

College of Fine Arts and Communication

FY18 Planning and Accomplishment Guidelines

Western Illinois University

Written Reports Due: Directors March 9, 2018; Deans March 16, 2018

Presentations: Directors March 21, 2018 (SH 205); Deans March 28, 2018 (HH 1)

Vice Presidents' Presentations: May 3–4, 2018

Respond to the following questions in ten to fifteen pages. Attach appendices with supporting documentation where appropriate. Please be sure to prepare responses that address Western Illinois University—Macomb and Western Illinois University—Quad Cities as appropriate.

Note: The current edition of *Higher Values in Higher Education 2012–2022* and the *2017 Strategic Plan Supplement* for your answers are available at http://www.wiu.edu/university_planning/strategicplan.php.

Current Year Fiscal Year 2018

I. Accomplishments and Productivity for FY18

A. Give a brief review of the division's goals and objectives for FY18.

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

The College of Fine Arts and Communication continues to:

Support the *Higher Values in Higher Education*, the Vision, and Mission of Western Illinois University and the College of Fine Arts and Communication.

Establish an academic environment and teach in a manner that encourages students to develop their creative, intellectual, and technical potential in the visual arts

Encourage and reward continued faculty growth as teachers, scholars, and artists
Support University-Wide Strategic planning/revision initiatives

Create and implement a new Strategic Vision for the College of Fine Arts and Communication

Provide unconditional support for courses of study and career pursuits in the fields of fine and performing arts, communication, and speech pathology and audiology

Support the mission and goals of the President's Executive Institute

Continue to provide high quality curriculum and support for the Honors College

The College of Fine Arts and Communication will:

- Fulfill necessary staffing needs in an effort to continue to deliver the highest quality education. (HVHE Goals 1, 2, 3)
 - Maintain all COFAC departments and units. (HVHE Goals 1, 2, 3)
 - Maintain current systems at the highest level of operation. (HVHE Goals 1, 2, 3)
 - Continue to extend the life of all existing technology systems. Replace faculty and staff computers as needed, and work to improve all systems.
- B. List the most important divisional accomplishments for FY18 and document how these accomplishments support the goals and objectives of the University, including specific *Strategic Plan 2012–2022* and *2017 Strategic Plan Supplement* accomplishments.

The College of Fine Arts and Communication is committed to upholding the highest academic standards through professional, mentor/apprentice based, rigorous programs that support the mission, values, and goals of Western Illinois University and a life time of learning through higher education.

1. Enhanced Culture for Teaching and Learning
 - a. Maintain rigor and high academic standards

The Department of Art

- Continues to conduct BFA Art Studio and Graphic Design - Entry, Junior and Senior Portfolio Reviews.
- Art Encourage academic focus and student community involvement through membership in a strong, active chapter of the International Art Honor Society,
- Kappa Pi.
- Provide opportunities for students to attend and present their work at professional conferences.

The Department of Broadcasting and Journalism

- The department made changes to our curriculum, merging two programs into one major. The new major is Broadcasting and Journalism with options in Broadcast Production, Sports Broadcasting, Multimedia Journalism, and Advertising/Public Relations. The changes were approved by the IBHE and will be implemented in fall 2018.
- Our laptop program is indicative of the high standards we have in this department. Students are taught the latest software and production skills in all levels of audio and video production. The students are then given opportunities to use their newly acquired skills to produce programming for the university and region.
- In 2017, several Broadcasting majors received state, regional and national awards. In the National Broadcasting Society (NBS) competition, we had two finalists, one grand prize winner (Best Video Play-By-Play), and two other awards. Our students had three winning entries in the National Academy of Television Arts and Sciences (NATAS) Mid-America chapter competition, including Outstanding Newscast. We were also selected as a national award-winner for Best TV Newscast in the Intercollegiate Broadcasting System competition. WIU had nine student finalists, including Outstanding TV Newscast in the Students in Illinois News Broadcasters Association (SINBA) competition. These honors for our students are indicative of the high standards maintained in the department.

The Department of Communication

- The Department Chair includes analysis of grade distributions and evaluation of course rigor in annual faculty evaluations. If grade inflation appears to occur, the observation will be noted in the evaluations. Although grade distribution is not mentioned per se as an element of teaching effectiveness as described in the Department Criteria, it can serve as an indicator of appropriate course rigor and challenge, which is an evaluated component of teaching effectiveness.

The Department of Speech Pathology and Audiology (neʼCSD)

- Hired an Audiology Clinic Coordinator to take over managing the clinic and teach audiology undergraduate courses
- Hired two clinical instructors who are teaching at the undergraduate and graduate level in their areas of expertise

The School of Music

- Continues to monitor its curriculum and requirements in relation to the National Association of Schools of Music standards. Additionally, the music unit assesses student accomplishment and success and compares our programs with our “Benchmark and Aspire To” list of institutions

The Department of Theatre and Dance

- Continues their “mentoring” approach in acting, directing and design classes
- Holds “Screening Auditions” each semester and the KC/ACTF “Bootcamp”
- Continues the end of the semester “Design Showcase” for Graduate and Undergraduate Designers
- Produces SHOWCASE: NEW FRIENDS (FRESHMAN SHOWCASE) yearly to develop early mentorships with all new students
- Continues end-of-semester graduate student review/evaluations
- Continues end-of-semester design portfolio reviews for all MFA Design Students as well as BA Production/Design Students
- Conducts end-of-year proficiencies for BFA musical Theatre students
- Conducts mid-semester proficiencies for BFA musical Theatre students
 - b. Explore additional interdisciplinary collaboration
 - ART initiated discussions with Graphic Communications regarding opportunities for collaboration which supports both the Art Graphic Design degree option and the Graphic Communication degree.
 - BCJ is collaborating with the Art department and Graphic Communication/Instructional Design and Technology on the interdisciplinary minor, Emerging Design Technology.
 - BCJ’s new major, Advertising and Public Relations, includes two Marketing classes as part of the requirements.
 - COMM is collaborating with ART, T&D and SOM on the newly proposed Arts Administration degree
 - SPA is in process of adding an occupational therapist (OT) to the Summer Language Camp. SLPs and OTs co-treat in the real-world on a daily basis and in order to provide our students with the most realistic experiences to prepare them for their careers, we have been trying to incorporate these services. Additionally, they have begun work on a sensory room that will serve as the place where clients will be co-treated by our student clinicians and the OT
 - The School of Music is exploring interdisciplinary collaborations as logical partners in our music business and music therapy degree programs
 - The Department of Theatre and Dance continually for opportunities to collaborate. Recent collaborations across campus include:
 - COMM on SHE KILLS MONSTERS,
 - BCJ on BRIGHT NEW BOISE and BLOODY, BLOODY ANDREW JACKSON.
 - SPA on TRIBES.

- T&D/ENG on a guest artist workshop this spring, featuring two young playwrights from the Black Rep Theatre in St. Louis
- Museum Studies has worked with ART, RPTA, Anthropology and History to explore new and existing course opportunities for students

c. Continued focus on the Centennial Honors College

The College of Fine Arts and Communication has been a longstanding partner with the Centennial Honors College. We have dedicated resources and faculty to create an Honors sequence of courses that work to challenge our honors students. All eligible Honors students are regularly encouraged to participate in the Centennial Honors College.

