables and three meetings with students in the residence halls.
 - (5) Provided 18 budget updates to inform university and discipline-specific planning. Copies of the president's correspondence are available at www.wiu.edu/Budget/news.
- 3) The Provost:
 - (1) Presented the annual *State of Academic Affairs* address at the Fall Faculty Assembly to overview divisional accomplishments and plans.
 - (2) Chaired the Academic Excellence Task Force that focused on innovative approaches, strategies, investments, and reallocations to support academic excellence.
- 4) The Vice President for Quad Cities and Planning:
 - (1) Hosted Quad Cities all staff meetings to review campus accomplishments and plans at the start of each semester.
 - (2) Ensured availability of the *2016 Supplement to Higher Values in Higher Education* by including it in the University Planning website, which is located at www.wiu.edu/university_planning/annualpresentations.php.

B) *For all vice presidential areas and areas reporting to the president, identify evaluation methods used to ensure institutional effectiveness in applying our strengths.*

- 1) Consolidated Annual Reports identifying evaluation methods were made by all academic departments and administrative units.
- 2) Annual Planning and Accomplishment presentations made by the vice presidents and areas that report to the president were tabled for academic year 2015-2016 in lieu of preparing the *2016 Strategic Plan Supplement to Higher Values in Higher Education*.

- 3) The *Fiscal Year 2016 Annual Strategic Plan Update and Performance Report* contained qualitative and quantitative measures on institutional effectiveness. The later includes benchmarking of institutional performance to Western Illinois University Benchmark Institutions approved by the Board of Trustees in June 2015. These materials are available from the University Planning website.
 - 4) Academic program reviews were completed for all programs in eight departments.
- C) *Invest in opportunities that make WIU nationally known for our strengths and signature programs.*
- 1) University Marketing continued an integrated marketing campaign of institutional strengths and signature programs.
 - a) Think Purple and Success Story campaigns; promotion of student, faculty, and staff expertise and achievements; and Western's three percent tuition reduction for fall 2016 new students were covered in press releases, web and social media, and interviews.
 - 2) University publications, news releases, social media and websites featured Western's academic year 2015-2016 placements in national rankings.
 - a) U.S. News and World Report's 2015 College rankings placed Western Illinois University for the 11th consecutive year as a "Best Midwestern University." The University advanced nine spots to 39th place in the rankings of 109 public and private institutions.
 - b) Western also advanced in the subset of 39 public institutions to the 10th best public Midwest regional university, increasing from 13th place last year.
 - c) The Princeton Review named Western Illinois University as a "Best Midwestern College" for the 12th consecutive year. Western is one of 159 regional universities in a 12 state (Iowa, Illinois, Indiana, Kansas, Michigan, Minnesota, Missouri, Nebraska, North Dakota, Ohio, South Dakota and Wisconsin) area to receive this distinction.
 - d) Western was also named as one of 648 "regional best" colleges nationally. This award places Western in the top 25 percent of the nation's 2,500 four-year colleges and universities, according to The Princeton Review.
 - e) The Washington Monthly College Guide recognized Western Illinois University as a "Best Bang for the Buck" school for the third consecutive year. The University was ranked 217th among 673 colleges and universities nationally, and 30th among 403 Midwestern master's degree granting institutions.
 - f) Money Magazine and Forbes also recognized Western Illinois University among the best 665 and 650 institutions of higher education nationally.
 - g) Military Times EDGE magazine selected Western Illinois University as a "Best for Vets College" for the fifth consecutive year. Western ranked 18th (up 19 spots from the 2014 ranking), and was the only Illinois four-year university in the top 20.
 - h) Western Illinois University was designated as a "Military Friendly School" by GI Jobs Magazine for the sixth consecutive year, and was featured in the 2015 "Guide to Military Friendly Schools."
 - i) U.S. News and World Report named Western Illinois University's General Studies program as a "Best Online Bachelor's Program for Veterans." Western placed 57th out of 185 schools nationally, and was the only Illinois public university in the top 60 online bachelor's program rankings.

- j) U.S. News and World Report recognized Western Illinois University's distance education program as a Best Online Program for the fourth consecutive year. The University ranked 63rd out of 214 colleges and universities nationally.
- D) *Continue to build a culture of mentoring that supports personalized attention, undergraduate student success and graduation.*
- 1) The First Year Experience, provision of learning communities, and the Transfer Year Experience on the Macomb Campus exemplify institutional commitments to mentoring.
 - 2) Quad Cities faculty and staff continued mentoring practices in student recruitment, New Student Welcome, Welcome Week activities, University 100, academic advising, student organizations and activities, and campus work experiences.
 - 3) Other university-wide commitments to mentoring include provision of low student-to-faculty ratios (currently 14:1 on both campuses), student inclusion in faculty research, and annual venues showcasing student research and creative activities.
- E) *Support high need, viable programs to meet student and regional needs and ensure that new programs include our strengths in design and practice.*
- 1) The University:
 - (1) Launched two new hybrid programs (masters degrees in Business Administration and College Student Personnel), and a new master's degree in Business Analytics on the Macomb Campus.
 - (2) Submitted a proposal to offer a bachelors degree in mechanical engineering to the Illinois Board of Higher Education.
 - (3) Disestablished four majors that were no longer viable (African American Studies, Philosophy, Religious Studies, and Women's Studies).
 - (4) Opened a new off-campus location at the Brookfield Zoo in Chicago.
- F) *Recognize that if WIU adds doctoral programs, the number of programs and number of graduates can effect the University's classification with the Carnegie Classification of Institutions of Higher Education.*

Recommendation 2: Emphasize and enhance educational opportunities to decrease time-to-degree.

- A) *Reinvigorate dual enrollment partnerships with local high schools.*
- 1) Twenty-three 23 academically qualified high school seniors (14 in Macomb, and nine in the Quad Cities) enrolled at the University. This was the first cohort of high school students to pay 1/3rd the cost of tuition through the new Western Commitment High School Scholarship program.
- B) *Receive blanket approval from the Higher Learning Commission for all WIU programs to be approved as distance education programs.*
- 1) Priority achieved in May 2014. The University was previously approved to only offer up to five percent of its academic programs through distance modalities.

- C) *Articulate which WIU programs will be actively promoted as distance programs.*
- 1) The Higher Learning Commission changed the definition of distance education from a program that provides all courses (including general education) through distance modalities to a program that provides 50 percent or more of the program through distance modalities.
 - 2) Under the former definition, two undergraduate programs (Bachelor's in General Studies and RN to BSN completion), four post-baccalaureate certificates (in Instructional Design and Technology), and three master's degree programs (Business Administration, Instructional Design and Technology, and Elementary Education) were distance programs.
 - 3) Under the current definition, 82 undergraduate programs, seven post-baccalaureate certificates, and 10 master's programs qualify as distance programs.
- D) *Form college task forces to evaluate alternative semester lengths as well as January and May Term opportunities.*
- 1) The University offers alternative semester lengths through Weekend Academy, alternative summer semester lengths, irregularly scheduled courses, sponsored credit courses, and through hybrid programs.
 - 2) Academic Affairs approved exploration of hybrid programs in all graduate degrees, where appropriate to the discipline.
 - 3) President Thomas charged Academic Affairs in Fiscal Year 2015 with providing at least 10% of all courses in online or irregularly scheduled format, and to evaluate changes as part of the program review process.
 - (1) This goal was exceeded in Fiscal Year 2016, with 37.2% of the summer classes, 14.2% of the fall classes, and 17.8% of the spring classes offered in the aforementioned formats.
 - (2) The new hybrid programs experienced strong demand.
 - (a) Of the five hybrid course sections offered for the MBA program, there were 74 enrollments out of a maximum of 85, resulting in a 87.1% fill rate.
 - (b) Of the two hybrid course sections offered for the CSP program, there were 48 enrollments out of a maximum of 52, resulting in a 92.3% fill rate.
 - (c) Of the combined seven hybrid course sections offered, there were 126 enrollments out of a maximum of 137, resulting in a 92.0% fill rate.
- E) *Integrate more fully into major and minor requirements (where appropriate to the discipline) new and existing service learning, student involvement and leadership experiences, experiential learning, and education abroad opportunities to make students even more competitive in the global marketplace and for advanced study.*
- 1) Beginning in Fiscal Year 2014, all academic departments and colleges *Consolidated Annual Reports* document student participation in experiential education.
- F) *From item e (above), identify those opportunities in which students may participate during semesters, breaks, and alternative terms.*
- 1) Study Abroad offers opportunities for students in each of the formats described above.
- G) *Increase summer course offerings and related academic and student support services.*

- 1) The number of course sections decreased by five sections (0.8%), from 619 sections in summer 2015 to 614 sections in summer 2016.

H) Expand educational access in the Quad Cities.

- 1) Through Linkages agreements, High School Dual Enrollment, and Quad Cities Honors Cohorts, freshmen and sophomore enrollment at the Quad Cities increased by 59 students (61.5%) from 96 students in fall 2012 to 155 students in fall 2015.
- 2) With the programs discussed above, new facilities, and an expanding academic portfolio, total Quad Cities headcount enrollment increased by 154 students (11.2%) from 1,377 students in fall 2012 (the semester before Riverfront Campus opened) to 1,531 students in fall 2015.
- 3) Full-time equivalent enrollment increased even faster during this time. There was a 195 (26.1%) FTE enrollment increase from 747 FTE in fall 2012 to 942 FTE in fall 2015.
- 4) Academic Affairs updated a feasibility study in the Quad Cities to inform future academic planning.

I) Study the appropriateness of increasing accelerated degree programs.

J) Participate in innovative national initiatives aimed at increasing retention and graduation rates.

- 1) The University was selected in fall 2013 as one of the first 15 institutions in the nation to participate in the Higher Learning Commission's new Persistence and Completion Academy (PCA).
- 2) Academic Year 2015-2016 PCA accomplishments include launching a distributed warehouse that can be used to identify characteristics of students at risk for dropping out, surveying distance learning students on needs, and linking the results from these two data sources to a newly developed retention inventory to facilitate proactive outreach by programs and services on both campuses.

K) Engage in strategies to meet the long-term goal of enrolling 1,000 international students at Western Illinois University.

- 1) The Center for International Studies updated its *International Student Recruitment Plan*.
- 2) International student recruitment efforts continued to focus on relationship building, technological applications, development and maintenance of institutional agreements, Embassy visits, provision of Western's English as a Second Language Institute and the Phi Beta Delta International Honor Society, and promotion of the University's quality, opportunity, and affordability.

Recommendation 3: Form new and expanded partnerships with all levels of the educational system, business and industry, and the not for profit sectors.

A) Establish new and enhanced K-12 partnerships to increase enrollment and professional preparation.

- 1) The Center for Best Practices in Early Childhood Education provided workshops, webinars, technical assistance contacts, and agency collaborations to practicing professionals.
- 2) The Office of Partnerships, Professional Development and Technology is an Illinois State Board of Education (ISBE) Approved Professional Development Provider. It maintained Star

- Online compliance with the ISBE Teacher Licensure requirements, provided workshops at statewide conferences and school districts, and partnered with Regional Offices of Education to provide online professional development opportunities for teachers.
- 3) Western Illinois University-Quad Cities AmeriCorps program improved school readiness of regional youth, and received double the program funding (\$207,000) to support implementation of a mentoring program for area youth.
 - 4) The Vice President for Quad Cities and Planning serves on the Quad Cities Education Council. This is a multi-sector, regional alliance of community partners and nine school districts working to increase regional elementary and secondary retention and graduation rates.
- B) Extend the Linkages (dual enrollment) model used with Black Hawk College and Eastern Iowa Community Colleges to Spoon River College and other community colleges.*
- 1) The University signed new Linkages Agreements with Elgin Community College and Moberly Area Community College.
 - 2) The University initiated exploration of Linkages agreements with Heartland College, Lewis and Clark Community College, Saint Louis Community College, and Southwestern Illinois Community College.
- C) Follow WIU's success in community college relations to develop articulation agreements with other four-year institutions. Examples include earning one degree at WIU and a second degree at a partner institution whether through traditional timeframes or integrated degree programs; 3+1 agreements; 2+1+1 agreements, and other forms of innovation.*
- 1) The University signed an articulated degree agreement with Wartburg College in history.
 - 2) The University served as a Teach Out partner for Ashford University.
- D) Implement new and innovative articulation agreements with other types of accredited institutions (e.g., foreign universities, vocational/technical institutions, and the armed services) to establish dual, integrated, and other types of articulation agreements.*
- 1) The Center for international studies renewed partnerships with 19 international institutions.
- E) Develop new partnerships between institutions that have not traditionally sent students to WIU.*
- 1) The new dual enrollment program for academically qualified high school seniors offers another recruitment pipeline to Western Illinois University.
- F) Identify opportunities to provide lower division courses to degree completion (junior/senior only) institutions.*
- 1) Palmer College of Chiropractic now sends students to Western Illinois University to earn a bachelors degree from Western and a doctor in chiropractic from Palmer in an accelerated manner.
- G) Support partnerships that prepare students for graduate education, advanced study, and employment in the global economy.*
- 1) Recognizing that experiential learning prepares students for future studies and employment, the University provides experiential learning sites at University Farms and Greenhouse, Alice

Kibbe Life Sciences Station, Horn Field Campus, Rodney and Bertha Fink Environmental Studies Field Laboratory and Conservancy, Ira and Reatha T. Post Wildlife Sanctuary, and the Quad Cities Manufacturing Laboratory.

- 2) Students also have access to the facilities at the Shedd Aquarium in Chicago, and the Figge Art Museum, Nahant Marsh, and Niabi Zoo in the Quad Cities.
- 3) The Brookfield Zoo was opened as a new off-campus location for academic year 2015-2016.

Recommendation 4: Enhance enrollment planning.

A) Designate institutional office(s) responsible for collecting departmental and college five-year enrollment targets by campus to form one institutional enrollment plan. It is important that the University have clearly defined and articulated enrollment goals for all programs, departments, and colleges at both campuses. Such actions are necessary for demand and capacity planning across the University and this includes facilities space planning.

- 1) All academic departments have recruitment plans. Each plan includes specific initiatives that administrators, faculty, and staff use to recruit and retain students in their academic units. Progress and future plans are provided in the Deans and Provost's Consolidated Annual Reports.

B) Establish an Enrollment Management Team to work with the Deans and President's Leadership Team to define, evaluate, assess, and adjust (where appropriate) department, college, and university enrollment and retention goals.

- 1) The Vice President for Student Services chairs an Enrollment Management Team that studies, suggests, and makes process improvements related to enrollment, cost containment, financial aid leveraging, Building Connections mentoring program, and orientation.

C) Provide WIU's student-to-faculty ratios that support personalized attention.

- 1) Current student-to-faculty ratios are 14:1 on both campuses.
- 2) The average undergraduate class size is 21 in Macomb and there are only a few classes over 50 in the Quad Cities.

D) Utilize student-to-faculty ratios in recruitment materials to support the distinctiveness of class sizes and engaged learning.