- All COFAC Faculty and students are actively encouraged to participate in Undergraduate Research Day
- Departments in COFAC continue to collaborate on the COFAC Honors Curriculum. Each department has at least one representative who, for the last four years, has been making strides to improve the visibility of the Honors College within the college.
- COFAC sponsors an Honors Reception each year for our students.
- COFAC supports financially, our Honors Course field trip.
- Department of Art faculty continue to propose and teach General Honors courses.
- ART Faculty also work with honors students to complete requirements as well as encourage these students to participate in Undergraduate Research Day activities.
- BCJ faculty participate in the COFAC honors program and teach honors classes on the College rotation.
- BCJ Faculty also work with honors students to complete requirements as well as encourage these students to participate in Undergraduate Research Day activities.
- Two sections of COMM 241H were offered during the past fiscal year in support of the honors program.
- COMM faculty regularly conduct in-class honors projects for Centennial Honors students, both in Macomb and in the Quad Cities.
- Two COMM faculty members advised majors on their honors theses.
- The Communication Department, in conjunction with the other departments
- SPA/SOM Dual Major, Jillian Escobar is the 2018 Western Illinois University Lincoln Laureate.
- The School of Music has traditionally had one of the largest groups of students on campus participating in the Centennial Honors College.
- Dr. Jeannie Woods (Full Professor) is the honors coordinator for the department. She advises the honors students, mentors them, and participates in the COFAC Honors Seminar each year.
- T&D has developed an Honors Thesis/Project Guidelines and Handbook that has become a valuable resource for honors students.
- T&D hosts an Honors Reception for our students each semester where they present their research and talk about future projects.
- Three T&D Faculty are currently teaching the COFAC Honors Course.

d. Increase focus on internships and service learning opportunities

COFAC supports all efforts for internship and service learning. Over the past two summers (2016/2017) COFAC has worked to place over 300 students in summer internship/summer employment opportunities.

- ART offers an Internship course for Graphic Design students.
- ART provides opportunities for students to work with departments and organizations across campus to create and assist with graphic design projects and needs
- All ART talent grant and tuition waiver award recipients are required to complete service

hours with Department faculty.

- In 2017, approximately 20 ART students participated in a media-related internship. We ask the students to take a picture at their internship in order to publicize it on our social media. We also had an internship promotion sign made (“Hello, my name is... Intern!”) that the students hold in a picture to promote that they have secured an internship.
- BCJ students produce a live half-hour newscast Tuesday – Thursday during the fall and spring semesters that airs on wiuvt3. This is the only local television newscast in Macomb. Broadcasting students also produce a Friday morning show, “Good Morning Macomb”, which features local topics and leaders.
- BCJ covers approximately 220 sporting events for wiuvt3, WIUS-FM, and Leatherneck All-Access annually. Since 2015, our students have televised WIU athletic events for national distribution on ESPN3 via live stream. Broadcasting also produced a weekly football coach’s show that aired on KHQA-TV. In addition, the department produced sports show called “Local Sports Focus”.
- In radio, WIUS-FM is on the air with live announcers from 6 a.m. to 2 a.m. Monday through Saturday morning. Weekends, noon to 2 a.m. Unstaffed hours are automated. The radio students voice-track the automated hours. Students produce three newscasts/day Monday – Friday. In sports, WIUS-FM carries home football games, home men’s and women’s basketball (home and away), home baseball and all softball games, and home volleyball games live. Macomb Bombers football, soccer, volleyball, basketball, and baseball games are aired on a tape-delayed basis on wiuvt3 and streamed live on the High School Sports network.
- BCJ host the Youth Leadership Organization students from Macomb High School.
- BCJ personnel give tours for scout groups, elementary school groups.
- BCJ personnel speak to public school groups about broadcasting.
- COMM Internships are regularly promoted within the department. ACEs are assigned to an Internship Coordinator, who does an excellent job of coordinating and promoting internship opportunities that would be of interest to the department’s majors.
- Several COMM courses engage in service learning opportunities during the course of the year at both the undergraduate and graduate levels.
- SPA On-Campus (WIU CLINIC):
 - Speech-Language On-Campus:
 - 25 diagnostics
 - 40 clients
 - Weekly Stroke Support Group
 - Audiology Clinic On-campus:
 - 244 patients fall 2017
- Off-Campus (WIU CLINIC)
SPA provides speech-language services off-campus at:
 - Skilled Nursing Facilities
 - Elms
 - Wesley Village
 - Day Program for Adults with Intellectual Disabilities
 - Bridgeway
 - Public School Districts
 - Macomb School District
 - West Prairie School District
 - Adaptive Physical Education (APE): children with severe communication disabilities from the West Prairie School District come to Brophy Hall for a morning of physical education activities that are adapted to meet their abilities.
- Screening Services (WIU):
 - Screened 70 pediatric and adult residents of The Renaissance Center in Canton, Illinois. These residents are severely impaired and nonverbal.

- Preschool screenings at The Crossing Church Preschool Macomb.
- Preschool screenings at St. Paul School in Macomb.
- Preschool screenings at WIU Daycare in Horrabin Hall.
- Preschool screenings for West Central School District at Biggsville.
- Off-campus supervision:
 - Second-year graduate students were placed in off-campus practicum in the summer (2017) and fall (2017).
 - Summer:
 - Skilled Nursing Facilities (8 students)
 - Rehabilitation Facility (2 students)
 - Fall:
 - Skilled Nursing Facilities (8 students)
 - Public schools (11 students)
- Internships (SP 2018):
 - Second year-year graduate students began internships January 2018. Each of the twenty students were contracted to do both a school internship (CSD 522) and a medical internship (CSD 600) during the spring semester.
 - School internship placements in Illinois, Iowa, Missouri, Minnesota, Arizona, Wisconsin, and New Brunswick, Canada.
 - Medical placements are in Illinois, Iowa, Missouri, Arizona, Georgia, and Wisconsin.
- SOM Internships and service learning opportunities are included in all of our degree programs and receive particular attention in Music Therapy and Music Business
- T&D productions provide students with performance (service learning opportunities) and feedback before a live audience consisting of the community and regional populations. Formal “talk-backs” with the audience relating social/cultural issues to production themes were held. As a performing art, theatre audiences become a teaching tool, developing students’ sense of self-confidence, focus, objective seeking as well as social and cultural tolerance.
- The T&D Stage Combat Club produces a showcase of combat work each semester called FOOD FIGHT. Admission to the event is a non-perishable food item. The food is donated by the students to Fishes and Loaves the local food bank.
- BFA Musical Theatre Students as well as MFA students are required to do 9-12 hours of “summer professional work” which is often in the form of an internship at a Professional Summer Stock company.
- Costume MFA and Undergraduate Students as well as Costume Design Faculty judged the costume contest at the School of Music Halloween Concert.
- Costume MFA and Undergraduate students as well as Costume Design Faculty members, designed and applied makeup for the Zombie Run in collaboration with the Macomb Park District.
- T&D worked with the Disability Resource Center to provide Open Captioning performances for our production of SPRING AWAKENING.
- e. Strengthen relationships with community college and international partners
 - The ART Chairperson is connecting with faculty and administrators from regional community colleges to discuss programs, transfer options, and possible 2+2 plans.
 - ART faculty made a special effort to offer tours and make connections with a recruitment agent from China with whom WIU has recently signed a contract. The agent’s company has an arts academy in China and a special interest in recruiting art students
 - BCJ, Journalism Director has negotiated two Memorandum of Understandings (MOU) with the Chinese universities, Chongqing Technology and Business University and Chengdu Sport University. We are also working on a 2+2 agreement with Nanchung University. The department welcomed Dr. Xiaojun Huang from

Nanchung University as a visiting professor in the fall 2017 semester.

- BCJ produced a show in Chinese called “Macomb Face to Face” to help promote the university and department. The video is featured on our Chinese language website for our department.
 - BCJ department continues to strengthen our relationships with our community college partners. At a fall Discover Western program, two partners (Waubensee Community College and Kirkwood Community College) brought instructors and prospective students to the event. The department offers a \$500 tuition waiver to any student coming from a community college that has signed a 2+2 agreement with us.
 - A COMM Graduate Recruitment Grant was developed and awarded for the M.A. program in Communication to travel to community colleges in the region and provide guest lectures in an effort to both build partnerships with these colleges as well as to promote the Communication program as well as WIU
 - SPA- attends the career day at Carl Sandburg College and presents on the field of speech language pathology across the lifespan.
 - The SPA exchange program with Cardiff Met, Wales UK is currently suspended. As reported last year, we are waiting for them to reconnect with us once they have their new curriculum working for an exchange to continue
 - The School of Music continues to pursue 2+2 articulation agreements (one finalized during FY18 with Lincoln Land Community College, three more under current review)
 - SOM has music faculty members who are nurturing international partnerships in South Korea, Brazil and China
 - T&D has an articulation agreement with Moraine Valley Community College and are currently working with Highland Community College to create two articulation agreements for students in both Performance as well as the Production Design areas
 - MST Internship sites expanded nationally and exploring international sites
 - MST continues to increase Student’s meeting museum competencies as through Internship Presentations
- f. Continued support of undergraduate and graduate research opportunities
- ART Students are encouraged to participate in the Undergraduate Research Day. BFA Art Studio seniors present a lecture about the body of artwork created for their BFA Senior Exhibition
 - BCJ students are encouraged to participate in Undergraduate Research Day activities. In 2017, two students gave presentations on their work.
 - Almost all 400-level COMM courses contain a research requirement, as do many of the 300-level courses. Students are instructed in the proper conduct of research through multiple courses, including use of appropriate methodologies and IRB protocols.
 - In fulfillment of established goals of the fund, the COMM Wayne N. Thompson endowment supports funding for graduate and undergraduate student scholar awards, graduate assistantships, a faculty fellowship, and an invited scholar presentation.
 - Departmental funding was provided to three graduate students who attended and presented their research at national and regional conferences this past year
 - SPA Student clinicians work in the speech and hearing clinic. When students are conducting research and require participant payment, the clinics will try to be involved to mediate costs. Jillian Escobar received funds from the hearing clinic to conduct her research. We paid 47 participants \$15 each for a total of \$705.
 - SOM provides funding when possible. We encourage graduate students to pursue the Graduate Research Grant opportunities through the School of Graduate Studies.

- T&D encourages students to participate in both the Undergraduate Research Day, Graduate Research Day, as well as to apply for research funding from WIU. In past years graduate students were awarded funding through the Visiting Lecturer program, and the WIU Graduate Research Conference program.
 - Last year Performance Presentations Winners were all from T&D:
 - 1st Place - Jason Shores (Theatre: Acting) and Monica Tate (Theatre: Acting) "Composing Theatrical Stories Informed from the Reduced and Essential Elements of Source Material 'Metropolis'"
 - 2nd Place - Jeff Allen Young (Theatre Performance/Acting) and Brett John Olson (MFA Theatre) "Holistic Acting Training, and its Application to the Irene Ryan Acting Scholarship"
 - MST Students presented at 2017 Museum Conferences and will again in 2018
 - MST Students will present at WIU QC Research Symposium
- g. Support scholarly/professional activity for faculty
- ART provides as much support as possible for faculty participation in presentations, workshops, conferences, and exhibitions
 - BCJ Faculty are supported with travel funds when money is available.
 - COMM provided funding to a faculty member to support professional growth opportunities through the Grice Endowment.
 - COMM funded sending their academic advisor to NACADA, the national conference for advising professionals, where she received a national award for advising excellence.
 - The Wayne N. Thompson Endowment in COMM allows for the designation of one faculty member per year as the recipient of the Thompson Professorship. This individual receives research and travel support, including a one course reduction in teaching load to facilitate his/her program of research as well as funding for travel
 - SPA funded attendance at the CAPCSD conference. This conference is vital to programing and information related to changes with ASHA, CAA, Medicare/Medicaid and other SPA necessities.
 - SPA Clinic funds are regularly utilized for attending ISHA and other conferences necessary for licensure and programming.
 - SOM Support is provided as budgets allow. Faculty are encouraged to pursue the newly reinstated Provost Travel Award to support their scholarly endeavors.
 - T&D provides support for faculty and student participation, panel/paper presentations, workshops and performances for National Association of Schools of Theatre annual meeting, Kennedy Center American College Dance Festival and Kennedy Center/American College Theatre Festival (KC/ACTF), and the United States Institute for Theatre Technology (USITT)
 - MST Attends state, regional and national conferences

2. Fiscal Responsibility and Accountability

The College of Fine Arts and Communication understands the financial necessities of the times. We collaborate fully with the university in an effort to be fiscally responsible and continue to maintain Excellence and student needs as our priority.

Through retirements, resignations and restructuring COFAC has cut positions and returned approximately \$4,000,000 to the personnel budget in permanent and one-time cuts since 2015-2016.

- ART continually looking for ways to reduce the costs of material and studio costs through reusing and recycling materials as well as refurbishing, restoring, or acquiring donated tools and equipment.
 - ART Student groups have developed several fundraising events to help support student conference fees, fieldtrips, and visiting artists and workshops. The Department's Annual Art Sale, held during finals week every semester, has become a popular and anticipated event with a percentage of proceeds going to support department and student activities.
 - The Kappa Pi ART Honors Society also holds several fundraising events as well as charitable events each year
 - BCJ looks for ways to use social media to recruit students and save money on paper and postage
 - BCJ utilizes Skype to bring in numerous guest lecturers and visitors for students each semester.
 - SPA We will continue to utilize clinic funds to alleviate whatever burden from our appropriated budget that is possible for facilitating faculty and students
 - SOM has been removing phones from faculty offices, eliminating faculty travel support, eliminating faculty computer upgrades, nearly eliminating equipment and instrument upgrades and purchase, restricting use of the photocopy machine, and severely curtailing any and all expenses. Ensemble tours have been cut short/rescheduled and recital programs are now being printed on lesser quality paper.
 - T&D is constantly looking for ways to cut our production costs. Our production budget for this year is less than last year's budget. We also look for ways to scale down productions to keep construction expenses to a minimum.
 - T&D has reduced the amount of money spent on guest artists. We try to book guest artists who live in Illinois or the Midwest. And we try to find those who are willing to visit/teach (especially those with a connection to the program) for free to keep expenses down.
 - T&D continues to produce one "Green Show" each season. This year our fall green show was CRUMBS FROM THE TABLE OF JOY. Much of the entire production was fabricated from recycled materials. The spring green show was SENSE AND SENSIBILITY.
- a. Identify further costs savings to meet challenges in the FY18 and FY19 budgets
- The College of Fine Arts and Communication continually scrutinizes all budgets for savings opportunities while striving to maintain excellence that is at the core of the College mission. Through partnerships, collaborations with external stakeholders, a strong investment in fundraising and friend raising as well as an investment in our community, enable the college to increase operations in many areas with little to no new capital investments. The College continually works in cooperation with the WIU Foundation to showcase the talents of the College and the University at numerous events and happenings in the region.
- b. Identify alternative funding sources
- The WIU Speech-Language Hearing Clinic operates as a fee-for-service clinic. Although we bill on a sliding scale, these fees are instrumental in offsetting costs from the appropriated budget
 - The WIU Speech-Language Hearing Clinic is currently contracting with two school districts to provide their speech services: Macomb School District and West Prairie. Currently working on a contract for Vermont, Industry, and Table Grove (VIT) that will begin August 2018.
 - Recently negotiated a two-year contract with Macomb Schools to service Edison Elementary