- 1) Western Illinois University's small student-to-faculty ratios are highlighted in view books, the Admissions Website (www.wiu.edu/about/fastfacts.php), the Quad Cities Campus Welcome (www.wiu.edu/qc/about), and in the University Update given at annual High School Articulation and Community College Articulation conferences across the state.
- 2) Engaged learning is highlighted in programmatic flat sheets given to prospective students and interested parties, www.wiu.edu/academics/brochures.php.

E) Centralize classroom and facility scheduling; management and planning on the Macomb Campus to best identify unit needs and areas for enhanced efficiency and improvement.

- 1) Facilities Management and Academic Affairs completed a space study of regular and electronic classroom utilization.

Recommendation 5: Advance fiscal planning.

- A) *Evaluate the appropriateness of differential tuition either by campus and/or program.*
- B) *Position the University for the next comprehensive campaign.*
 - i) Development Officers housed in the colleges and library were reassigned to directly report to the Vice President for Advancement and Public Services.
- C) *Conduct cost-benefit analyses when considering renovation, replacement, or demolition.*
 - 1) Cost-benefit analyses were used in decisions to proceed with decommissioning of Higgins Hall and East Village.
- D) *Study opportunities for enhanced efficiencies on and between campuses.*
 - 1) Instructional Design and Technology was merged into Engineering Technology to increase program efficiencies and decrease administrative costs.
 - 2) Courier service between campuses was replaced with UPS service as a cost savings measure.
- E) *Form a long-range bonding plan for facilities, technology, and infrastructure.*
 - 1) The University continues implementation of *IT Strategic Plan 2013-2018*.
- F) *Expand public-private partnerships to help decrease institutional costs and to engage in cost savings and avoidance.*
 - 1) The City of Moline and Renew Moline are engaged in \$82 million in private development (The Mills) that supports housing, restaurants, and retail next to the Western Illinois University-Quad Cities Riverfront Campus.

Recommendation 6: Help eliminate financial barriers that prohibit college enrollment.

- G) *Increase need-based and merit scholarship opportunities for first year students and beyond.*
 - 1) The value of Western Illinois University Foundation scholarships distributed to students decreased from \$1.59 million in Fiscal Year 2015 to \$1.57 million in Fiscal Year 2016.
 - 2) The value of external scholarships distributed to Western Illinois University students increased from \$1.22 million in Fiscal Year 2015 to \$1.24 million in Fiscal Year 2016.
 - 3) Western Commitment Scholarship ACT ranges and award amounts were increased for fall 2015 first-time freshmen. The first scholarship values for 2015 are guaranteed merit awards and may go as high as the second reported value based on financial need.

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

B) Apply for new sources of institutional financial aid.

- 1) The doubling of the Western Illinois University AmeriCorps program funding enables the University to award 40 instead of 16 educational awards (\$2,450) and stipends (\$2,500) to every program participant.

C) Study opportunities for increased student employment.

D) Apply for external funding to support experiential education.

- 1) Western Illinois University received \$515,053 in Fiscal Year 2016 experiential education grant funding through successful applications submitted by the Colleges, Illinois Institute for Rural Affairs, Office of the Vice President for Quad Cities and Planning, and Quad Cities Student Services.
- 2) Examples of grant-funded activities include student participation in the University's AmeriCorps, Adaptive Sport Training for Veterans and Students, Agriculture Teacher Education, and Peace Corps Fellows Programs.

E) Support focused tuition discounting to attract high achieving and diverse students.

- 1) The University supports Western Commitment Scholarship (tuition discount) programs for new freshmen, transfers, international students, and high school seniors.
- 2) The Board of Trustees approved one in-state tuition rate for all domestic students, and a 3% tuition reduction for fall 2016 new students.

F) Evaluate tuition options for summer sessions.

Part II
Cumulative Accomplishments
Western Illinois University Long Term Plan 2013-2033
Academic Years 2012-2013 through 2015-2016

Recommendation 1: Distinguish WIU from other Illinois public and national competitor institutions.

A) *Engage in discipline-specific and university-wide discussions about the application of our strengths in academic and administrative units.*

- State of the University addresses (fall 2012, 2013, 2014, 2015)
- State of Academic Affairs addresses (fall 2012, 2013, 2014, 2015)
- Quad Cities All Staff meetings (fall 2012-spring 2016)
- President Thomas Budget Updates (10 in FY 13, 6 in FY14, 6 in FY15, 16 in FY16)

B) *For all vice presidential areas and areas reporting to the president, identify evaluation methods used to ensure institutional effectiveness in applying our strengths.*

- Consolidated Annual Report Presentations (FY13, 14,15)
- Annual program reviews (FY13-16 actions are documented in the cumulative section of *Western Illinois University Board of Trustees Report Number 16.10/10*)

C) *Invest in opportunities that make WIU nationally known for our strengths and signature programs.*

- Update of signature academic programs (fall 2013)
- Receipt of \$250,000 to implement digital marketing (spring 2014)
- Provision of \$50,000 to update programmatic flat sheets (summer 2014)
- Establishment of base marketing budgets (that were formerly funded through one-time funds) for Macomb (\$400,000) and Quad Cities (\$100,000) (effective FY15)
- WIU's placement in national rankings
 - US News and World Report 48/109 (fall 2014), 39/109 (fall 2015)
 - US News and World Report Public Midwestern Colleges and Universities 13/39 (fall 2014), 10/39 (fall 2015)
 - Princeton Review, Best Midwestern College (continuous since 2004)
 - Washington Monthly, Best Bang for the Buck School (fall 2014, 2015)
 - Midwestern rankings 30/403 (fall 2015)
 - Money Magazine Best College (national) Rankings
 - 424/705 (summer 2015)
 - Forbes America's top Colleges
 - 630/660 (fall 2014)
 - Military Times Edge Magazine, Best for Vets College (continuous since fall 2009); rankings 37th (2013), 18th (2014)
 - GI Jobs Magazine, Military Friendly School (continuous since fall 2008)
 - US News recognition of BGS as a "Best Online Bachelor's Program for Veterans"
 - 57/214 (fall 2014)
 - 92/217 (fall 2015)

D) *Continue to build a culture of mentoring that supports personalized attention, undergraduate student success and graduation.*

- External review the of Academic Services (OAS) (academic year 2013-2014)

- Implementation of recommendations from the external review of Academic Services (academic year 2014-2015)
- Documentation of mentoring practices in Quad Cities recruitment, and academic and student support services (spring 2014 to current).
- Quad Cities Culture of Mentoring featured as a “Good Practice in Serving Commuter Students” by the American College Student Personnel Association (spring 2015).

E) *Support high need, viable programs to meet student and regional needs and ensure that new programs include our strengths in design and practice.*

- New and disestablished programs documented in cumulative section of *Annual Strategic Plan Update (Western Illinois University Board of Trustees Report Number 16.10/10)*.

F) *If WIU adds doctoral programs, the number of programs and number of graduates can effect the University’s classification with the Carnegie Classification of Institutions of Higher Education.*

Recommendation 2: Emphasize and enhance educational opportunities to decrease time-to-degree.

A) *Reinvigorate dual enrollment partnerships with local high schools.*

- Realignment of admissions territories to maximize the number of high school visits per admissions counselor (effective July 1, 2014).
- President’s Leadership Team approves dual enrollment of academically qualified high school seniors for fall 2014, with the establishment of Western Commitment Scholarships for these students beginning in fall 2015.
- High School dually enrolled students:
 - 4 fall 2014.
 - 23 fall 2015.

B) *Receive blanket approval from the Higher Learning Commission for all WIU programs to be approved as distance education programs.*

- Achieved in May 2014.

C) *Articulate which WIU programs will be actively promoted as distance programs.*

D) *Form college task forces to evaluate alternative semester lengths as well as January and May Term opportunities.*

- Academic Year 2015-2016:
 - New hybrid master’s degrees in Business Administration and College Student Personnel.
 - All graduate programs given approval to investigate hybrid program development, as appropriate to the discipline.
- Academic Year 2016-2017:
 - New hybrid master’s degree in Community and Economic Development.

E) *Integrate more fully into major and minor requirements (where appropriate to the discipline) new and existing service learning, student involvement and leadership experiences, experiential learning, and education abroad opportunities to make students even more competitive in the global marketplace and for advanced study.*

- Documentation in department/school, college, and the Provost’s Consolidated Annual Report beginning in spring 2014.

F) *From item e (above), identify those opportunities in which students may participate during semesters, breaks, and alternative terms.*

G) *Increase summer course offerings and related academic and student support services.*

- Number of summer course sections 2013-2016:

| | <u>2013</u> | <u>2014</u> | <u>2015</u> | <u>2016</u> |
|-------------|-------------|-------------|-------------|-------------|
| Macomb | 384 | 387 | 380 | 350 |
| Quad Cities | 76 | 58 | 54 | 70 |
| Extension | 214 | 201 | 185 | 194 |
| Total | <u>674</u> | <u>646</u> | <u>619</u> | <u>614</u> |

H) *Expand educational access in the Quad Cities.*

- Fall honors cohort enrollment: 2012 (7), 2013 (21), 2014 (26), 2015 (30).
- President’s Leadership Team approves freshmen admission according to university admissions criteria for all majors offered at the Quad Cities Campus (academic year 2014-2015).
- Fall headcount enrollment: 2012 (1,377), 2013 (1,502), 2014 (1,523), 2015 (1,531).
- Fall Full-Time Equivalent enrollment: 2012 (747), 2013 (846), 2014 (931), (942).

I) *Study the appropriateness of increasing accelerated degree programs.*

- New integrated degrees documented in the Cumulative Section of the *FY16 Strategic Plan Update (Western Illinois University Board of Trustees Report Number 16.10/10)*.

J) *Participate in innovative national initiatives aimed at increasing retention and graduation rates.*

- Participation in the Higher Learning Commission’s Persistence and Completion Academy (Fiscal Years 2014, 2015, 2016).

K) *Engage in strategies to meet the long-term goal of enrolling 1,000 international students at Western Illinois University.*

- Fall International Enrollment: 2012 (343), 2013 (371), 2014 (511), 2015 (505).
- Fiscal Year WESL Enrollment: 2013 (212), 2014 (283), 2015 (231).
- New Recruitment approaches
 - Academic Year 2012-2013: President Thomas and Executive Director Carter start annual Embassy Visits (AY 2012-13, 2013-2014, 2014-2015, 2015-2016), Executive Director Carter attends State of Illinois Trade Mission to China (2013, 2014)
 - Academic Year 2013-2014: Four new academic agreements, the engagement of four administrative partnerships, and campus hosting of international students and delegations.

- Academic Year 2014-2015: The Center for International Studies uses of social media, and the WIU international recruitment video as additional means to enhance international student recruitment. President's Leadership Team approves new \$3,000 International Commitment Scholarships are available for high achieving undergraduate and graduate international students beginning in fall 2015.
- Academic Year 2015-2016: The Center for International Studies updates its *International Student Recruitment Plan*.

Recommendation 3: *Form new and expanded partnerships with all levels of the educational system, business and industry, and the not for profit sectors.*

A) *Establish new and enhanced K-12 partnerships to increase enrollment and professional preparation.*

- Updated teacher certification options per new Illinois Professional Teaching Standards (academic year 2013-2014).
- Center for Best Practices in Early Childhood Education grant funding:
 - Provider Connections Credentialing and Enrollment Grant
 - \$411,935 (FY15).
 - \$411,935 (FY16).
 - STARNET
 - \$978,500 (FY15).
 - \$978,500 (FY16).
- Western Illinois University-Quad Cities AmeriCorps grant funding/number of students served:
 - \$106,000/18 (FY14).
 - \$156,000/24 (FY15).
 - \$ 96,000/16 (FY16).
 - \$207,000/40 (FY17).
- PACERS grant funding:
 - \$100,000 (FY13).
 - \$100,000 (FY14).

B) *Extend the Linkages (dual enrollment) model used with Black Hawk College and Eastern Iowa Community Colleges to Spoon River College and other community colleges.*

- Linkages agreements signed:
 - Carl Sandburg College, Spoon River College (Before Academic Year 2012-2013)
 - Sauk Valley College (Academic Year 2012-2013)
 - Highland Community College and Kirkwood Community College (Academic Year 2013-2014)
 - Moberly Community College and Elgin Community College (Academic Year 2015-2016)

C) *Follow WIU's success in community college relations to develop articulation agreements with other four-year institutions.*

- The Director of the School of Graduate Studies visited with Provosts/Deans of 19 feeder schools to promote programs and explore external integrated degree programs (academic year 2013-2014).
- History and Wartburg College signed an integrated degree program articulation agreement (academic year 2015-2016).

D) Implement new and innovative articulation agreements with other types of accredited institutions (e.g., foreign universities, vocational/technical institutions, and the armed services) to establish dual, integrated, and other types of articulation agreements.

- Number of renewed international partnerships
 - 14 academic year 2013-2014.
 - 20 academic year 2014-2015.
 - 19 academic year 2015-2016.

E) Develop new partnerships between institutions that have not traditionally sent students to WIU.

- Opening the St. Louis regional recruitment office (summer 2014).
- Establishing dual enrollment and Western Commitment Scholarships for academically qualified high school seniors open (effective fall 2015).
- Signing an honors articulation agreement with Carl Sandburg College in an effort to keep high achieving students in the region (spring 2015).
- Serving as a teach-out partner for Ashford University (academic year 2015-2016).
- Initiating partnership exploration with Ranken Technical College of Saint Louis (academic year 2015-2016).

F) Identify opportunities to provide lower division courses to degree completion (junior/senior only) institutions.

- New BGS-Chiropractic agreement between Palmer College and Western Illinois University (spring 2014).

G) Support partnerships that prepare students for graduate education, advanced study, and employment in the global economy.

Recommendation 4: Enhance enrollment planning.

A) Designate institutional office(s) responsible for collecting departmental and college five-year enrollment targets by campus to form one institutional enrollment plan.

- All departments and schools formed undergraduate and graduate student recruitment plans (academic year 2013-2014).

B) Establish an Enrollment Management Team to work with the Deans and President's Leadership Team to define, evaluate, assess, and adjust (where appropriate) department, college, and university enrollment and retention goals.

- Interim Vice President Williams chairs the University's Enrollment Management Team that was formed in academic year 2012-2013.

C) *Provide student-to-faculty ratios that support personalized attention.*

- Student-to-faculty ratios in Macomb 16:1 (fall 2012), 15:1 (falls 2013, 2014), 14:1 (fall 2015).
- Student-to-faculty ratios in the Quad Cities 12:1 (Falls 2012, 2013), 14:1 (Fall 2014 and fall 2015).

D) *Utilize student-to-faculty ratios in recruitment materials to support the distinctiveness of class sizes and engaged learning.*

- The information discussed above is provided in University view books, program flat sheets, Admissions website, Quad Cities campus welcome, and University Update given at High School Articulation and Community College Articulation conferences across the state (academic years 2012-2013 to current).

E) *Centralize classroom and facility scheduling, management and planning on the Macomb Campus to best identify unit needs and areas for enhanced efficiency and improvement.*

- Facilities Management and Academic Affairs completed a space study to document classroom utilization (academic year 2013-2014).

Recommendation 5: Advance fiscal planning.