- Recently negotiated a two-year contract with West Prairie North to service their students
- New agreement to service VIT beginning Fall 2018 (two-year contract). (This contract is currently in progress)
 - The money we earn from these contract services is instrumental in starting our Summer Language Camp (i.e., developing Sensory Room, paying occupational therapist (OT), additional speech supervisor in the summer, and training for faculty who are supervising in the Sensory Room).
- ART The department faculty and staff continue to develop relationships with organizations, businesses, and community members who are willing and able to donate funding, materials, and equipment
- BCJ Each year, the department seeks table sponsors for our annual banquet with funds going to provide scholarships for our students.
- SOM continues to seek outside funding for graduate assistantships through churches and schools in the area. We have started an aggressive fundraising campaign to start replacing our aged piano inventory.
- T&D has partnered with SOM and the PAS to assist in funding for graduate assistantships
- MST has negotiated numerous external graduate assistantships across the tri-states region.

c. Develop college priorities in fundraising

The college has an extensive list of priorities based on departmental needs in collaboration with our foundation development officer.

COFAC

- SummerStage 2017 (re-establish summer theatre presence in Macomb)
- Performing Arts Society
- Support All Departmental Goals

Art Gallery

- Upgrades to the current Art Gallery
- Funding to support bringing in artists and exhibits

Department of Art

- Student Scholarships
- Equipment/Software Request for the Garwood Computer Lab
- Exhaust and ventilation upgrades for Lithography and Intaglio studios (per NASAD requirements)
- Student Workspace

Broadcasting & Journalism

- Student Scholarships
- Funding to purchase new equipment
- Examples: Audio Lab Renovation – Pro Tools editing rooms
- Panasonic Camera & tripod
- Camera Jib for TV Studio
- Studio Upgrades

Communication

- Freshmen Recruitment Scholarships and Transfer Student Scholarships
- Full Funding for Career Prep Day Lunch

Speech Pathology and Audiology

- Funding to support the SPA Clinic
- Undergraduate Scholarships
- Graduate Scholarships / Assistantships

School of Music

- The Steinway Project – WIU to become an ALL STEINWAY SCHOOL
- Practice Room Upgrades and retrogrades
- Improved sound dampening across all spaces

Department of Theatre & Dance

- Undergraduate Scholarships & Graduate Assistant Scholarships
- Funds to send students to KCACTF

Museum Studies

- Funds to help students travel to conferences
- Student Scholarships

3. Enhance Academic Affairs Role in Enrollment Management and Student Success

The College of Fine Arts and Communication revises and updates our RECRUITMENT AND RETENTION PLAN and our COUNSELORS PROGRAM GUIDE on an annual basis. We are committed to the success of University goals and strategies for recruiting, retention and persistence and work diligently in efforts to achieve these goals.

- a. Review undergraduate, graduate, and international recruitment plans for each department/school
 - ART participated in numerous recruitment events including:
IHSAE (Illinois High School Art Exhibition) Chicago, IL
Annual HS Portfolio Day, Figge Museum of Art, Davenport, IA
SGC (Southern Graphic Council) Atlanta, GA
Naperville North HS Portfolio Review, Naperville, IL
 - ART organized and hosted our first *Annual High School Juried Exhibition* and studio workshops
 - ART presented on and off campus workshops for many regional schools: Beardstown, Bushnell (x2), Cuba, Farmington, Lamont, Limestone, Macomb Area Alternative, and Peoria area High Schools as well as Lincoln Elementary School.
 - ART faculty teach the *Figge Summer Drawing Academy* which is designed for area high school students.
 - ART hosted an on campus visit for the Vice President of China Star News Education of Art, Ning Liu, and his colleagues to discuss the recruitment of art students from China.
 - ART utilizes *MailChimp* to assist in the promotion of the Department’s students, alumni, faculty, facilities, and academic offerings to accepted and prospective students.
 - COMM The Department of Communication engages in the following activities to increase the yield rate of students interested in our programs:
 - We provide information at both QC and Macomb Discover Western and SOAR events.
 - We regularly supply information and promotional materials to high-school counselors and community college advisors promoting the Communication major at WIU.
 - We conduct an annual Career Preparation Day exclusively for Communication majors and minors to enable them to better understand and promote the value of their degrees to family, friends, and future employers.

We have operationalized our recruitment plan based on four target audiences as explained below:

Target Group #1: New Freshmen

- (1) Using Thursday Admissions lists identifying students who have applied to WIU and been accepted, send greeting message from the Chair introducing them to the major, the department, and the benefits of attending WIU. Approximately one week later, an additional message is sent to these prospective majors by the Academic Advisor, introducing herself and giving them some background on opportunities within the major. Approximately one week after that, the current President of the Communication Student Society will send them a message extending his/her greetings and talking a little bit about the department from a student's perspective.
- (2) Utilize the Communication Student Society (undergraduate major organization) to call all freshmen on the admit list who have not yet submitted a housing application and/or registered for a SOAR date and engage them in personal conversations in an effort to answer any remaining questions the prospective students might have about the major or the university.
- (3) "Pitch" major in Gen Ed courses (COMM 130, COMM 130Y, COMM 235, COMM 254). Tie in department activities (i.e., Career Preparation Day, Thompson lectures) to in-class assignments and extra-credit opportunities.
- (4) Maintain updated website information.
- (5) Maintain a dynamic and evolving social media presence (i.e., Facebook, LinkedIn, and Twitter).

Target Group #2: New Transfers

- (1) Using Thursday Admissions lists identifying students who have applied to WIU and been accepted, send greeting message from the Chair introducing them to the major, the department, and the benefits of attending WIU. Approximately one week later, an additional message is sent to these prospective majors by the Academic Advisor, introducing herself and giving them some background on opportunities within the major. Approximately one week after that, the current President of the Communication Student Society will send them a message extending his/her greetings and talking a little bit about the department from a student's perspective.
- (2) Maintain updated website information.
- (3) Maintain a dynamic and evolving social media presence (i.e., Facebook, LinkedIn, and Twitter).
- (4) Develop a more specific presence in targeted community colleges.
(Development suspended due to limited funds.)

Target Group #3: Internal Transfers

- (1) "Pitch" major in Gen Ed courses (COMM 130, COMM 130Y, COMM 235, COMM 254) as well as in minor classes. Tie in department activities (i.e., Career Preparation Day, Thompson Lectures) to in-class assignments and extra-credit opportunities.
- (2) Increase visibility of department and "positive talk" among current students. The primary means for doing this will be to increase the number of students attending Communication Student Society events and functions, and to increase membership and participation in CSS.
- (3) Maintain updated website information.
- (4) Maintain a dynamic and evolving social media presence (i.e., Facebook, LinkedIn, and Twitter).
- (5) Participate in all academic majors fairs (i.e., COFAC Festival).

Target Group #4: Current Majors

(1) Increase visibility of department and “positive talk” among current students. The primary means for doing this will be to increase the number of students attending Communication Student Society events and functions, and to increase membership and participation in CSS.

(2) Maintain updated website information.

(3) Maintain a dynamic and evolving social media presence (i.e., Facebook, LinkedIn, and Twitter).