A) *Evaluate the appropriateness of differential tuition either by campus and/or program.*

B) *Position the University for the next comprehensive campaign.*

- Campaign ended December 2013, surpassing its \$60 million goal by \$2.1 million, increasing the University's endowment from \$16 million to \$40 million, and expanding the total asset base to \$55 million (academic year 2013-2014).
- Advancement and Public Services works with academic departments and administrative units to achieve post-campaign goals (academic years 2014-2015, 2015-2016).
- Development Officers housed in the colleges and library assume direct reporting lines to the Vice President for Advancement and Public Services (academic year 2015-2016).
- WQPT creates an underwriting position (academic year 2015-2016).

C) *Conduct cost-benefit analyses when considering renovation, replacement, or demolition.*

- Cost-benefit analyses were documented in the *Fiscal Year 2017 Strategic Plan Update (Western Illinois University Board of Trustees Report Number 16.10/10)*.

D) *Study opportunities for enhanced efficiencies on and between campuses.*

Academic Year 2013-2014

- Consolidated Electronic Student Services, Administrative Information Management Systems, and Quad Cities Technology into University Technology.
- Centralized Macomb and Quad Cities admissions, advising, and financial aid staffs.
- Consolidated Educational Interdisciplinary Studies and Educational Leadership departments and Health Sciences and Social Work departments.
- Disestablished the Pre-Law Enforcement and Justice Administration major to allow direct admission into the major.

- Added Assistant Dean positions in the Quad Cities for Arts and Sciences and Education and Human Services to provide enhanced coordination between the campuses. (Assistant Dean position for Business and Technology added in academic year 2011-2012).

Academic Year 2014-2015

- Merged:
 - Educational and Interdisciplinary Studies and Educational Leadership.
 - Broadcasting and Journalism.

Academic Year 2015-2016

- Merged Instructional Design and Technology into Engineering Technology.
- Courier service replaced by UPS service.

E) *Form a long-range bonding plan for facilities, technology, and infrastructure.*

Academic Year 2013-2014

- The Board of Trustees approved the *IT Strategic Plan for 2013-2018*.

Academic Year 2014-2015

- The Board of Trustees added *Debt Compliance and Management* to the Board *Regulations*.
- Business and Financial Services renewed Financial Advisor and Bond Counsel contracts.
- The University reissued Certificates of Participation at lower interest rates.

F) *Expand public-private partnerships to help decrease institutional costs and to engage in cost savings and avoidance.*

Recommendation 6: Help eliminate financial barriers that prohibit college enrollment.

A) *Increase need-based and merit scholarship opportunities for first year students and beyond.*

- Value of Foundation scholarships distributed to students: \$1.16 million (FY2013), \$1.29 million (FY2014), \$1.59 million (FY15), \$1.57 million (FY16).
- Value of external scholarships distributed to students: \$1.05 million (FY2013), \$1.23 million (FY2014), \$1.22 million (FY15), \$1.24 million (FY16).
- Expanded Western Commitment Scholarship ACT ranges and award amounts, and added a need component to the merit award (FY2015).
- Enrolled first cohorts of academic qualified high school seniors and international students receiving Western Commitment Scholarships (Fall 2015).

B) *Apply for new sources of institutional financial aid.*

C) *Study opportunities for increased student employment.*

- Institutional study of student distribution practices in academic year 2013-2014 leads to a reallocation of funds and new distribution in academic year 2014-2015.
- Increased AmeriCorps funding increases the number of student positions:
 - 18 in Fiscal Year 2014.
 - 24 in Fiscal Year 2015.
 - 16 in Fiscal Year 2016 (Program intentionally reduced)

- 40 in Fiscal Year 2017.

D) Apply for external funding to support experiential education.

- Grants received to support experiential education:
 - \$338,553 (Fiscal Year 2014).
 - \$423,704 (Fiscal Year 2015).
 - \$515,053 (Fiscal Year 2016).

E) Support focused tuition discounting to attract high achieving and diverse students.

- New Western Commitment Scholarship (WCS) freshmen enrollment: 454 (fall 2012), 469 (fall 2013), 441 (fall 2014), 631 (fall 2015).
 - WCS enrollment as a percent of total new freshmen enrollment 27.7% (fall 2013), 28.8% (fall 2014), 41.1% (fall 2015).
- New Transfer Commitment Scholarship (TCS) enrollments 420 (fall 2012), 483 (fall 2013), 369 (fall 2014), 214 (fall 2015).
 - TCS enrollment as a percent of total new transfer enrollment 32.7% (fall 2013), 35.3% (fall 2014), 15.9% (fall 2015).

F) Evaluate tuition options for summer sessions.

WESTERN ILLINOIS UNIVERSITY BOARD OF TRUSTEES

October 7, 2016

Report 16.10/10 Fiscal Year 2017 Strategic Plan Update

This is the fifth annual update on implementation of the University's *Higher Values in Higher Education 2012-2022 Strategic Plan*. This Update is divided into three parts for institutional effectiveness reporting:

- Part I provides a summary of new, continuing, and completed *Strategic Plan* priorities for academic year 2015-2016.
- Part II summarizes cumulative accomplishments resulting from successful implementation of *Higher Values in Higher Education 2012-2022* priorities.
- Part III summarizes initial accomplishments and plans for academic year 2016-2017 as faculty and staff continue to implement priorities from the *Strategic Plan* and the 2016 *Higher Values in Higher Education Supplement* approved by the Western Illinois University Board of Trustees in June 2016.

Successful implementation of the vision, mission, goals, and priorities in the *Strategic Plan* and 2016 *Supplement* enabled Western Illinois University to retain our national recognitions in quality, opportunity, and affordability. For example, the University retained its status as a “Best Midwestern Public Regional University” by *US News and World Report* and as a “Best Midwestern College” by the *Princeton Review* again this fall.

The Board will receive a second analysis of institutional effectiveness at its December 2016 meeting. The Fiscal Year 2017 Performance Report will provide quantitative data demonstrating whether implementation of *Strategic Plan* goals and priorities are causing university performance indicators to progress in the desired direction, remain constant, or move in the opposite direction. University performance on these performance indicators will also be compared to the performance of Western Illinois University benchmark institutions.

Strategic Plan reporting to the Western Illinois University Board of Trustees serves as the historic record. Information contained in these reports will guide future strategic planning and preparing for reaffirmation of accreditation from the Higher Learning Commission.

Following Commission protocol, Western Illinois University-Quad Cities and the University's off-campus locations will have a site visit in academic year 2019-2020, and the Macomb Campus visit will occur in academic year 2020-2021. New Commission protocol requires branch campus and off-campus location visit completion the year before the main campus visit

Part I
Annual Higher Values in Higher Education Accomplishments and Plans
Academic Year 2015-2016

Goal 1: University Growth and Recruitment

Action 1: Identify future and sustainable enrollment growth goals for the Macomb Campus.

New Initiatives

Continuing Initiatives

- Setting annual enrollment targets in conjunction with data provided by the Admissions Office, Budget Office, and Institutional Research and Planning.

Action 2: Form a growth plan for the Quad Cities Campus that articulates institutional plans for the academic, enrollment, and administrative growth to support an enrollment of 3,000 students.

New Initiatives

Continuing Initiatives

- Using feasibility study and curricular approval processes to develop new programs.
- Implementing priorities from the *Staffing Growth Plan*.
- Requesting new resources through university and state operating and capital processes.

Action 3: Increase awareness of Western Illinois University and our traditions of excellence

New Initiatives

- Introduced the “Who We Are and What We Do” web-based article series about individual faculty and staff members
- Planned to launch a new Western Illinois University Alumni Magazine

Continuing Initiatives

- Supporting the Think Purple and Success Story Campaigns.
- Using integrated marketing in publications, billboards, advertisements (print, broadcast, and radio), web, and social media.
- Advertising in highly trafficked areas, including cinemas, high school gymnasiums, shopping centers, airports, regional sporting events, and on WQPT.
- Engaging in geo-tracking, web, and social media marketing.
- Promoting the University’s placement in national rankings, and student, faculty, and staff achievements in marketing and promotional materials.
- Monitoring effectiveness of marketing through campaigns through digital tracking and inclusion in newspapers, blogs, and online publications.

Action 4: Increase the number of undergraduate and graduate applications, acceptances, and enrollments.

New Initiatives

- Implemented in-state tuition for all domestic students.
- Reduced new student tuition by 3%.
- Served as a Teach Out Partner for Ashford University
- Completed a needs study for the Quad Cities.
- Initiated the President's Executive Corporate Cluster.
- Signed Linkages (dual enrollment) agreements with Moberly Area and Elgin Community Colleges.
- Purchased ACT records of high school to juniors to expand recruitment efforts.

Ongoing Initiatives

- Hosting Discover Western sessions across Illinois and in Saint Louis.
- Offering virtual tours of the Macomb and Quad Cities Campuses.
- Providing Western Commitment Scholarships to high school seniors, new freshmen and transfers, and international students.
- Supporting dual enrollment programs with high schools and community colleges
- Using the Enrollment Management Team to study and make process improvements.
- Implementing and evaluating college, school, and departmental undergraduate and graduate recruitment plans annually.
- Engaging in discipline-specific recruitment days (e.g., Biology, Engineering, Psychology, College of Business and Technology).
- Participating in graduate student recruitment fairs throughout the Midwest.
- Hosting graduate open houses.
- Supporting the Saint Louis Regional Center and students at 14 off-campus locations.

Action 5: Increase the number of adults completing postsecondary education credentials.

New Initiatives

- Renewed the Bachelors of General Studies agreement with Carl Sandburg College.
- Continued serving as a Military Friendly Institution.
- Launched hybrid master's degrees in Business Administration and College Student Personnel.
- Planned for the establishment of a new hybrid masters degree in Community and Economic Development.
- Approved exploration of hybrid course development in all graduate disciplines.
- Opened new off-campus locations in LaSalle and Ottawa, Illinois.

Ongoing Initiatives

- Supporting dual enrollment agreements with eight community colleges.
- Maintaining BGS agreements with all Illinois public community colleges.
- Offering online programs in General Studies, RN to BSN, four post-baccalaureate certificates in Instructional Design and Technology, and Master's degrees in Business Administration, Instructional Design and Technology, and Elementary Education.
- Contacting former students from both campuses who have dropped out to encourage degree completion.
- Providing a *Continuous Enrollment Policy* and course (University 695) to improve exit option and degree completion rates.

Action 6: Increase campus diversity

New Initiatives

Ongoing Initiatives

- Supporting offices, programs and services that are designed to increase the participation and achievement of students from traditionally underrepresented groups¹. This includes Admissions, Casa Latina Cultural Center, Center for International Studies, Disability Resource Center, Gwendolyn Brooks Cultural Center, Multicultural Programs, Quad Cities Office of Academic and Student Services, and the Women's Center.
- Engaging the University Diversity Council, Web Accessibility Committee, Americans with Disabilities Advisory Committee, University Committee on Sexual Orientation, and the Western Organization for Women in university diversification efforts.
- Continuing to emphasize diversity in marketing and public relations, and increasing the number of registered student organizations.

Action 7: Increase international student enrollment and international experiences for students.

New Initiatives

Ongoing Initiatives

- Updated the *International Student Recruitment Plan*.
 - Created language-specific recruitment videos (English, Chinese, Spanish completed), and PowerPoint presentations.
 - Introduced \$3,000 International Commitment Scholarships for high achieving undergraduate and graduate international students.
- Continuing online promotion, embassy visits, faculty ambassador program, and recruitment partnerships with Education USA offices, recruiters, government agencies, and international programs
 - Hosting administration and faculty from partner institutions on campus.
 - Supporting Western's English as Second Language Institute, Study Abroad, International Education Week, International Neighbors Program, and Phi Beta Delta International Honor Society.

Action 8: Increase the number of students enrolled in Centennial Honors College.

New Initiatives

Ongoing Initiatives

- Signed Honors Articulation Agreements with Elgin Community and Moberly Area Community Colleges.
- Recruiting at community college fairs.
 - Awarding Centennial Honors Scholarships for new freshmen with a minimum ACT score of 30 and high school grade point average of 3.0.

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

- Engaging students in honorary fraternities (including Phi Eta Sigma, Golden Key, Phi Theta Kappa, Tau Sigma, and Alpha Sigma Lambda).
- Promoting student engagement in Mortar Board, the National Society of Collegiate Scholars, Blue Key, and Who's Who Among American College Students.
- Offering Quad Cities students the opportunity to participate in Beta Alpha Psi, Blue Key Honor Society, Chi Sigma Iota, Golden Key International, and Kappa Delta Pi.

Action 9: Enhance the affordability of Western Illinois University.

New Initiatives

- Reducing fall 2015 tuition for new undergraduate and graduate students by 3%.
- Receiving double the amount of AmeriCorps funding.
- Endowing seven new scholarships in summer 2015.

Ongoing Initiatives

- Waiving application fees for military service members and new freshmen from the Western Illinois University service region.
- Administering financial assistance to over 75% of undergraduate students.
- Providing dually enrolled high school student, freshman, transfer, honors, and international student scholarships (tuition discounts).
- Supporting the Linkages Program that can reduce student costs by up to 25% and result in no unmet need on the Quad Cities Campus.

Action 10: Recruit an excellent faculty and staff representative of the diverse and global society.

New Initiatives

Ongoing Initiatives

- Supporting the Minority Fellow Dissertation Award, Underrepresented Post Doctorate Award, and the Underrepresented Visiting Professor Award.
- Utilizing the Human Resources Intern Program.
- Engaging the Campus Climate, Celebrating Diversity, Public Relations, and Workforce Diversity Initiatives subcommittees of the University Diversity Council.

Action 11: Provide faculty and staff salaries that meet and exceed the mean of peer institutions to support the recruitment and retention of high-achieving employees.

New Initiatives

- Due to the FY 2016 state budget impasses, negotiated salary reductions with the University Professionals of Illinois under the

Ongoing Initiatives

terms and conditions described in *Western Illinois University Board of Trustees Resolution 16.6/12*.

- Engaged in collective bargaining with the Fraternal Order of Police and 399 Operating Engineers (Landscape Maintenance, wage reopener).
- Engaged in impact bargaining concerning furlough and/or layoffs with the American Federation of State, County and Municipal Employees, 399 Operating Engineers (landscape and building maintenance), Pipe Trades, Fraternal Order of Police, and the University Professionals of Illinois (Unit B and Civil Service).
- Cancelled salary increases for non-negotiated staff.
- Implemented a graduated furlough program for administrative/professional and civil service staff with minimum annual salaries of \$40,000.

Action 12: Reward professional achievements of faculty and staff.

New Initiatives

- Excluded from base salary reductions (described above) compensation for Professional Achievement Awards, promotional increases, or other similar salary items.

Ongoing Initiatives

- Granting tenure to 21 faculty members.
- Approving 38 faculty promotions and 15 civil service reclassification audits.
- Awarding 204 Fiscal Year 2016 Professional Achievement Awards.
- Supporting salary minima in conjunction with contractual agreements with the University Professionals of Illinois.
- Continuing university recognitions of excellence through the Provosts Awards of Excellence, Council of Administrative Personnel and Civil Service Employees Council Employees of the Year, Distinguished Faculty Lecturer, and the Western Illinois University-Quad Cities Values In Practice Awards.

Action 13: Continue to develop institutional policies and procedures that promote a holistic and supportive environment in responding to employee workforce needs.

New Initiatives

- Agreed to increase terminal/compassionate care from 10 to 15 days as part of an agreement with the University Professionals of Illinois.

Ongoing Initiatives

- Supporting family-friendly policies, including *Active Military Service, Americans with Disabilities Services, Long Term Disability,*

Bereavement Leave, Domestic Partner Benefit Program, and Sick Leave Bank.

- Implementing Board of Trustees Regulations on *Military Leave, Leave for Court Required Service, Emergency Leave, Extended Sick Leave, Federal Family and Medical Leave Act, and Parental Leave.*
- Providing supplemental retirement and deferred compensation plans.
- Offering academically based childcare on the Macomb Campus.

Goal 2: Enrich Academic Excellence

Action 1: Promote high standards of academic excellence in all phases of instruction, research, service, and support services. These are interrelated components to academic excellence.

New Initiatives

- Filed teach-out plans with the Higher Learning Commission for undergraduate majors in African American Studies, Philosophy, Religious Studies, and Women's Studies.
- Submitted to the Commission, a requested report on the university plans and effects of the Fiscal Year 2016 state budget impasse.
- Received Commission approval for implementation of a Quality Initiative as part of the University's reaffirmation of accreditation.
- Joined the National Council of State Authorization and Reciprocity Agreements after demonstrating institutional adherence to best practices in distance education delivery.

Ongoing Initiatives

- Implementing contractual agreements with the University Professionals of Illinois that place instruction as the highest priority of faculty².
- Continuing priority investment in the instructional and academic mission of the University. Fiscal Year 2015 expenditures for Academic Affairs and Student Services totals \$153.0 million, or 66.2% of all expenditures from all sources of funds.
- Supporting interdisciplinary programs (e.g., General Education, Liberal Arts and Sciences, Museum Studies, and Environmental Science, interdisciplinary integrated degrees) centers and institutes (e.g., Center for Innovation in Teaching and Research, Illinois Institute for Rural Affairs, and the Institute for Environmental Studies).
- Following annual assessment process in general education and all undergraduate and graduate programs where faculty define intended student learning outcomes, collect and analyze data, and report findings and process improvements (current and planned) to the Provost's Office for review and feedback.
- Engaging in cyclic program reviews to ensure the provision of high-quality, viable academic programs and services. Programs in

² Faculty provide 95 percent of the total student credit hours earned at the undergraduate level with graduate teaching assistants contributing the remaining five percent. Full professors devote approximately 90 percent of their professional responsibilities to undergraduate instruction.

Broadcasting; Communication; Communication Sciences and Disorders; Counseling; Journalism; Music; Psychology; and Recreation, Park and Tourism Administration were reviewed during academic year 2015-2016.

- Merging Instructional Design and Technology into Engineering Technology to strengthen job opportunities for graduates, increase program efficiencies, and decrease administrative costs.
- Maintaining university-wide accreditation from the Higher Learning Commission, Council for the Accreditation of Educator Preparation, Illinois State Board of Education, and 17 program-specific agencies.

Action 2: Focus on the individual learner.

New Initiatives

- Implemented new learning communities for Biology majors, Liberal Arts and Sciences majors, and Women in Science.

Ongoing Initiatives

- Providing the First Year Experience to help students transition to college. Students engage in FYE courses, live in designated housing, and participate in co-curricular activities.
- Offering the Transfer Year Experience. Participating students live in the same residence hall, participate in social activities, and learn from programming related to development of strong academic and professional habits.
- Giving students with the same interests the opportunity to participate in learning communities in Broadcasting and Journalism, Fine Arts, Honors, and Pathways (for undecided majors).
- Utilizing low student-to-faculty ratios (14:1) on both campuses.
- Including students in faculty research and providing opportunities for students to showcase their work at undergraduate and graduate research days on both campuses.
- Supporting Research Inspiring Student Excellence (RISE). The program promotes minority student research in Chemistry, Physics and Biological Sciences by providing mentors, internships, conference support, and scholarships.

Action 3: Support strong commitments to research, scholarly/creative activities, and grants.

New Initiatives

- Received Higher Learning Commission approval to use the Brookfield Zoo as a new off-campus location for instruction and research.

Ongoing Initiatives

- Granting sabbaticals to 28 faculty members.
- Providing research assistance through the Office of Sponsored Projects, Center for Innovation in Teaching and Research, and the collections and holdings of University Libraries³.
- Offering experiential sites supporting research (e.g., University Farms and Greenhouse, Alice Kibbe Life Sciences Station, Horn Field Campus, Rodney and Bertha Fink Environmental Studies Field Laboratory and Conservancy, Ira and Reatha T. Post Wildlife Sanctuary, and the Quad Cities Manufacturing Laboratory).
- Facilitating access to off-campus locations to support research and instruction (e.g., Shedd Aquarium in Chicago, and the Figge Art Museum, Nahant Marsh, and Niabi Zoo).
- Funding University Research Council grants (up to \$5,000 per award) and a Summer Stipend program that provides up to 12 faculty members \$3,500 research stipends.
- Utilizing the talents and resources of the Quad Cities Research and Scholarship Symposium and Quad Cities Professional Development Network.
- Allocating \$1.4 million to support faculty and staff travel.
- Fundraising to create endowed professorships and chairs in the College of Business and Technology, Foreign Languages, and Icarian and Regional Studies.
- Maintaining WIU author bibliographies and sponsoring an annual Authors Reception to celebrate those who have published materials during the year.
- Hosting Executives in Residence in the College of Business and Technology.

³ *University Libraries hold more than one million cataloged volumes of monographs and periodicals and offer online access to the full texts of hundreds of academic journals and other publications. Items may be borrowed from 75 Illinois academic libraries through the I-Share network or obtained through interlibrary loan from libraries across the nation*

Action 4: Support strong commitments to mission-driven public service and outreach.

New Initiatives

- Hosted Mayors Summits in Macomb and Moline to discuss how the university and community could collaborate on shared priorities.

Ongoing Initiatives

- Allocating \$14.1 million (6.1% of the University's budget) to public service.
- Supporting the University's growth in the Quad Cities as part of the City of Moline's economic re-development plans to develop a \$100 million taxable base and attract 2,000 new and existing jobs.
- Advocating for the release of state capital funding for the Center for Performing Arts that will serve the university and residents in western Illinois and beyond.
- Offering programs and services to the community from organizations and units that support diversity and outreach (e.g., the Black Student Association, Casa Latina Cultural Center, Gwendolyn Brooks Cultural Center, International Friendship Club, Unity, Western Organization for Women, and the Women's Center).
- Providing high-quality cultural entertainment and educational opportunities through the College of Fine Arts and Communication, Bureau of Cultural Affairs, and the Performing Arts Society.
- Responding to statewide needs to improve educational attainment at all levels by sponsoring the Center for Best Practices in Early Childhood Education (a family-centered, research-based practices designed to improve educational opportunities for all young children), offering preschool literacy and mentoring AmeriCorps programs, and serving as an Illinois State Board of Education (ISBE) Approved Professional Development Provider.
- Providing public service through the Center for Best Practices in Early Childhood Education, Center for International Studies, Center for the Preparation of Education Professionals, Institute for Environmental Studies, Illinois Institute for Rural Affairs, Illinois Training and Standards Board Executive Institute, Small Business Development Center, Tri States Public Radio, University Television, U.S. Bank Writing Center, Veterans Resource Center, Western English as a Second Language, Western Survey Research Center, and WQPT.

- Offering library patrons access to university archives, digital and special collections, and reciprocal lending agreements with the Moline Public Library.
- Engaging in public-private partnerships that benefit students (e.g., the \$82 million in private development that supports housing, restaurants, and retail next to the Western Illinois University-Quad Cities).

Action 5: Deliver a strong, user-centered information technology infrastructure.

New Initiatives

- Transitioned from Zimbra to Google to better address student, faculty, and staff needs.
- Implemented automatic end-user notification if a WIU email address was found in a third-party breach.
- Blocked sending of emails containing sensitive data (credit card numbers and Social Security numbers) from WIU Gmail accounts.

Ongoing Initiatives

- Continuing faculty and staff representation in IT Governance, the Internet Technology Advisory Group, Technology Security Committee, University Technology Advisory Group, and Web Accessibility Committee.
- Providing redundancy between the campuses to ensure business continuity.
- Maintaining the Library Liaison Program to identify, collect, and provide access to information that supports of teaching and research, program review, accreditation and new degree, certificate, and center proposals.
- Offering electronic access to library resources through virtual librarian services; electronic catalogues, reserves, and Books; access to I-Share (collections and holdings at 64 Illinois libraries), and 125 electronic databases.
- Promoting information literacy through individual and course presentations.

Goal 3: Provide Educational Opportunity

Action 1: Support student academic achievement in preparing for timely degree completion.

New Initiatives

Ongoing Initiatives

- Accepting advanced placement and military credit.
- Providing opportunities to earn prior learning credit in the Bachelor's in General Studies program.
- Participating in the Illinois Articulation Agreement and Compact Agreements for General Education.

Action 2: Provide student-centered schedules that enable students to successfully pursue educational opportunities.

New Initiatives

- Introduced hybrid masters programs in Business Administration and College Student Personnel.
- Granted permission for all graduate programs to explore development of hybrid programs, as appropriate to the discipline.

Ongoing Initiatives

- Giving alternatives to the traditional 16 week semester through Weekend Academy, alternative summer semester lengths, irregularly scheduled courses, sponsored credit courses, and distance learning programs.
- Planning to launch the new hybrid masters degree in Community and Economic Development in fall 2016.
- Ensuring that all undergraduate programs can be completed in two years at the Quad Cities Campus and that all graduate programs can be completed in three years.
- Facilitating Study Abroad experiences over spring and winter breaks, and in summer, semester, and year-long formats.

Action 3: Support learning inside and outside the classroom and initiatives designed to increase student success.

New Initiatives

- Expanded internship sites through implementation of the President’s Executive Corporate Cluster.

Ongoing Initiatives

- Providing internships, student teaching, clinical placements, undergraduate and graduate student research days, and education abroad opportunities.
- Offering over 250 registered student organizations and honorary societies in Macomb, and 27 in the Quad Cities.
- Supporting specialized leadership activities through the Office of Student Activities (Camp Leatherneck, Rocky Unleashed), honors societies, and the Multicultural Center.
- Engaging students in campus and university-wide governance through Student Government Associations, tuition and fee setting, presidents roundtables, and university-wide planning and accreditation activities.

Action 4: Provide comprehensive support services and enhance access to educational opportunities inside and outside the classroom

New Initiatives

Ongoing Initiatives

- Providing academic advisement through the University Advising and Academic Service Center, colleges, and departments.
- Coordinating accommodations through the Disability Resource Center and Quad Cities

Student Services, and implementing recommendations from the ADA Advisory Committee.

- Maintaining web accessibility requirements.
- Offering pre-employment preparation classes in the Career Development Center.
- Delivering individual and group counseling and study skills seminars through the University Counseling Center.
- Charging the Student Development Office with providing academic assistance, and serving as a crisis intervention contact/liaison for students.
- Maintaining a comprehensive substance abuse educational program, and completing biennial assessment reporting.
- Hosting late night programming as alternative programming.

Action 5: Evaluate the effectiveness of institutional strategies to provide access to educational opportunities inside and outside the classroom.

New Initiatives

Ongoing Initiatives

- Providing all registered student organizations with a faculty or staff adviser to assist with event planning and implementation.
- Including NSSE results in the Persistence Academy planning and implementation.

Action 6: Provide statewide and national leadership in reducing levels of student indebtedness and increasing cost predictability and affordability.

New Initiatives

Ongoing Initiatives

- Lowered new student tuition by 3%.
- Added a financial need component to Western Commitment Scholarships
- Established one in-state tuition rate for all domestic students.
- Approved new scholarships (tuition discounts) for academically qualified high school students and international students.
- Cultivated seven new endowed scholarships in summer 2016.
- Signed new Linkages (dual enrollment) agreements with Elgin and Moberly Area Community Colleges.
- Assigned an advisor to assist delinquent and defaulted borrowers resume student loan payments, and lowered the average three-year

- Remaining the only Illinois public university to guarantee tuition, fees, and room and board rates with no cost increases.
- Maintaining dual enrollment agreements with high schools and community colleges.

default rate from 10.8% to 5.6%.

Goal 4: Support Personal Growth

Action 1: Promote health and wellness to support personal growth.

New Initiatives

- Implemented smoke-free policies.
- Purchased additional Automated External Defibrillators for the Quad Cities Campus.

Ongoing Initiatives

- Offering an accredited, full-service medical clinic that provides outpatient health care and health and wellness education to students.
- Providing Campus Recreation opportunities to students, faculty, and staff.
- Supporting the Jackie Thompson Wellness Lecture, Western Walks, and Leathernecks in Training.
- Hosting blood and bone marrow drives, flu shot clinics, manage your stress weeks, and Western Walks on the Quad Cities Campus.
- Partnering with Beu Health Center, the Rock Island County Health Department, and Unity Point Health Services to bring health services to Quad Cities Campus.
- Giving healthy vending options and providing water bottle filling stations.

Action 2: Promote ethical decision-making and personal responsibility

New Initiatives

Ongoing Initiatives

- Infusing an on-line prevention education program that addresses different forms of interpersonal violence followed by a class presentation on bystander education in University 100 classes.
- Including multicultural and cross-cultural study requirements in the University's General Education curriculum.
- Requiring baccalaureate degree candidates to complete Foreign Language/Global Issues requirement(s) established for their major.
- Upholding ethical responsibilities as stated in the *Student Code of Conduct* and University Policies and Procedures, including the *Student Academic Integrity Policy*, *Student Responsibility Statement*, and *Anti-Harassment Policy*.
- Necessitating that all employees annually complete ethics and sexual harassment prevention trainings.

Action 3: Enhance student and community engagement.

New Initiatives

- Sponsored University Theme programming related *Environment: A Foundation for Social Responsibility*.

Ongoing Initiatives

- Integrating university theme content into University 100 and General Education and First Year Experience (“Y” section) courses, and residential hall programming.
- Supporting combined meetings of all Quad Cities student organizations each semester to coordinate event planning.
- Hosting high profile speakers on both campuses, including the State of The University Address, Town Hall Meetings with President Thomas, University Theme Speakers, Distinguished Faculty Lecture, and the Hallwas Liberal Arts Lecture.
- Offering cultural opportunities through the Black Student Association, Casa Latina Cultural Center, Gwendolyn Brooks Cultural Center, International Friendship Club, Unity, Western Organization for Women, and the Women’s Center in Macomb.
- Providing Cinco de Mayo, Dios de los Muertos, Trip to the Art Institute in Chicago, and Valentine Gayla activities in the Quad Cities.
- Operating Tri States Public Radio, University Television, and WQPT.
- Supporting a broad-based National Collegiate Athletic Association (NCAA) Division I and Football Championship Series varsity intercollegiate athletics program.
- Hosting University Union Board programming by students that includes a coffeehouse, cinema, comedy, concerts, Family Day and Homecoming activities.
- Charging the Quad Cities Student Government Association with organizing Quad Cities Cares Week, campus (organization, volunteer, and donation) fairs, and Homecoming activities.