The recruitment plan for graduate students includes:

(1) Career Preparation Day (September): We will add a one-hour program discussing our graduate program that operates in tandem with the general graduate program presentation that we conduct. The Graduate Coordinator will be responsible for being present, answering any questions about the program, taking a list of potentially interested students, and conducting follow up with prospective students.

(2) Graduate Program Expo (October/February): The Department of Communication Faculty will maintain a presence at the Graduate Program Expo. Typically, the presence here will be conducted on a rotation.

(3) Advertising: The Department of Communication will seek to promote the program through advertisements, including the development/maintenance of its current profile on the NCA website.

- COMM does not currently engage in international recruiting for the undergraduate program.
- SOM The School of Music has the most extensive and sophisticated enrollment management plan on campus outside of the admissions office and athletics. The majority of our students are retained because the types of things that the university tries to accomplish through the First Year Experience are built into our program. We continue to work to improve our recruitment activities and anticipate increased results over time from efforts we have been making for the past few years in the St. Louis area. This is in addition to our continued efforts in Chicagoland and our immediate region. All of our major performing ensembles that travel have toured in St. Louis. In addition, several of our individual faculty and all of our faculty chamber ensembles have made recruiting trips to St. Louis area high schools. We have also formed a partnership with Third Baptist Church (located between Powell Symphony Hall and the Fox Theater) and had two WIU School of Music performances there recently.
- Last year SOM began utilizing a new online audition program with a company called Acceptd. Participation on this website allows students in the United States and all over the world to research the SOM and audition for acceptance online. On Acceptd’s website, we have access to over 50,000 prospective student profiles.
- T&D Recruits at a high level across all programs, BA, BFA, MFA
- Onsite Recruiting at Conferences/Festivals:
 - SETC (Southeastern Theatre Conference), Lexington, KY
 - URTA (University Resident Theatre Association), Chicago
 - Indiana Thespian Festival
 - USITT (United States Institute for Theatre Technology), St. Louis, MO
 - Iowa Thespians Festival

Illinois Thespians Festival

LINK Graduate Theatre Recruiting Festival in Atlanta GA.

- **“A DAY IN THE LIFE...”**
We offer overnight campus visits to any interested Theatre/Musical Theatre major. We call these events “A Day in the Life...” The student is paired with a current Theatre/Musical Theatre major. The student visits classes, eats on campus, works in one of our shops/goes to rehearsal, and spends the night in the dorm. It’s a very effective recruiting tool as we currently enroll 70% of the students who participate. The next event is scheduled for March 19th.
- MST developed Museum Consulting Project with Fisher Foundation of Marshalltown Iowa that will employ MST graduates and be administered through Sponsored Programs

b. Continue to expand Distance Learning opportunities

- ART offers ARTH 180 *Introduction to Art* online and ARTH 496 *History of Contemporary Art* as a codec class. Additional online offerings are under consideration including ARTH 397, *African Americans in Art*.
- BCJ is working on numerous online offerings with two additional courses going online for fall 2018.
- COMM 130 and COMM 242 are offered online every semester. COMM 305 and 345 are also offered online when funding is available.
- Over one-half of the Summer offerings in COMM are fully online including COMM 130, 242, 305, 345 and 507.
- COMM is currently exploring the possibility of offering an online B.A. in Communication that could be fully completed online.
- SPA is currently in training to develop and offer SPA 312, 383 and 472 online.
- T&D THEA 390, Theatre History I online. The department continues to look at offering other courses online
- MST Developing online course offerings to complement MST 500

c. Explore additional initiatives to enhance retention and graduation rates

- Incoming ART students are encouraged to attend a *New Majors Meeting* which takes place on the Saturday before classes begin in order to introduce them to current students, faculty, and familiarize them with the building, facilities, and classroom locations.
- ART hosts a *Welcome Cookout* on the first Friday after classes begin. This provides an opportunity for faculty, staff and new and returning students to meet in a relaxed social setting.
- An ART student lounge is being planned to help develop a community space for students to study, work, and socialize.
- ART is part of a continued COFAC effort to encourage participation in and enhance the Student Living Learning Community.
- BCJ has initiated a freshmen retention program involving faculty. Faculty are assigned four to five incoming freshmen. They were encouraged to meet with the students individually or as a group and talk about goals and objectives.

- SOM meets with all new majors the Saturday before classes began and introduced them to the faculty as well as peers.
- The School of Music retention rate is very high because of the nature of our instruction: students work one-on-one with their applied music professor, are instantly integrated into a community when joining ensembles, and almost all music students participate in one of our 10 student organizations
- T&D New Majors Meeting – We meet with all new majors the Saturday before classes began and introduced them to the faculty as well as peers. Each faculty member speaks about the things they love most about WIU and the Department of Theatre and Dance. Each current student speaks as well.
- Rocky Buddies – Each new student will be assigned a Rocky Buddy. The purpose of the Rocky Buddy Program is to provide support for freshman and transfer student in their transition to WIU. Rocky Buddy Mentors are Theatre majors who have been at WIU at least one year who have shown an interest in and capacity for helping others. Rocky Buddies are matched with new students who have chosen similar areas of study.
- M.F.A. Welcome Back Cookout - On Sunday night before classes begin in the fall we have a cookout for all grad students. We meet, greet, eat and then meet briefly to talk about what the students did in the summer as well as talk about plans for the academic year.
- All Department Meeting and Cookout – On the Tuesday after classes begin we hold an All Department Meeting and Cookout. We meet, greet, and eat then have a brief meeting to talk about what is expected of the students during the fall semester. There are short “Breakout” Sessions with BFAs and BA majors.
- Unified Auditions – Unified Auditions are held the first week of each new semester. Every new student is highly encouraged to participate in production activity from the first day they arrive on campus. Production directors are encouraged to cast as many students as possible in shows rather than casting the same students’ multiple times.
- NEW FRIENDS: Freshman Showcase – Every new student major or minor is cast in the Freshman Showcase. By participating in this production, they are drawn into the department family and are made to feel welcome. They also bond as a group and create relationships that will last for their tenure at WIU and possibly beyond.
- Freshman are enrolled in THEA 130 Theatre Practice and are required to work backstage on a production. Often this work behind the scenes connects the students and helps them find a home at the university.
- On the last Friday of each semester the Scenic Studio holds a “Fry Day” where the shop staff fry a variety of foods as well as play games and socialize. All Theatre/Musical Theatre majors are invited/encouraged to participate.
- The week before Easter the Scenic Studio holds an “Egg Hunt” in the studio. All Theatre/Musical Theatre majors are encouraged to participate.
- The Department holds a Bi-Annual Softball Game between the Graduate Students and Undergrads. This is a huge event in the department; the winner has bragging rights until the next semester.
- The Department holds “The Wendi K. Mattson Dodge Ball Competition” each semester again this pits the Graduate Students against the Undergraduates.
- Advising – Academic advising and career mentoring are provided by the faculty instead of an advising staff. This is another way our students connect to faculty and feel a part of the department