Action 4: Provide lifelong learning opportunities for faculty, staff, and community members.

New Initiatives

Ongoing Initiatives

- Supporting release time, tuition waivers, educational leaves, professional achievement awards, promotion and tenure, position audits, and sabbaticals.
- Providing the Affirmative Action Internship Program.

- Basing Center for Innovation in Teaching and Research, Human Resources, and the Quad Cities Professional Development Network programming on results from needs analyses.
- Offering LIFE (Learning is Forever) non-credit courses in Macomb and the Quad Cities.

Goal 5: Promote Social Responsibility

Action 1: Promote civic engagement and service learning in order for students to enhance local, national and global perspectives.

New Initiatives

- Completed the Mock Presidential Election.

Ongoing Initiatives

- Supporting service learning, internships, student teaching, simulations, and other forms of experiential learning as documented in the Provost’s *Consolidated Annual Report*.
- Engaging in American Democracy Program activities (e.g., Constitution Day Activities, 911 Remembrance, Mock Presidential Election, Honors Colloquia with travel to civic landmarks, and Pre-Law Symposium)
- Maintaining the University’s Carnegie Foundation Community Engagement Classification, with related programs and services available to the region through College of Fine Arts and Communication concerts and performances, Geographic Information Systems Center, Go West public transit system, Illinois Institute for Rural Affairs’ economic and community development services, Peace Corps Fellows Program, Quad Cities AmeriCorps Program, Tri States Public Radio, University Television, Western’s All Volunteer Effort, and WQPT.

Action 2: Support national and international contexts in advancing equity, social justice, and diversity.

New Initiatives

Ongoing Initiatives

- Housing the Illinois Association for Cultural Diversity.
- Supporting Fulbright scholarships, visiting scholars, Global studies in General Education and degree requirements, international articulation agreements, and study aboard programs.
- Maintaining international accreditation from the Association to Advance Collegiate Schools of Business.

Action 3: Use partnerships to advance the University's vision, mission, values, goals, and actions.

New Initiatives

Ongoing Initiatives

- Utilizing external advisory boards for the President, Alumni Association, Athletics, Foundation, Western Illinois University-Quad Cities, all colleges, and University Libraries, and numerous departments.
- Continuing the Alumni Liaison Program to link members of the Alumni Council with representatives of academic departments and administrative units.
- Engaging in annual giving campaigns.

Action 4: Provide safe, accessible, responsive campus environments that meet the needs of University constituencies and reflect the core values of the University.

New Initiatives

Ongoing Initiatives

- Analyzed lighting and security cameras.
 - Initiated Macomb Campus cellular tower construction and Western Hall bleacher replacement
 - Placed the 60th Street facility on the market, and previously received special legislation to retain the profit for restricted facilities utilization.
- Using the Office of Public Safety to promote and enforce safety and security by responding to inquiries, conducting patrols, assisting motorists, staffing campus events, offering safety classes, and answering medical calls for assistance.
 - Stationing security for all hours of Quad Cities Campus operation.
 - Providing timely warning messages and updates to the campus and external communities, in addition to Western's Emergency Alert System, emergency call boxes, and a campus annunciation system at Western Illinois University-Quad Cities.
 - Working with the ADA Advisory Committee to evaluate and develop strategies for addressing physical and program barriers for individuals with disabilities.
 - Approving the University's annual capital list at the Board of Trustees fall meeting, and providing *Macomb* and *Quad Cities Master Plan Updates* at the Board's annual winter meeting.

Action 5: Reinforce institutional commitments to environmental sustainability.

New Initiatives

Ongoing Initiatives

- Pursuing LEED Gold certification for Riverfront Campus Phases II and III.
- Supporting the Sustainability Committee in

advancing sustainability commitments stated in the *Strategic Plan, Talloires Declaration, and Illinois Campus Sustainability Compact.*

- Participating in annual recyclemania collegiate competitions, Illinois Renewable Energy Alliance, and the Illinois Ethanol Research Advisory Board.
- Maintaining Tree Campus USA status from the Arbor Day Foundation.
- Engaging in national initiatives sponsored by APPA (Leadership in Higher Education Facilities), Association for the Advancement of Sustainability in Higher Education, and the United States Green Building Council.

Goal 6: Demonstrate Accountability

Action 1: Establish and articulate enrollment, retention and graduation rate goals by campus.

New Initiatives

Ongoing Initiatives

- Exceeding total enrollment of 10,000 students, and improving first-year retention rates to over 70%, and increasing six-year graduation rates.

Action 2: Develop a summary page on the institutional dashboard of university performance indicators (available from the University Planning Website) that tracks university enrollment, retention, and graduation rates on both campuses.

New Initiatives

Ongoing Initiatives

- Hosting the University's Performance Indicator Dashboard on the University Planning Website.

Action 3: Document goal achievement and support of our values:

New Initiatives

Ongoing Initiatives

- Providing monthly, quarterly, and annual Strategic Plan Updates, Performance Reports, and Consolidated Annual Reports on the University Planning Website.

Part II
Cumulative Strategic Plan Accomplishments
June 2012-October 2016

Goal 1: University Growth and Recruitment

Since implementation of *Higher Values in Higher Education 2012-2022*, Western Illinois University has:

- 1) Enrolled 2,621 Western Commitment Scholarship recipients since program establishment in fall 2012. The program was modified in fall 2015 to include a need-based component. New freshmen with a minimum composite ACT score of 20 and high school grade point average of 3.0 automatically receive this scholarship.
 - a. Fall 2012: 439 award recipients enrolled; 24.7% of all first-time freshmen enrollment.
 - b. Fall 2013: 469 award recipients enrolled; 27.7% of first-time freshmen enrollment.
 - c. Fall 2014: 441 award recipients enrolled; 28.8% of first time freshmen enrollment.
 - d. Fall 2015: 631 award recipients enrolled; 41.1% of first time freshmen enrollment. Also the year ACT ranges were expanded from 23 to 20 and a need-based component was added to the program.
 - e. Fall 2016: 641 award recipients enrolled; 42.0% of first time freshmen enrollment.
- 2) Enrolled 120 new freshmen on the Quad Cities Campus since program establishment in fall 2012.
 - a. Fall 2012: 7 new freshmen enrolled.
 - b. Fall 2013: 21 new freshmen enrolled.
 - c. Fall 2014: 26 new freshmen enrolled.
 - d. Fall 2015: 29 new freshmen enrolled.
 - e. Fall 2016: 37 new freshmen enrolled.
- 3) Enrolled 928 Western Commitment Transfer award recipients since program establishment in fall 2013. New transfer students with an associates degree and enroll full-time at the University receive a \$400 book award. New transfers with an associates degree and 3.5 grade point average receive a \$1,000 scholarship.
 - a. Fall 2013: 345 award recipients enrolled; 32.7% of all new transfer enrollment.
 - b. Fall 2014: 369 award recipients enrolled; 35.3% of all new transfer enrollment.
 - c. Fall 2015: 214 award recipients enrolled; 19.4% of all new transfer enrollment.
 - d. Fall 2016: 100 award recipients enrolled; 10.3% of all new transfer enrollment.
- 4) Created a dual enrollment program for academically qualified high school students who met university admissions criteria, enrolling 46 students since program establishment, with students paying 1/3rd of tuition and no fees effective fall 2015.
 - a. Fall 2014: 6 high school students enrolled (pilot year, no scholarships given).
 - b. Fall 2015: 21 high school students enrolled.
 - c. Fall 2016: 19 high school students enrolled.
- 5) Raised undergraduate admissions standards (effective for fall 2014 freshmen).

- 6) Initiated annual Academic Affairs *Recruitment and Retention Plans* for all departments and schools (academic year 2013-2014), and annual evaluation processes for these plans (academic year 2014-2015).
- 7) Expanded Linkages opportunities with four new community college partners and 607 students enrolled at the University who are eligible to participate in the program since fall 2012.
- a. New Community College Partners
 - i. Academic Year 2012-2013: Sauk Valley College
 - ii. Academic Year 2013-2014: Highland Community College
 - iii. Academic Year 2014-2015: Kirkwood Community College
 - iv. Academic Year 2015-2016: Moberly Area Community College and Elgin Community College
 - b. Linkages Qualified Students
 - i. Fall 2012: 104 students.
 - ii. Fall 2013: 137 students.
 - iii. Fall 2014: 121 students.
 - iv. Fall 2015: 133 students.
 - v. Fall 2016: 112 students.
- 8) Increased student diversity. Total minority student enrollment increased by 407 students (14.0%) from 2,902 students in fall 2012 to fall 3,309 students in fall 2016. Minority student Enrollment as a percent of total student enrollment increased from 24.8% to 32.5% during this time.

| | Number | | | Percent | | |
|------|---------------|--------------------|--------------|---------------|--------------------|--------------|
| | <u>Macomb</u> | <u>Quad Cities</u> | <u>Total</u> | <u>Macomb</u> | <u>Quad Cities</u> | <u>Total</u> |
| 2012 | 2,712 | 185 | 2,897 | 26.1% | 14.1% | 24.8% |
| 2013 | 2,752 | 208 | 2,960 | 28.8% | 14.5% | 26.3% |
| 2014 | 3,021 | 242 | 3,263 | 31.3% | 16.5% | 29.4% |
| 2015 | 3,061 | 269 | 3,330 | 32.7% | 18.1% | 30.7% |

- 9) Increased honors student opportunities by signing three new community college articulation agreements. Centennial Honors College served 2,746 honors students between fall 2012 and fall 2015. The annual number of honors students served increased by 194 students (32.7%) during this time.
- a. New Honors Articulation Agreements with Community Colleges
 - i. Academic Year 2013-2014: Highland Community College.
 - ii. Academic Year 2014-2015: Carl Sandburg College.
 - iii. Academic Year 2015-2016: Elgin Community College.
 - b. Honors Student Enrollment
 - i. Fall 2012: 594 students.
 - ii. Fall 2013: 667 students.
 - iii. Fall 2014: 697 students.
 - iv. Fall 2015: 788 students.

- 10) Increased international student enrollment. Western Illinois University contracted with the American Association of State Colleges and Universities in 2012 to conduct an audit to inform university planning to internationalize the curriculum and increase international student enrollment. Since that time the University has served 1,730 international students, with fall enrollment increasing by 162 students (47.2%) between fall 2012 and fall 2015.
- a. International Student Enrollment
 - i. Fall 2012: 343 international students enrolled.
 - ii. Fall 2013: 371 international students enrolled.
 - iii. Fall 2014: 511 international students enrolled.
 - iv. Fall 2015: 505 international students enrolled.
 - b. The University has served 838 students in Western's English as a Second Language (WESL) Institute since Fiscal Year 2013.
 - i. Fiscal Year 2013: 212 students enrolled.
 - ii. Fiscal Year 2014: 283 students enrolled.
 - iii. Fiscal Year 2015: 231 students enrolled.
 - iv. Fiscal Year 2016: 112 students enrolled.
 - c. Study Abroad Enrollment. A total of 530 students have participated in Study Abroad experiences since academic year 2012-2013.
 - i. Academic Year 2012-2013: 158 students participating.
 - ii. Academic Year 2013-2014: 120 students participating.
 - iii. Academic Year 2014-2015: 133 students participating.
 - iv. Academic Year 2015-2016: 119 students participating.
- 11) Increased distance education enrollment. The University has had 47,678 distance education course enrollments since Fiscal Year 2013, generating 138,729 credit hours. Demand for distance education courses is evidenced by a 3,523 annual course enrollment increase (35.2%) between Fiscal Years 2013 and 2016, with credit hours increasing by 9,471 credit hours (32.0%) during this time.
- a. Course Enrollments
 - i. Fiscal Year 2013: 10,011
 - ii. Fiscal Year 2014: 11,746
 - iii. Fiscal Year 2015: 12,387
 - iv. Fiscal Year 2016: 13,534
 - b. Credit Hours
 - i. Fiscal Year 2013: 29,570
 - ii. Fiscal Year 2014: 34,132
 - iii. Fiscal Year 2015: 35,976
 - iv. Fiscal Year 2016: 39,041
- 12) Implemented new admissions and marketing initiatives, including:
- a. Initiating digital marketing (Fiscal Year 2014)
 - b. Creating base marketing budgets for the Macomb and Quad Cities campuses (effective for Fiscal Year 2015).
 - c. Opening the Saint Louis Recruitment Center (Fall 2014)

- 13) Established new 38 educational opportunities between academic years 2012-2013 and 2016-2017 as shown in the summary and detail tables below.

| New Educational Opportunities at Western Illinois University Academic Years 2012-2013 through 2016-2017 | | | |
|--|-----------|-------------|-----------|
| | Macomb | Quad Cities | Total |
| Total | <u>28</u> | <u>10</u> | <u>38</u> |
| Undergraduate Certificates | 2 | 0 | 2 |
| Baccalaureate Degrees | 1 | 1 | 2 |
| Post Baccalaureate Certificates | 5 | 3 | 8 |
| Integrated Degrees | 20 | 2 | 13 |
| Masters Degrees | 0 | 3 | 3 |
| Doctoral Degree | 0 | 1 | 1 |

| New Educational Opportunities at Western Illinois University by Campus Academic Years 2012-2013 through 2016-2017 | | | | | |
|--|---------------|---------------|---------------|---------------|---------------|
| | 2012- 2013 | 2013- 2014 | 2014- 2015 | 2015- 2016 | 2016- 2017 |
| New Minors | | | | | |
| <u>Macomb</u> | | | | | |
| Communication Sciences and Disorders | X | | | | |
| Criminalistics | X | | | | |
| Network Technologies | X | | | | |
| Computer-Mediated Communication | | | X | | |
| Contemporary United States Studies | | | X | | |
| Information Technology | | | X | | |
| Fisheries | | | X | | |
| Teaching English to Speakers of Other Languages | | | X | | |
| Event Planning and Management | | | | X | |
| Psychology of Substance Abuse | | | | X | |
| Criminalistics | | | | X | |
| Queer Studies | | | | X | |
| <u>Quad Cities</u> | | | | | |
| Spanish | | X | | | |
| Event Planning and Management | | | X | | |
| Criminalistics | | | X | | |
| New Undergraduate Certificates | | | | | |
| <u>Macomb</u> | | | | | |
| Marketing Technologies | | | X | | |
| Integrated Marketing Communication | | | X | | |
| New Baccalaureate Degrees | | | | | |
| <u>Macomb</u> | | | | | |
| Fire Protection Services | X | | | | |
| <u>Quad Cities</u> | | | | | |
| Bilingual/Bicultural Education | | X | | | |

New Educational Opportunities at Western Illinois University by Campus
Academic Years 2012-2013 through 2016-2017
-continued-

New Post Baccalaureate Certificates

Macomb

| | | | |
|--------------------------------|---|---|---|
| Business Administration | X | | |
| Supply Chain Management | X | | |
| Business Analytics | | X | |
| Music Performance | | | X |
| Events Planning and Management | | | X |

Quad Cities

| | | | |
|--------------------------------|---|--|---|
| Business Administration | X | | |
| Supply Chain Management | X | | |
| Events Planning and Management | | | X |

Integrated baccalaureate/master's programs

Macomb

| | | | |
|--|---|---|---|
| Broadcasting and Sports Management | X | | |
| Instructional Design and Technology | X | | |
| Mathematics | | X | |
| Sociology | | X | |
| Law Enforcement and Justice Administration | | X | |
| African American Studies and Liberal Arts and Sciences (BLAS) | | | X |
| Foreign Languages and Cultures and BLAS | | | X |
| Geography and BLAS | | | X |
| Geology and BLAS | | | X |
| Meteorology and BLAS | | | X |
| Philosophy and BLAS | | | X |
| Political Science and BLAS | | | X |
| Religious Studies and BLAS | | | X |
| Women's Studies with BLAS | | | X |
| Art with Museum Studies | | | X |
| Anthropology with Museum Studies | | | X |
| Journalism with Communication | | | X |
| Graphic Communication with Instructional Design and Technology | | | X |
| Communication | | | X |
| General Studies with Instructional Design and Technology | | | X |

Quad Cities

| | | | |
|--|---|---|--|
| Recreation, Park and Tourism Administration and Museum Studies | X | | |
| Law Enforcement and Justice Administration. | | X | |

New Educational Opportunities at Western Illinois University by Campus
Academic Years 2012-2013 through 2016-2017
-continued-

Masters Degrees

Quad Cities

| | | |
|---|---|---|
| Business Administration in hybrid format | X | |
| College Student Personnel in hybrid format | X | |
| Community and Economic Development in hybrid format | | X |

Doctoral Degree

Quad Cities

| | | |
|-----------------------|---|--|
| Environmental Science | X | |
|-----------------------|---|--|

- 14) Maintained employee diversity, with over 250 minority employees representing 11.2% of the University's workforce.