- d. Increase outreach efforts with prospective students
- The College’s highly detailed recruitment plan offers a more in-depth view of all the recruiting events and opportunities across every department and area. It is attached to this report. A few highlights include:
 - ART utilizes *MailChimp* to assist in the promotion of the Department’s students, alumni, faculty, facilities, and academic offerings to accepted and prospective students.
 - As part of their service hours, current ART students are texting prospective students in an effort to make connections, offer information, and promote the Department of Art from a student perspective.
 - SPA continues to invite students who have been accepted to our SPA Day. We schedule our spring SPA Day with Discover Western (Feb. 19th). We give tour of the facilities, undergrad advisor discusses program with the students and parents, hands-on activities in the hearing booth and in speech clinic. Current UGs go to lunch with prospective students to answer questions.
 - SPA graduate assistants are calling the accepted freshman and personally inviting them to come to our event. These students also developed invites that they mailed to prospective students as well as emailed
 - The SPA Program Director and the department secretary send emails and notices of events to prospects on a weekly basis. Additional information is also sent to these individuals as requested.
 - BCJ continues to offer “Broadcasting and Journalism Days” during Discover Western events that land on Mondays. We contact prospective students via email and social media. We follow up with postcards. When students are accepted, we send each prospect a link to a personalized video about the department. We invite high school classes and community college programs to visit our facilities. We offer to go to media-related classes at these schools and provide feedback on their productions. We partner with WGEM-TV in Quincy, Illinois and help produce live broadcasts of the Quincy High/Quincy Notre Dame high school football and basketball games. In late December 2017, faculty and students helped produce a live stream of the Macomb Western Holiday Tournament and promoted the department during the three-day event.
 - The Department of Theatre and Dance holds once a semester “text-a-thons” where current students meet in our Green Room on one Saturday and text prospective students. Current students text greetings from WIU T&D and ask if the prospective has questions. We have found that once contact is made through text the prospective students continue to communicate with the current students.
 - The Department of Theatre and Dance is currently sending “production post cards” for each of our spring productions to prospective students. Prospects in our area will receive a piece of mail from us with an engaging photo on the front every week for the remainder of the semester
- e. Enhance access, equity, and multicultural initiatives for entire campus community
- ART welcomes all people with the belief that a strong community is one that encourages, explores, respects, and values the diversity that comprises the human race.
 - ART encourages all faculty and students to explore, express, and share their beliefs, origins, and individuality through their artwork
 - BCJ supports all efforts on campus to expand and support a more diverse institution.

- COMM supports all diversity initiatives. Media and fliers promoting these goals are publically posted and shared with faculty and students, both on campus and through department social media accounts.
 -
 - SOM works through expanded programming of multicultural music as well as through advertising nationally for faculty and staff positions and student recruitment.
 - T&D encourages non-traditional and color-blind casting in all Theatre and Dance productions. In planning production seasons, we choose scripts designed that provide an opportunity for students to work on that references the experience of the multicultural community of America and the world.
 - In the fall 2017 we produced CRUMBS FROM THE TABLE OF JOY by Lynn Nottage. In her play Nottage was interested in giving voice and audience to African women living in 1950s Brooklyn. The play features roles for 4 or more black actors.
 - T&D continues to strive to incorporate into each season plays written by African, Asian, Latino, and Native American playwrights to provide a well-rounded cultural and artistic experience to all our students
4. Focus on International Recruiting and Education Opportunities
- - a. Continue to increase the number of international students
 - Hosted an on campus visit and tour for the Vice President of China Star News Education of Art, Ning Liu, and his colleagues to discuss the recruitment of art students from China.
 - ART continues to discuss and develop a study abroad scholarship with sponsors Fred and Nancy Jones.
 - BCJ faculty serve as international ambassadors for the university, promoting the department in an effort to bring more international students to campus
 - b. Increase awareness of study abroad opportunities
 - ART students are continuously informed of and encouraged to participate in study abroad opportunities.
 - During the Summer 2017 ART led a study abroad course *Contemporary Art 2017: International Art Expositions in Europe*, which provided students the opportunity to experience Europe's three major contemporary art fairs
 - The department offered a study abroad program to England for the spring 2018 semester. Students in the class will be traveling to England in late May to study the British media system
 - COMM Every year, the Department of Communication offers a Study Abroad course (COMM 379S) on Disney organizational culture; it has been a highly successful offering over the past seven years.
 - COMM regularly offers transfer credit for relevant Study Abroad courses.
 - COMM actively promotes Study Abroad opportunities in advising sessions, SOAR sessions, and with Discover Western visitors.
 - T&D students are advised about the opportunities to study abroad during their academic advising sessions. Usually four to five students take advantage of these opportunities per year.
 - 4 MST students went on Art Department's European tour summer 2017

- MST Shares information on WIU and other international opportunities with students via email and Facebook
- c. Develop academic partnerships with international institutions of higher learning
 - During the study abroad to England, BCJ students will be working with faculty and students at Edge Hill University on a video-related project
 - SOM is engaged in establishing partnerships in Brazil, the Dominican Republic, the Czech Republic, Australia, Costa Rica, and in South Korea
 - T&D We currently has a program with Edge Hill University in the UK and we continue talks with the Director of the International Office at the University of Bayreuth
 - MST is in discussion with Turks and Caicos to create Partnership with their national museum
 - d. Strengthen relationships with embassies and host countries
 - All areas of the college support efforts to increase international relationships and collaborate with the office of International Studies.
5. Facilities Enhancement and Technology Support
- a. Support for the Center for Performing Arts
 - This is the priority for the College of Fine Arts and Communication. The College of Fine Arts and Communication strongly urges the immediate release of the funding for the Center for Performing Arts as it has been a 15-year process. We are working closely with numerous partners and stakeholders to ensure the CPA does not get left behind.
 - b. Enhance funding for technology updates and technology advancement
 - The College supports any and all efforts to enhance technology across campus including but not limited to wireless access, classroom software solutions, security issues and a university-wide answer to Adobe Creative Suite Licensing.
 - c. Support major capital budget initiatives
 - The College of Fine Arts and Communication supports the WIU master Plan and the Board of Trustees Capital Budget Initiatives plan.
- C. Indicate measures of productivity by which the unit's successes can be illustrated.
- The Departments of the College are highly successful, award winning entities. Students, faculty and staff continually garner prestigious recognition that supports the academic mission of the College and showcases excellence for Western Illinois University. COFAC produces in excess of 250 events, performances, lectures and recitals each year. We reach close to 200,000+ contacts in any given year including almost 7000 children who participate in our Youth Performing Arts Series.

A few examples include:

- ART is nationally accredited by the National Association of Schools of Art and Design
- ART Department of Art students are having work accepted into local, regional, national and international art exhibition.
- ART graduates are consistently able to graduate and find employment within the field of art and design.

- Graduating ART students have been accepted to and received full-ride or partial scholarships to nationally recognized Master of Fine Arts programs.
- ART students have received prestigious grants, awards, and fellowships and are represented by nationally and internationally known galleries.
- All of the ART Teacher Education students graduating Spring of 2017 were hired as art teachers for the Fall 2017 academic year
- In 2017, Broadcasting had approximately 162 majors and 18 broadcasting minors and 13 sports broadcasting minors. Journalism had approximately 33 majors and 51 minors.
- With the merger of Journalism, the department has 9 faculty and two staff that continue their strong commitment to their profession.
- BCJ Faculty and students continue to produce podcasts and videos that are streamed on our website, as well as on our Facebook and YouTube sites.
- BCJ is an award-winning program. Students in radio, TV news, and sports have been recognized on the state, regional, and national levels for excellence.
- On wuvtv3 broadcasting students produce a live half-hour newscast Tuesday – Thursday during the fall and spring semesters. Students are also producing a morning show once a week. This is the only local television newscast in Macomb.
- By the end of this academic year the department will cover 200+ sporting events for ESPN3, wuvtv3, WIUS-FM, and Leatherneck All-Access. In the fall, Broadcasting also produced a weekly football coach’s show. In addition, the department produced a local sports highlight show called “Local Sports Focus”.
- In radio, WIUS-FM is on the air with announcers from 6 a.m. to 2 a.m. Monday through Saturday morning. Weekends, noon to 2 a.m. Unmanned hours are automated. The radio students voice-track the automated hours. In sports, WIUS-FM carries all home football games, all home men’s and women’s basketball, home baseball and all softball games, all volleyball games and home soccer games.
- Macomb Bombers football, soccer, volleyball, and basketball games are aired on a tape-delayed basis.
- BCJ hosted the Youth Leadership Academy students from Macomb High School.
- BCJ offers three general education courses to the university at large. One course is a humanities course cross-listed with English, one is a B-List humanities course and one course is a multi-cultural course. BC&J 350 (formerly BC 323) is also available online
- The Department of Communication undergraduate program currently has 167 majors and 105 minors. The graduate program has 21 students actively engaged in coursework.
- COMM has 8 tenure-track/tenured faculty; 6 associate faculty; 1 ASP (Undergraduate advisor); 1 office manager/administrative associate, and a chairperson. The major and the minors are offered at both the Macomb and Quad Cities campuses.
- In the 2018 calendar year, Communication faculty published 17 journal articles and/or book chapters, and presented 27 conference papers/panels at regional, national and international conferences.
- COMM faculty participated in service to the discipline in a variety of ways, including reviewing articles for professional journals and reviewing papers submitted for conference presentations. Several faculty currently serve as standing members and/or guest reviewers on a variety of editorial boards.
- The department continued its tradition of offering the Department of Communication Career Preparation Day, an event where alumni come back to campus and share their experiences and

advice through a series of workshops with our current students. This particular CPD was very successful, not only in terms of the quality of the experience but also because it resulted in a gift for the department from an alum.

- COMM offered its seventh Disney Communication Culture Study Abroad course, an opportunity that generates excitement in the discipline and recognition throughout the country for its innovation and effectiveness.
- Two COMM faculty members served in national leadership positions with the National Communication Association, serving as members of the executive boards of two different divisions. Additionally, one faculty member served in a leadership capacity with the UPI as the state president of UPI.
- During the Summer 2017 session, the Department of Communication offered 14 sections of classes, serving over 291 students. Of these courses, 8 were offered on-line.
- COMM reorganized and updated our current major into three options. This new major was initially offered in Fall 2016. This past year we developed a fourth option (Organizational Communication) that is currently advancing through the university curriculum approval process.
- The department continues to service the university by providing a large number of sections of General Education courses, public speaking classes, cross-listed courses, and a Study Abroad class. During FY18, 23 total sections of Introduction to Human Communication (COMM 130) were offered, including 13 regular sections, 4 sections taught on-line, and 6 FYE sections. The Social Science gen ed course, COMM 235, was offered 3 times. Forty-two sections of the Introduction to Public Speaking (COMM 241/242) were offered during calendar year 2017, including two 241H sections and five online versions of this course (COMM 242) available to BGS students.
- The COMM graduate program was listed in the Top 10 nationally-ranked programs in faculty research productivity for a master's program.
- Brenna Smith, a Communication major, took 1st place in poster presentations with her research on "Mediated Conflict in Long Distance Relationships" at the annual Undergraduate Research Day on April 19, 2017.
- One of our faculty, Dr. Chris Carpenter, was named as being in the top 1% of Communication researchers in research productivity in the discipline over the past five years.
- COMM Department Chair Dr. Pete Jorgensen received the 2017 National Communication Association Training and Development Division's Outstanding Service Award for his work in the Training and Development division.
- The WIU-QC Communication Student Society received the WIU-QC Outstanding Student Organization. Dr. Brendan Young, the faculty advisor for CSS, received the Outstanding Student Organization Advisor.
- 100 % of SPA graduates receive employment within 3 months of graduation.
- The Speech and hearing clinic is a proven and highly successful entity at WIU and across the community.
- SPA serves the greater good through clinical opportunities with our students at local nursing homes, rehabilitation facilities and public schools.
-
- SOM items listed below demonstrate support of the university goals and objectives, including specific Strategic Plan accomplishments in the areas of Student Recruitment, Faculty Research-Scholarly/Creative, Public Service/Outreach, Alumni Relations, and Excellence in Undergraduate and Graduate Education. The School of Music provides outreach annually to approximately 20,000 students in the public schools and thousands of members of the community through the

following activities and events.

1. University and Community Audience:
 - a. Faculty Recital Series
 - b. Faculty ensemble performances, Julstrom String Quartet, Camerata Woodwind Quintet, Hopper Jazztet, and LaMoine Brass Quintet
 - c. First Wednesday Faculty Chamber Series
 - d. Fall Collage Scholarship Concert on-campus
 - e. Performances of faculty compositions
 2. Outreach to public schools and area music students and teachers:
 - a. Summer Music Institute (Camps) – Band, Strings, Jazz, Choral, Youth Day Camps
 - b. Marching Band Classic
 - c. Showcase of Bands
 - d. Jazz Festivals
 - e. Guest artists and master classes—public school students invited to join with WIU students
 - f. Opera performances
 - g. Performance tours by Orchestra, Band, Choir, and Jazz Band major ensembles.
 - h. Masterclasses and lessons for prospective students
 - i. Faculty service as adjudicators for professional conferences and competitions
 - j. WIU Community Music School
 - k. Macomb Youth String Orchestra
 - l. Live streaming of all School of Music concerts
 3. New Music Festival
 4. Approximately 150 performances presented during fall and spring semesters, including faculty solo recitals and ensemble concerts, faculty guest artist recitals, student ensembles, student solo recitals, special events: Marching Band Classic, ElectroAcoustic Music Macomb, Orchestra Family Halloween Concert, and Holiday Festival of Choirs; Marching Band home game and parade performances, educational conferences and workshops: Choral Music Ed. Day, West-Central Conference Choral Festival, and ILMEA District IV Festival.; Tours: Marching Band, University Singers, Jazz Studio Orchestra, University Orchestra.
 5. Specialty Festivals: Piano Festival, Brass Fest, Jazz Festival, Horn Festival, District IV ILMEA, Band Showcase, Jr. H. and Sr. H.S. Honor Choir events.
 6. Certification exams: ISBE Teaching Certification, Certification Exam for Music Therapists
 7. Accredited member of NASM (National Association of Schools of Music) since 1961
 8. Teacher Education program nationally accredited
 9. Music Therapy program accredited by the American Music Therapy Association
- T&D Program is nationally accredited by the National Association of Schools of Theatre
 - T&D The department of Theatre and Dance will produce 5 Main Stage shows, 11 Studio Productions (Including the BFA Musical Theatre Senior Showcase). All of the onstage as well as offstage roles will be filled by students. All the shows will be fully designed and much of the design work is done by students.
 - The Irene Ryan Scholarships provide recognition, honor, and financial assistance to outstanding student performers wishing to pursue further education. Nissi Smith (BFA Musical Theatre) won the Musical Theatre Intensive, Samantha Bonzi (BFA Musical Theatre) was the Musical Theatre Intensive runner up, Samantha Anderson (BFA Musical Theatre) won the KC/ACTF Region 3 Institute for Theatre Journalism and Advocacy, Drake Pough (MFA Acting) won KC/ACTF Region 3 Irene Ryan Scholarship Comedy Award. Last year, two MFA acting students were one of 16 national finalist teams for the Kennedy Center’s Irene Ryan Acting Scholarship. The competition will take place during the Kennedy Center American College Theatre Festival in April in Washington, D.C.
 - University Dance Theatre Fall 20167 auditions had an extremely large turnout. Approximately 85 students participated in the joint UDT/Theatre Department Unified Audition, yielding 44 company members for UDT. After a graduating a record, 17 company members in December (or losing them to study abroad, internships, or student teaching), our Spring 2017 numbers stand at 43. It’s interesting to

note that, in Spring 2015, UDT had 22 company members. Since Fall 2015, we have had between 40-46 members each semester.