Total Minority Employees and as a Percent of Total University Employees
Falls 2012-2015

| | Number | | | Percent | | |
|------|---------------|--------------------|--------------|---------------|--------------------|--------------|
| | <u>Macomb</u> | <u>Quad Cities</u> | <u>Total</u> | <u>Macomb</u> | <u>Quad Cities</u> | <u>Total</u> |
| 2012 | 255 | 14 | 269 | 11.0% | 10.1% | 11.0% |
| 2013 | 245 | 11 | 256 | 10.7% | 8.0% | 10.6% |
| 2014 | 251 | 14 | 265 | 11.1% | 9.3% | 11.0% |
| 2015 | 253 | 14 | 267 | 11.5% | 8.6% | 11.2% |

- 15) Administered salary increases and other compensation as permitted by the availability of state resources.

- a. The University reallocated \$7.0 million to support faculty raises in Fiscal Years 2014 and 2015. The University Professionals of Illinois and Western Illinois University also agreed to salary concessions for Fiscal Years 2016-2018 as described below.
 - i. Fiscal Year 2014: 3.5% (funded by \$4.4 million in internal reallocations).
 - ii. Fiscal Year 2015: 2.0% (funded by \$2.6 million in internal reallocations).
 - iii. Fiscal Year 2016: 1.0%. However, the University Professionals of Illinois rescinded their 1% negotiated raise and reduced base salaries by 3% from FY2016 levels for FYs 2017 and 2018 in response to the state budget impasse, under terms and conditions described in *Western Illinois University Board of Trustees Resolution 16.6/12*.

- b. The University reallocated \$2.5 million between Fiscal Years 2014 and 2017 to support salary minima per contractual agreements with the University Professionals of Illinois.
 - i. Fiscal Year 2014: \$558,411 (funded by internal reallocations).
 - ii. Fiscal Year 2015: \$634,394 (funded by internal reallocations).
 - iii. Fiscal Year 2016: \$640,633 (funded by internal reallocations).
 - iv. Fiscal Year 2017: \$657,394 (funded by internal reallocations).

- c. The University reallocated \$1.2 million to support 863 Professional Achievement Award (PAAs) recipients between Fiscal Years 2014 and 2017.
 - i. Fiscal Year 2014: \$312,662 to support 217 PAAs (funded by internal reallocations).

- ii. Fiscal Year 2015: \$319,271 to support 221 PAAs (funded by internal reallocations).
- iii. Fiscal Year 2016: \$296,480 to support 204 PAAs (funded by internal reallocations).
- iv. Fiscal Year 2017: \$294,120 to support 221 PAAs (funded by internal reallocations).

d. Non-Negotiated Staff Salary Increases

- i. Fiscal Year 2014: 3.5%
- ii. Fiscal Year 2015: 2.0%
- iii. Fiscal Year 2016: 0.0%.
- iv. Fiscal Year 2017: 0.0%

16) Granted tenure to 101 faculty members, and made 165 faculty promotions along with 163 civil service reclassifications.

a. Tenure.

- i. June 2013: 22 faculty members.
- ii. June 2014: 32 faculty members.
- iii. June 2015: 26 faculty members.
- iv. June 2016: 21 faculty members.

b. Promotions.

- i. Fall 2013: 27 faculty members.
- ii. Fall 2014: 58 faculty members.
- iii. Fall 2015: 42 faculty members.
- iv. Fall 2016: 38 faculty members

c. Civil Service reclassifications.

- i. Fiscal Year 2013: 64 staff members.
- ii. Fiscal Year 2014: 47 staff members.
- iii. Fiscal Year 2015: 37 staff members.
- iv. Fiscal Year 2016: 15 staff members.

Goal 2: Enrich Academic Excellence

The University demonstrates its commitment to academic excellence by:

1) Maintaining the largest expenditures for instruction and instructional support.

- a. Fiscal Year 2012: \$150.1 million, or 65.6% of all expenditures.
- b. Fiscal Year 2013: \$145.4 million, or 63.7% of all expenditures.
- c. Fiscal Year 2014: \$151.7 million, or 65.4% of all expenditures.
- d. Fiscal Year 2015: \$153.0 million, or 66.2% of all expenditures.

| Operations Costs by Function of Expenditure Fiscal Years 2012-2015 | | | | |
|---|--------------------|--------------------|--------------------|--------------------|
| (In Thousands of \$) | <u>FY2012</u> | <u>FY2013</u> | <u>FY2014</u> | <u>FY2015</u> |
| Instruction | \$79,449.2 | \$77,370.8 | \$77,267.6 | \$77,237.5 |
| Organized Research | 6,074.1 | 3,540.3 | 3,535.5 | 3,083.6 |
| Public Service | 14,774.0 | 12,694.3 | 13,970.1 | 14,142.2 |
| Academic Support | 8,701.9 | 8,925.6 | 8,847.8 | 8,829.6 |
| Student Services | 41,066.6 | 42,830.7 | 48,119.7 | 49,661.2 |
| Subtotal-Dollars | <u>\$150,065.8</u> | <u>\$145,361.7</u> | <u>\$151,740.7</u> | <u>\$152,954.1</u> |

| Subtotal-Percent | 65.6% | 63.7% | 65.4% | 66.2% |
|----------------------------|--------------------|--------------------|--------------------|--------------------|
| Institutional Support | 9,277.7 | 9,473.6 | 9,675.4 | 10,238.6 |
| O&M of Physical Plant | 30,200.5 | 30,446.2 | 31,023.6 | 27,711.3 |
| Independent Operations | 34,944.1 | 38,651.4 | 35,090.6 | 35,419.8 |
| CMS Group Health Insurance | 2,724.2 | 2,735.9 | 2,909.5 | 2,998.1 |
| FICA/Medicare | 1,564.6 | 1,602.4 | 1,668.9 | 1,666.5 |
| Total | <u>\$228,776.9</u> | <u>\$228,271.2</u> | <u>\$232,108.7</u> | <u>\$230,998.4</u> |

- 2) Completing Program Reviews in 29 academic departments, schools and centers between academic years 2012-2013.
 - a. Academic Year 2012-2013 Reviews: Curriculum and Instruction, Health Sciences, Instructional Design and Technology, Kinesiology, Law Enforcement and Justice Administration, and the Post-Baccalaureate Certificate in Teaching English to Speakers of Other Languages.
 - b. Academic Year 2013-2014 Reviews: Family and Consumer Sciences, Sociology, and the Illinois Institute for Rural Affairs, in addition to an initial three-year review of the post baccalaureate certificate in Teaching English to Speakers of Other Languages.
 - c. Academic Year 2014-2015 Reviews: Best Practices in Early Childhood Education, College Student Personnel, Community Development, Geography, Instructional Design and Technology, Law Enforcement and Justice Administration, Meteorology, Political Science, School Psychology, and the Study of Masculinities and Men's Development, in addition to an initial three-year progress report on the new B.S. in Information Systems.
 - d. Academic Year 2015-2016: Broadcasting; Communication; Communication Sciences and Disorders; Counseling; Journalism; Music; Psychology; and Recreation, Park and Tourism Administration.

- 3) Maintaining ongoing relationships with 17 discipline-specific agencies that accredit the University's academic programs, where appropriate to the discipline⁴:
 - a. Academic Year 2013-2014: 16 agencies accredit programs at the University.
 - e. Academic Year 2013-2014: 16 agencies accredit programs at the University.
 - f. Academic Year 2014-2015: 17 agencies accredit programs at the University.
 - g. Academic Year 2015-2016: 17 agencies accredit programs at the University.
 - h. Academic Year 2016-2017: 17 agencies accredit programs at the University.

- 4) Maintaining an on-going relationship with Higher Learning Commission-North Central Association of Colleges and Schools.
 - a. Academic Year 2012-2013 actions:
 - i. Applying to the Persistence and Completion Academy.
 - ii. Applying for Commission approval to establish the Ph.D. in Environmental Science.
 - iii. Remaining current on new accreditation criteria and processes.

 - b. Academic Year 2013-2014 actions:
 - i. Receiving distance education approvals with no prior Commission approvals required.
 - ii. Receiving approval to establish the Ph.D. in Environmental Science.

⁴ Additionally, the International Association of Counseling Services accredits the University Counseling Center, and the Accreditation Association for Ambulatory Health Care accredits Beu Health Center.

- iii. Receiving State of Iowa approval to continue hosting Museum Studies and offering distance education in Iowa through November 2015.
- iv. Initiating processes for closing 60th Street as a branch campus and opening Riverfront as a branch campus.
- v. Preparing to host an onsite campus evaluation visit for Western Illinois University-Quad Cities.
- vi. Preparing to host off-campus location reviews at Central Intermediate School in Washington, Illinois, and Peoria Manual High School in September 2014.
- vii. Adopting a Formal Definition of a Credit Hour Policy.
- viii. Preparing a long-term accreditation planning calendar for the University.
- ix. Completing year one (of four) participation in the Persistence and Completion Academy.

c. Academic Year 2014-2015 actions:

- i. Acquiring approval for closing 60th Street, and opening Riverfront as Western Illinois University's branch campus in the Quad Cities.
- ii. Receiving reaffirmation of accreditation for off-campus program currently offered at 13 additional locations.
- iii. Initiating preparations to achieve State of Iowa re-certification that is required every two years for the University to continue hosting Museum Studies at the Figge Art Museum in Davenport and offering distance education in Iowa.
- iv. Completing year two (of four) participation in the Persistence and Completion Academy.

d. Academic Year 2015-2016 actions:

- i. Receiving Illinois Board of Higher Education and National Council for State Authorization and Reciprocity Agreement approval for membership.
- ii. Responding to Commission questions regarding the Fiscal Year 2016 State of Illinois budget impasse.
- iii. Achieving Commission approval for Western Illinois University's Quality Initiative.
- iv. Serving as a Teach Out partner for Ashford University.
- v. Reporting to the Commission on University Teach Out plans for baccalaureate degree programs in African American Studies, Philosophy, Religious Studies, and Women's Studies.
- vi. Completing year three (of four) participation in the Persistence and Completion Academy

5) Implementing changes to the First Year Experience

a. Academic Year 2013-2014 actions:

- i. Clarifying program goals.
- ii. Requiring a university transition course (University 100) and small section of a general education or pre-professional course.
- iii. Providing residents assistants with additional resource and referral training.
- iv. Branding the FYE.
- v. Enhancing educational components to FYE web and social media sites.

b. Academic Year 2014-2015 actions:

- i. Raised the minimum GPA eligibility requirement for Peer Mentors from 2.0 to 2.5.

- ii. Revised the University 100 syllabus to add the Student Bill of Rights.
- iii. Created and implemented rubrics for the Goals final assignment, Written assignment draft, and Written assignment final.
- iv. Established a donation fund for University 100 student textbooks.
- v. Created a four-week check in for peer mentors and instructors in University 100.

c. Academic Year 2014-2015 actions: None.

6) Supporting scholarly activity:

Context

Western Illinois University faculty authored 87 books and 1,327 chapter/monograph/refereed articles, made 3,813 conference presentations, and generated 4,126 creative activities between calendar years 2012 and 2015.

| Western Illinois University Faculty Scholarly Activity Calendar Years 2012-2015 | | | | | |
|--|-------|-------|-------|------|-------|
| | 2012 | 2013 | 2014- | 2015 | Total |
| Books | 29 | 19 | 18 | 21 | 87 |
| Chapter/Monograph/Refereed | 337 | 372 | 313 | 305 | 1,327 |
| Articles | | | | | |
| Conference Presentations | 937 | 1,026 | 964 | 886 | 3,813 |
| Creative Activities | 1,260 | 1,115 | 819 | 932 | 4,126 |

Faculty and staff have also earned \$42.3 million in external awards between Fiscal Years 2013 and 2016, with the value annual value of awards increasing by \$1.9 million (19.6%) during this time.

- i. Fiscal Year 2013: \$9.7 million.
- ii. Fiscal Year 2014: \$9.9 million.
- iii. Fiscal Year 2015: \$11.1 million.
- iv. Fiscal Year 2016: \$11.6 million.

Supporting Actions

a. Granting 79 faculty sabbaticals between academic years 2012-2013 and 2015-2016.

- i. Academic Year 2013-2014: 26 sabbaticals.
- ii. Academic Year 2014-2015: 25 sabbaticals.
- iii. Academic Year 2015-2016: 28 sabbaticals.

b. Investing \$5.9 million in faculty and staff travel between Fiscal Years 2012-2015.

- i. Fiscal Year 2012: \$1.6 million.
- ii. Fiscal Year 2013: \$1.6 million.
- iii. Fiscal Year 2014: \$1.3 million.
- iv. Fiscal Year 2015: \$1.4 million.

c. Engaging 676 participants in annual Undergraduate Research Days since spring 2013.

- i. Spring 2013: 197 student participants.
- ii. Spring 2014: 214 student participants.
- iii. Spring 2015: 265 student participants.

- d. Establishing the annual Graduate Research Conference in spring 2014, with 234 students participating since that time; and the annual Quad Cities Student Research Conference in spring 2015, with 101 students participating since that time.
 - iv. The Graduate Research Conference
 - Spring 2014: 65 student participants.
 - Spring 2015: 69 student participants.
 - Spring 2016: 100 student participants.
 - v. Quad Cities Student Research Conference
 - Spring 2015: 46 student participants.
 - Spring 2016: 55 student participants.
- 7) Receiving \$119.2 million in state capital funding to support new instructional facilities.
- a. \$59.2 million was received to construct and furnish the Western Illinois University-Quad Cities Riverfront Campus.
 - i. Phase I opened January 2012.
 - ii. Phase II opened August 2014.
 - b. \$60 million (currently frozen by the State) was received to construct and furnish the Center for Performing Arts in April 2014.
- 8) Supporting technology.
- a. Purchasing 2,356 new faculty and staff computers valued at \$2.4 million since Fiscal Year 2013.
 - i. Fiscal Year 2013: 864, valued at \$830,561
 - ii. Fiscal Year 2014: 925, valued at \$920,591
 - iii. Fiscal Year 2015: 451, valued at \$536,908
 - iv. Fiscal Year 2016: 116, valued at \$126,528
 - b. Maintaining four-year technology rotations at Western Illinois University-Quad Cities by purchasing 392 new computers valued at \$451,757 since Fiscal Year 2013.
 - i. Fiscal Year 2013: 77 new computers, valued at \$77,875
 - ii. Fiscal Year 2014: 294 new computers for labs and staff, valued at \$353,580
 - iii. Fiscal Year 2015: 20 new computers, valued at \$18,733
 - iv. Fiscal Year 2016: 1 new computer, valued at \$1,569
 - c. Upgrading 58 electronic classrooms and laboratories on the Macomb Campus since academic year 2013-2014.
 - i. Academic Year 2013-2014: 27
 - ii. Academic Year 2014-2015: 24
 - iii. Academic Year 2015-2016: 7
 - d. Investing in the Macomb Campus technology by purchasing the following items between Fiscal Years 2013-2016.
 - i. 369 computers for Instructional laboratories and electronic classrooms valued at \$354,671
 - ii. 397 computers for University Technology Computer Labs annual valued at \$354,264

- iii. 178 iPads for classroom instruction valued at \$95,788 since Fiscal Year 2016 to support instruction on the Macomb Campus

| Computing Purchases Supporting Electronic Classrooms and Laboratories Macomb Campus Fiscal Years 2013-2016 | | | | | | |
|--|--|------------------|---|------------------|---------------|-----------------|
| | <u>Instructional Laboratory and Electronic Classroom Computers</u> | | <u>University Technology Laboratory Computers</u> | | <u>iPads</u> | |
| | <u>Number</u> | <u>Value</u> | <u>Number</u> | <u>Value</u> | <u>Number</u> | <u>Value</u> |
| 2013 | 148 | \$115,566 | 95 | \$79,237 | 128 | \$74,438 |
| 2014 | 81 | 47,834 | 133 | 142,073 | 50 | 21,350 |
| 2015 | 111 | 140,271 | 169 | 132,954 | 0 | 0 |
| 2016 | 29 | 51,000 | 0 | 0 | 0 | 0 |
| Total | <u>369</u> | <u>\$354,671</u> | <u>397</u> | <u>\$354,264</u> | <u>178</u> | <u>\$95,788</u> |

- e. Launching the 2013-2018 Information Technology Strategic Plan (October 2013) and resulting in:
 - i. Establishing IT Governance, enabling wireless access in all residence hall rooms, centralizing technology staffing, launching the new university website with responsive design, updating the University’s mobile application, and virtualizing Zimbra servers (Academic Year 2013-2014).
 - ii. Enhancing wireless connectivity, bandwidth, electronic classrooms, and video conference units; improving technology security; and updating the Macomb core infrastructure (Academic Year 2014-2015).
 - iii. Improving technology security, transitioning from Zimbra to Google collaborative software, and completing the University Technology reorganization (Academic Year 2015-2016).

Goal 3: Provide Educational Opportunity

The University extends educational opportunity by:

- 1) Offering weekend and irregularly scheduled courses (those less than the regular semester length)
 - a. Fall 2014: 112, 3.5% of all scheduled classes.
 - b. Fall 2015: 82, 2.7% of all scheduled classes.
 - c. Fall 2016: 102, 3.5% of all scheduled classes.
- 2) Establishing new hybrid programs
 - a. Fall 2015: Masters degree programs in Business Administration (MBA) and College Student Personnel (CSP).
 - i. Initial course enrollments:
 - MBA: Five hybrid course sections, with 74 course enrollments of out of a maximum of 85 for a fill rate of 87.1%.
 - CSP: Two hybrid course sections, with 48 course enrollments of 48 of a maximum of 52 for a fill rate of 92.3%.

- Combined: Seven, hybrid course sections, with 126 course enrollments out of a maximum of 137 for a fill rate of 92.0%.
 - a. Fall 2016: Masters degree in Community and Economic Development
 - i. Initial course enrollments: Three hybrid course sections, with 27 course enrollments out of a maximum of 60 for a fill rate of 45.0%.
- 3) Signing:
- a. Dual Enrollment Agreements with Moline High School and Rivermont Collegiate Academy (academic year 2013-2014).
 - b. Five Linkages (dual enrollment) and three Honors Articulation Agreements with new community college partners (See Goal 1, Actions 7 and 8).
 - c. Two Accelerated Degree Agreements:
 - i. Bachelors in General Studies/Doctorate in Chiropractic with Palmer College of Chiropractic (spring 2014).
 - ii. Three-year accelerated baccalaureate degree in Recreation, Park and Tourism Administration (spring 2015).
 - d. An agreement with Moline Public that allows reciprocal use of library resources (August 2014). In September 2016, the Library extended opportunities for patrons to enjoy cultural benefits of the Quad Cities by checking out admission passes for up to seven days for admission to the Quad City Botanical Center, Niabi Zoo, Family Museum, Figge Art Museum, Putnam Museum, and German American Heritage Center.
- 4) Serving 2,426 students with disabilities between Fiscal Years 2013 and 2016.
- a. Macomb Campus:
 - Fiscal Year 2013: 533 students served.
 - Fiscal Year 2014: 608 students served.
 - Fiscal Year 2015: 603 students served.
 - Fiscal Year 2016: 549 students served.
 - Quad Cities Campus:
 - Fiscal Year 2013: 15 students served.
 - Fiscal Year 2014: 29 students served.
 - Fiscal Year 2015: 39 students served.
 - Fiscal Year 2016: 50 students served.

Goal 4: Support Personal Growth

The University Supports Personal Growth by:

- 1) Becoming a smoke-free University (July 2015).
- 2) Providing:
 - a. Student health services at Beu Health Center.
 - i. Academic Year 2013-2014: 13,106 patient visits, 3,659 immunizations, 7,688 laboratory tests, and filled 7,738 prescriptions.

- ii. Academic Year 2014-2015: 13,106 patient visits, 3,659 immunizations, 7,688 laboratory tests, and filled 7,738 prescriptions.
 - iii. Academic Year 2015-2016: 14,200 patient visits, 2,355 immunizations, 11,573 laboratory tests, and filled 8,671 prescriptions
 - b. In demand Campus Recreation services, measured by card swipes at the entrance of the Spencer Student Recreation Center.
 - i. Academic Year 2012-2013: 273,520
 - ii. Academic Year 2013-2014: 259,775
 - iii. Academic Year 2014-2015: 259,775
 - iv. Academic Year 2015-2016: 254,739
 - c. Sport Clubs.
 - i. Academic Year 2012-2013: 29
 - ii. Academic Year 2013-2014: 38
 - iii. Academic Year 2014-2015: 35
 - iv. Academic Year 2015-2016: 31
- 3) Supporting University Theme year programming (listed below) with key note speakers, integration into the First Year Experience, and related curricular and co-curricular programs and events.
 - a. Academic Year 2012-2013: War and Peace: From Personal Conflict to Global Resolution
 - b. Academic Year 2013-2014: Food and Drink: Mind, Body and Soul
 - c. Academic Year 2014-2015: Ethics: A Foundation for Personal Growth and Social Responsibility
 - d. Academic Year 2015-2016: Environment: A Foundation for Social Responsibility
 - e. Academic Year 2016-2017: Economy: Moral Challenges and Opportunities
- 4) Promoting a comprehensive Division I athletic program with students successful in the classroom and in competition.
 - a. Academic Year 2012-2013 highlights:
 - i. The cumulative grade point average of student athletes was 3.03.
 - ii. Sixty-four student athletes earned Academic All-Conference Honors (Summit League and Missouri Valley Football Conference).
 - iii. Twenty-three student-athletes earned All-Conference honors.
 - iv. Men's Basketball won its first conference championship in 30 years, set a record for most wins in its Division I history (22-8), and advanced to the College Basketball Insider Tournament for the second consecutive year.
 - b. Academic Year 2013-2014 highlights:
 - i. Awarded \$3.6 million in athletics scholarships.
 - i. The cumulative grade point average of student athletes was 3.07.
 - ii. Fifty-six student-athletes earned Academic All-Conference Honors in the Summit League and/or Missouri Valley Football Conference.
 - iii. Men's Soccer advanced to the Summit League Tournament championship game for the third consecutive year.
 - iv. Volleyball qualified for the Summit League postseason tournament for the first time since 2007.

- v. Student-athletes performed 1,143 hours of community service, and collected \$6,639 for local and regional charities.
- c. Academic Year 2014-2015 highlights:
 - i. The University awarded \$3.8 million in athletics scholarships.
 - ii. The cumulative grade point average of student athletes was 3.0.
 - iii. Forty-eight student-athletes earned Academic All-Conference Honors in the Summit League and/or Missouri Valley Football Conference.
 - iv. The men's soccer team shared the Summit League regular season championship.
 - d. Academic Year 2015-2016 highlights:
 - i. Awarded nearly \$3.9 million in athletics scholarships.
 - ii. Student athletes cumulative grade point average achieved the highest mark in nearly twenty years, reaching 3.12 in spring 2016.
 - iii. Two student-athletes received the NCAA's prestigious Post-Graduate Scholarship: Karissa Kouchis (softball) and Victoria Kappel (women's soccer). Kappel received the award in the fall and became the first female student-athlete in the history of the department to receive it.
 - iv. The women's basketball team participated in the Women's Basketball Invitational (WBI) post-season tournament. The WBI first-round victory over Southern Illinois was the first Division I postseason win in the history of either the men's or women's basketball programs.
 - v. The football team participated in the NCAA FCS playoffs for the first time in five years and advanced to the second round, defeating the University of Dayton in the first round.
 - vi. The men's basketball program earned its first-ever win over a nationally ranked opponent, defeating the University of Wisconsin in November 2015.
 - vii. The department partnered with the university's sports broadcasting program to nationally broadcast Leatherneck Athletics home events on ESPN3. Football, basketball, and volleyball contests were aired. The partnership is expected to expand, with men's and women's soccer, baseball and softball contests also airing in academic year 2016-2017.
 - viii. Leathernecks Excel as Athletes and People (LEAP) program was implemented to serve as a confidential, student-athlete sport performance initiative. The program offers student-athletes an opportunity to connect with sport psychology, mental health and other professionals on campus to enhance their sport performance and personal development.
 - ix. The department became one of the first Division I programs in the country to partner with SM2 (Social Media Sport Management) to offer foundational social media education for coaches, student-athletes, and staff.
- 5) Continuing placements in the University's Affirmative Action Internship Program.
- a. Academic Year 2013-2014: Centennial Honors College; Facilities Management; Government Relations; President's Office; Provost's Office; and the School of Distance Learning, International Studies, and Outreach.
 - b. Academic Year 2014-2015: College of Education and Human Services Advising Office
 - c. Academic Year 2015-2016: Office of Student Judicial Programs and Facilities Management Administration.

- 6) Offering on-campus professional development opportunities.
 - a. Academic Year 2013-2014 highlights:
 - i. The Center for Innovation in Teaching and Research provided 186 programs in Macomb and 25 in the Quad Cities.
 - ii. Ninety-eight employees completed Human Resources' Professional Supervisor Certificate Program, and 122 employees have taken sessions toward certificate completion.
 - iii. The LIFE (Learning is Forever) program had 685 enrollments in special-interest, non-credit courses.
 - b. Academic Year 2014-2015 highlights:
 - i. The Center for Innovation in Teaching and Research provided 178 programs in Macomb and 30 in the Quad Cities.
 - ii. One hundred and seven employees completed Human Resources' Professional Supervisor Certificate Program.
 - iii. The LIFE (Learning is Forever) program in Macomb had 1,615 enrollments in special-interest, non-credit courses.
 - iv. The LIFE program was established in the Quad Cities, and offered four courses.
 - c. Academic Year 2015-2016 highlights:
 - i. The Center for Innovation in Teaching and Research provided 185 programs in Macomb and 30 in the Quad Cities.
 - ii. Forty-five employees completed Human Resources' Professional Supervisor Certificate Program.
 - iii. The LIFE (Learning is Forever) had 2,385 non-credit course enrollments in Macomb, and another 489 enrollments in the Quad Cities.

Goal 5: Promote Social Responsibility

The University supported social responsibility by:

- 1) The University has receiving grants totaling \$1.3 million to support experiential learning between Fiscal Years 2014 and 2016.
 - a. Fiscal Year 2014: \$338,553 received.
 - b. Fiscal Year 2015: \$423,704 received.
 - c. Fiscal Year 2016: \$515,053 received.
- 2) Hosting federally mandated U.S. Constitution Day observances on the Macomb Campus (fall 2012-fall 2016).
- 3) Maintaining Carnegie Foundation Community Engagement Classification (academic year 2011-2012 to current).
- 4) Completing the comprehensive campaign, surpassing the University's \$60 million goal by \$2.1 million, increasing the endowment from \$16 million to \$40 million, and expanding the total asset base to \$55 million (December 2013).

- 5) Building a culture of alumni giving, measured by annual alumni giving rates.
 - a. Fiscal Year 2013: 5.1%.
 - b. Fiscal Year 2014: 4.8%.
 - c. Fiscal Year 2015: 4.3%
 - d. Fiscal Year 2016: 3.9%

- 6) Completing programming studies.
 - a. Macomb Campus Space Study, Currens Hall/Science Complex Study, Western Illinois University-Quad Cities Riverfront Campus Phase III (academic year 2013-2014).

- 7) Updating the *Macomb Campus Master Plan*: Completed academic year 2012-2013.

- 8) Achieving Master Plan goals and priorities.
 - a. 2012
 - i. Alumni House Phase I (sign wall installed)
 - ii. Corbin Hall and Olson Hall renovation
 - iii. Lincoln Hall and Washington Hall renovation
 - iv. Properties at 300 W. University Drive decommissioned
 - v. Three Dimensional Art Center opened in the Heating Plant Annex
 - vi. Wetzel Hall decommissioned and Wetzel Park established

 - b. 2013
 - i. University Grand Entry.
 - ii. 22 classroom and five electronic classroom upgrades.
 - iii. Hanson Field video board installation.
 - iv. Steam line upgrades.
 - v. Thompson Hall renovations.

 - c. 2014
 - i. Memorial Hall replacement parking lot.
 - ii. Agriculture Greenhouse.
 - iii. New Residence at Horn Field Campus.
 - iv. 15 classroom and 17 electronic classroom upgrades.
 - v. University Union renovation.
 - vi. Thompson Hall Lobby.

 - d. 2015
 - i. Purchasing and removing four houses on Adams Street and University Cinemas to protect the integrity of the formal entries to Western Illinois University.
 - ii. 21 classroom and 29 electronic classroom upgrades.
 - iii. Phase II of the Alumni Legacy Project.
 - iv. Tanner Hall Lobby.

 - e. 2016
 - i. New seating in Western Hall
 - ii. New cellular tower
 - iii. Seven classroom and laboratory upgrades
 - iv. Preparing for decommissioning of Higgins and East Village
 - v. Green House addition

9) Demonstrating sustainability:

- a. Receiving Silver Leadership in Energy and Environmental Design certification for Phase I of the Riverfront Campus (January 2013).
- b. Achieving Tree Campus USA by the Arbor Day Foundation (academic years 2013-2014 through 2016-17).

Goal 6: Demonstrate Accountability

Western Illinois University continues to demonstrate strategic planning transparency and accountability by:

- 1) Including the University's Performance Indicator Dashboard on the University Planning Website.
- 2) Providing and placing monthly, quarterly, and annual Strategic Plan Updates, and annual Performance Reports on the University Planning Website.

Part III
Higher Values in Higher Education 2012-2022
2016 Supplement

1. **Stabilize Enrollment.**

- A. Expand enrollment in the High School Admissions Program.
 - 1. President Thomas will hold Summits with High School administration in Quincy, Macomb, and the Quad Cities during academic year 2016-2017. Focus of the sessions will be items A, B and G of Goal 1.

- B. Increase student enrollment from the 16-counties closest to the Western Illinois University Macomb and Quad Cities campuses.

- C. Increase community college agreements and transfer student enrollment.
 - 1. The University is currently negotiating dual enrollment agreements with Heartland Community College, Lewis and Clark Community College, Saint Louis Community College, and Southwestern Illinois Community College.

- D. Achieve a 10% participation rate of currently enrolled students in Centennial Honors College.
 - 1. Centennial Honors College had record enrollment in Spring 2016, with 855 students participating in the program. Summer freshmen recruitment, enhanced transfer recruitment, new articulation agreements with community colleges, on-campus recruitment fairs, and increased participation in the Quad Cities represent successfully implemented growth strategies for a program that has increased participation by 261 students (43.9%) since fall 2012.

 - 2. Goals for academic year 2016-2017 include:
 - a. Achieving a 10% participation rate of currently enrolled students in Centennial Honors College
 - b. Documenting annual increases in the number of Undergraduate Research Day and Quad Cities Student Research Conference participants
 - c. Documenting the number of WIU nominations and recipients for Rhodes, Udall and other prestigious scholarship programs.

 - 3. Engage in corporate student recruitment.
 - a. The program was established in Fiscal Year 2016, with outcomes including creating or enhancing 67 university partnerships with 38 partner organizations. Specific outcomes are discussed in *Western Illinois University Board of Trustees Report Number 16.10/7*.

- E. Enroll 1,000 international students.
 - 1. The Center for International Studies (CIS) updated the *International Student Recruitment Plan* that has guided a 162 student (47.2%) growth in international student enrollment between fall 2012 and fall 2015.

- F. Participate in other activities designed to increase undergraduate and graduate student enrollment.

1. Presidential Task Forces established in academic year 2015-2016 will be reconvened for academic year 2016-2017. The FY18 Strategic Plan Update will document accomplishments related to enrollment and other high university priorities.
 - a. The Provost and Academic Vice President continues to Chair the Academic Excellence Task Force
 - b. The Vice President for Student Services continues to chair the Educational Opportunity (Student Cost) Task Force
 - c. The Vice President for Quad Cities and Planning Social Responsibility (Planning) Task Force

- G. Continue to develop innovative strategies to address concerns of price sensitivity and elasticity.
 1. The University will evaluate the effectiveness of the fall 2016 3% price reduction on new applications, acceptances and enrollments, and on first-year retention rates during academic year 2016-2017.

- H. Improve retention and graduation rates.
 1. The University has set a 70% first year retention goal and will document progress and priorities to support this initiative during academic year 2016-2017.
 2. The University will continue participation in the Higher Learning Commission's Persistence and Completion Academy.

- I. Engage in curricular efficiency studies to help examine trends influencing students time-to-degree.
 1. The Provost and Academic Vice President will charge the Faculty Senate with completing an academic year 2016-2017 review of the University's general education program with regard to program goals, appropriateness of the General Education categories, and the number of courses offered in each category. The current administrative structure of General Education will also be reviewed.
 2. The Provost and Academic Vice President will charge within Academic Affairs to complete an academic year 2016-2017 review of the university-wide Teacher Education program with regard to the current administrative structure of teacher education, time to completion in relationship to the State licensure regulations, and curricular applications to fulfill the state required competencies.

2. **Provide Responsive Programs.**
 - A. Continue to ground general education in the liberal arts to equip students with the necessary foundational skills to be successful in the their chosen majors, professions, and continued graduate and professional studies.

- B. Update Signature Program analyses.
 - 1. The Provost and Academic Vice President will lead the update of the University's Signature Program analysis.
 - 2. University Marketing will continue to promote Western's signature programs.

- C. Engage in cyclic program reviews, documenting continuous improvements resulting from review processes.
 - 1. Programs in Art; Broadcasting; Chemistry; Communication; Communication Sciences and Disorders; Counseling; Journalism, Physics; Psychology; Recreation, Park and Tourism Administration; Social Work; Theatre; and the Center for Applied Criminal Justice will have regularly scheduled program reviews during academic year 2016-2017.
 - 2. Required three-year progress reports for new programs implemented in fall 2013 will be completed for the B.S. in Fire Protection Services, B.S. in Public Health, and Post Baccalaureate Certificates in Business Administration and Supply Chain Management.

- D. Document continuous improvements resulting from annual assessment of student learning processes.
 - 1. Reports and recommendations are available from the Office of the Provost and Academic Vice President.

- E. Achieve and maintain discipline-specific accreditation, where appropriate to the discipline.
 - 1. Western Illinois University will host eight reaffirmation of accreditation visits from the following agencies during calendar years 2016 and 2017.
 - a. Academy of Nutrition and Dietetics/Accreditation Council for Education in Nutrition and Dietetics for the B.S. in Family and Consumer Sciences, Dietetics option.
 - b. American Speech-Language-Hearing Association/Council on Academic Accreditation for the M.S. in Communication Sciences and Disorders, Speech-Language option.
 - c. Council for Accreditation of Counseling & Related Educational Programs for the M.S. Ed. In Counseling.
 - d. Council on Social Work Education/Commission on Accreditation for the Bachelor of Social Work.
 - e. National Association of Schools of Art and Design for the B.A. in Art, B.F.A. in Art, and M.A. in Museum Studies.
 - f. National Association of Schools of Music for the B.A in Music, B.M. in Music, and M.M. in Music.
 - g. National Association of Schools of Theatre for the B.A. in Theatre, M.F.A. in Theatre, B.F.A. in Musical Theatre.
 - h. Commission on English Language Program Accreditation for Western's English as a Second Language Institute.

- F. Identify and eliminate barriers to interdisciplinary collaboration.
- G. Document new program areas.

1. A new master's degree in Business Analytics was implemented on the Macomb Campus.
 2. A new hybrid master's degree in Community and Economic Development was implemented on the Quad Cities Campus.
 3. A request to establish a bachelor's degree in Mechanical Engineering has been submitted to the Illinois Board of Higher Education.
- H. Develop a university planning process that documents workforce and graduate school placement rates, uses data from secondary sources (e.g., Occupational Outlook Quarterly) to evaluate demand and serve as the base for enrollment targets.
3. **Support Innovation.**
- A. Design and implement an Executive Corporate Cluster as a means to increase student recruitment, sponsored credit, internships, advisory board service, on campus recruitment fairs, engagement of external experts, and the basis for future philanthropic relationships.
 1. See actions reported in Goal 1D3.
 - B. Respond to changing market conditions by offering increased hybrid programs and increased online degrees.
 1. All graduate programs have been granted permission to explore the development of hybrid programs, as appropriate to the discipline.
 2. The University established a goal to offer 10% of courses in irregularly scheduled formats (e.g., weekend academy, online, hybrid) and to evaluate implementation as part of program review.
 - a. This goal was exceeded in Fiscal Year 2016, with 37.2% of the summer classes, 14.2% of the fall classes, and 17.8% of the spring classes offered in the aforementioned formats.
 - C. Document other forms of innovation in academic departments and administrative units.
4. **Reduce Reliance on State Funding.**
- A. Establish giving expectations for the Western Illinois University Board of Trustees.
 - B. Establish annual external revenue generation goals for the President, Vice Presidents, and Deans.
 - C. Review contracts and grants rules and policies to identify and remove impediments to institutional effectiveness in generating external revenue.

- D. Increase revenue from contracts and grants.
 - 1. Review for external grants and contracts increased by \$500,000 (4.5%) from \$11.1 million in Fiscal Year 2015 to \$11.6 million in Fiscal Year 2016.
- E. Transition funding of public service units from state appropriated funding.

5. **Increase Business Acumen.**

- A. Make necessary but difficult decisions on program continuation in recognition that a comprehensive university cannot be all things to all people.
 - 1. The University is engaged in teach-out plans for the African American Studies, Philosophy, Religious Studies, and Women's Studies majors.
 - 2. The University will continue strategic review of academic programs, and will document the number of reviews and the outcomes/implementation of these reviews.
- B. Engage in strategic reinvestment of institutional resources to support growth and academic excellence, with a three-year (FY16-FY18) \$20 million reduction and reinvestment goal.
 - 1. Initial reporting to the Western Illinois University Board of Trustees was completed in March 2016 (see *Western Illinois University Board of Trustees Report Number 16.3/6* and the supporting power point presentation that is available at www.wiu.edu/university_planning/presentations.php).
 - 2. An update to this report and presentation will be made at today's Western Illinois University Board of Trustees meeting (see *Report Number 16.10/5*). The supporting power point presentation will be placed on the University Planning website after the Board meeting.
- C. Identify opportunities to streamline and improve efficiencies.
 - 1. The University will continue exploration of new student and financial data systems.
- D. Restore institutional reserve funding.
- E. Communicate the plan and its results, internally and externally.
 - 1. President Thomas will continue providing Budget Updates and hosting Town Hall meetings; meetings with the colleges, library, Quad Cities, and governance groups; student, faculty, and staff roundtables; and meetings with major donors and the President's National Advisory Group.
 - 2. President Thomas will also continue working with legislative leaders and the Governor, providing testimony on budget and other issues affecting higher education, and serving on the Illinois Board of Higher Education.
 - 3. Mayors and High School Summits will be used to communicate and advance university goals and priorities.
 - 4. The Vice President for Quad Cities and Planning will continue to provide monthly, quarterly, and annual strategic planning updates.

WESTERN ILLINOIS UNIVERSITY BOARD OF TRUSTEES

October 7, 2016

Resolution No. 16.10/6 Release of Closed Session Meeting Minutes

Resolution:

WHEREAS pursuant to Section 5 ILCS 120/c of the Open Meetings Act, the Board of Trustees of Western Illinois University will eliminate the recordings of the minutes of June 12, 2015, and July 9-10, 2015; and,

WHEREAS pursuant to Section 2.06(c) 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; and July 14, 2016, to determine whether the need for confidentiality still exists with respect to all or part of the minutes:

THEREFORE be it resolved the Board of Trustees of Western Illinois University has determined that the need for confidentiality still exists and it will review the minutes listed above again at the December 16, 2016, Board Meeting to make a final determination with regard to its release.

WESTERN ILLINOIS UNIVERSITY
BOARD OF TRUSTEES

October 7, 2016

Resolution No. 16.10/7
Revision to Board *Regulations*,
II.C.7.b.(4) Vacation and II.C.7.d.(4)(a) Sick Leave – Second Reading

Resolution:

WHEREAS the Board of Trustees of Western Illinois University must approve changes to regulations prior to implementation:

THEREFORE be it resolved that the Board of Trustees of Western Illinois University approves the Second Reading of the revision to the *Regulations* II.C.7.b.(4) Vacation and II.C.7.d.(4)(a) Sick Leave.

C. Civil Service Employees (continued)

7. Employee Benefits (continued)

b. Vacation Leave

- (1) Non-exempt employees, as defined by Fair Labor Standards Act criteria, shall earn vacation leave in accordance with the following schedule:

| <u>Years of Service Completed</u> | | <u>Rate Earned/Hr. of Pay Status</u> | <u>Equiv. Days Per Year</u> |
|-----------------------------------|----------------------|--------------------------------------|-----------------------------|
| <u>At Least</u> | <u>Not More Than</u> | | |
| 0 | 3 | .0462 | 12 |
| 3 | 6 | .0577 | 15 |
| 6 | 9 | .0692 | 18 |
| 9 | 14 | .0808 | 21 |
| 14 | | .0962 | 25 |

- (2) Exempt employees, as defined by Fair Labor Standards Act criteria, shall earn vacation leave in accordance with the following schedule:

| <u>Years of Service Completed</u> | | <u>Leave Days Earned Per Year</u> |
|-----------------------------------|----------------------|-----------------------------------|
| <u>At Least</u> | <u>Not More Than</u> | |
| 0 | 3 | 25 |
| 3 | 6 | 26 |
| 6 | 9 | 27 |
| 9 | | 28 |

- (3) Beginning October 1, 1972, where there has been a break in service, the service year shall be determined by the addition of all previous periods of State service which qualified for earning of vacation leave.

- (4) ~~An employee who leaves the service of the University for any reason, provided that the employee is not reemployed within 30 calendar days at the same place of employment, shall receive pay for vacation leave to the extent of any accrued balance as of the date of separation from service. No vacation leave will be available or payable for employees whose service is terminated prior to the completion of the probationary period.~~

Employees who have completed probation will be compensated for accrued vacation upon separation from the University. Vacation time will be paid at their current rate of compensation and will be remitted in the next available payroll following separation.

Employees who are re-employed within 30 calendar days are ineligible for vacation payout.

II. Employees (continued)

C. Civil Service Employees (continued)

7. Employee Benefits (continued) (~~Approved June 7, 2013~~)

d. Sick Leave (continued)

- (4) (a) ~~Upon termination of employment at the University and provided the employee is not reemployed at the same place of employment within 30 calendar days, an employee, or such employee's estate, shall be entitled to a lump sum payment for accrued sick leave earned on or after January 1, 1984 and prior to January 1, 1998.~~

Employees who have completed probation will be compensated for accrued sick leave earned on or after January 1, 1984 and prior to January 1, 1998 upon separation from the University.

Employees who are re-employed within 30 calendar days are ineligible for sick leave payout.