- 52% of Theatre and Dance students were working in theatre (either professionally or doing internships) this past summer.
 - Musical Theatre has a 100% retention rate.
 - T&D will host the 14th Annual Central Illinois Stage Combat Workshop on the WIU Campus in May 2018
- D. Describe how the division used any of the following categories of funds to enhance accomplishments and productivity:

1. Western Illinois Foundation funds

- COFAC has raised funding to bring summer theatre back to the region through SummerStage with our inaugural production summer 2018 of *Joseph and the Amazing Technicolor Dreamcoat*, open for community and university members alike.
- All College units utilize Foundation funds for recruitment and retention throughout the year
- ART received a \$1,750 PAS Grant to support the Department's recruitment and community event First Wednesday.
- ART received a \$2,061 PAS Grant to support the Art Teacher Education Community Youth Art Program.
- BCJ utilizes foundation fees for recruitment and other departmental initiatives including student scholarships.
- COMM utilizes the Wayne N. Thompson endowment to support funding for graduate and undergraduate student scholar awards, graduate assistantships, a faculty fellowship, and an invited scholar presentation each academic year.
- Grice Endowment funds were used to provide a faculty member funding to pursue professional growth opportunities to enhance his classroom effectiveness.
- The COMM Foundation account was also used to support the Communication Student Society efforts to facilitate networking with both current and former students
- T&D Utilizes Foundation funding for student conference registrations and travel, production support and other means as necessitated by department and production needs.
- Museum Studies' account was used to support 15 students' attendance at Professional Conferences through modest grants of \$50 to \$100

2. Funds available due to vacant positions or dollars saved through hiring of new personnel at whatever level those funds reside

- Appropriated Savings = \$1,300,000 (approx.)
- College Furlough Contribution = \$10,442.00

3. Grants, contracts, or local funds

Grants = \$ 63,668.00
PAS = \$90,000.00
BCA = \$117,350.00
Tri States Public Radio = \$600,000.00

- The Department of Art received \$25,650 in talent grants and \$44,000 in tuition waivers. These funds are used to recruit and retain students in art studio, graphic design, and teacher education.
- SOM utilizes Ticket receipts and registration fees from concerts and festivals, Summer Music Institute fees, Community Music School and Fine Arts fees to support the school mission.
- University Dance Theatre Arts Fee and University Theatre Arts Fee are used to pay for guest artists, travel to ACDA, two dance concerts, finance the mainstage and studio seasons (18-20 productions a year). Theatre received \$100,00 in Fine Arts Fee monies and Dance received \$14,000 in Fine Arts Fee monies.
- Theatre received \$30,733 in talent grants and \$37,672 in tuition waivers. Dance received \$13,843 in talent grants and \$25,000 in tuition waivers. These monies are used to recruit and retain students in the theatre, musical theatre, and dance programs.

Ticket sales income is approximately \$9,000 and is used to help finance travel for students

- SPA relies heavily on our local funds (i.e., Speech Clinic Account and Hearing Clinic Account) to support our clinical education needs as well as provide support to our students and faculty. Some of the things that funds were used for:
 - equipment
 - conferences
 - research participants
 - accreditation fees
 - therapy
 - cleaning supplies

3. Grants, contracts, or local funds

4. Internal Reallocations: For reallocations over \$20,000, identify the amount, area that was reallocated from, and the priority that funds supported.

N/A

5. Other fund sources

-

E. For the calendar year January 1, 2017, to December 31, 2017, provide the total number of scholarly/professional activities in your area for the following categories:

BOOKS	CHAPTERS / MONOGRAPHS / REFEREED ARTICLES	DOMESTIC/ INTERNATIONAL CREATIVE ACTIVITIES		DOMESTIC/ INTERNATIONAL CONFERENCE PRESENTATIONS	
		Dom.	Int'l	Dom.	Int'l
5	38	507	27	65	23

II. Budget Enhancement Outcomes for FY18

For each budget enhancement received in FY18—temporary or permanent—(i.e., 1% give back, end of year money) complete an accountability report form. Be specific about approved productivity measures.

III. Reductions for FY18

A. Discuss staffing and operational reductions implemented during FY18.

•

2 Interim Chair position –ART & SPA

6 Unit A positions returned to Academic Affairs

1 Unit B position returned to Academic Affairs

6 Positions A/B unfilled for the academic year

25% Appropriated Budget returned to Administrative Affairs

B. In response to Item A (above), include the dollar amount for these reductions and whether the reductions result in one-time or continued savings.

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One Time Savings = \$522,639.00

Permanent Savings = \$672,710.00

25% Budget Return = Return based on COFAC Departmental appropriated totals

Budget Year Fiscal Year 2019

IV. Major Objectives and Productivity Measures for FY19

A. List the most important goals and objectives the division will pursue in FY19, and how these actions will be measured/assessed.

Fulfill necessary staffing needs across the college in an effort to continue to deliver the highest quality education.

(All HVHE Goals) {CONTINUOUS}

Maintain all COFAC departments and units at the highest levels.

(All HVHE Goals) {CONTINUOUS}

Strengthen and increase recruiting and retention efforts across all areas of the college.

[Detailed information and goals can be found in the COFAC Recruiting and Retention Plan 2017-2018]

(HVHE Goal 1 – Action 1,2,3,4,6 8) (HVHE Goal 2) (HVHE Goal 3 – Action 1,2,3)

{SHORT TERM}

Western Illinois University will become the “Arts Destination” campus in the State and Region

(All HVHE Goals) {CONTINUOUS}

Secure immediate and appropriate funding for construction of the Center for Performing Arts and re-initiate the project.

(HVHE Goal 3 – Action 4/Goal 4 – Action 3 & 4) {SHORT TERM}

- Continue to support COFAC growth in the Centennial Honors College
(HVHE Goal 1 - Action 4/Goal 2 – Action 1) **{SHORT-MID TERM}**
- Establish College-wide Arts Administration Program BA/MA
(HVHE Goal 1 - Action 1, 4 & 5) **{SHORT TERM}**
- Final Approvals for Music Therapy Masters Degree
(HVHE Goal 1 - Action 1, 4 & 5) **{SHORT TERM}**
- Launch Public Relations Option in Broadcasting and Journalism FALL 2018
(HVHE Goal 1 - Action 1 & 4) **{SHORT TERM}**
- Obtain the highly coveted “All Steinway” Designation for the School of Music
(HVHE Goal 1 - Action 1, 3, 4, 10/Goal 2 Action 1 & 3) **{MID TERM}**
- Initiate search for Facilities Manager/Production Manager for Center for Performing Arts
(HVHE Goal 2 - Action 1-5) **{MID TERM}**
- Continue purchase of Wenger Practice Modules for Music to reside in Sallee Hall
(HVHE Goal 2 – Action 1/Goal 3 – Action 4) **{LONG TERM}**
- Strengthen Resources for College Signature Programs, *Sports Broadcasting and Musical Theatre*
(HVHE Goal 1 - Action 1,3,4/Goal 2 – Action 1,3,4) **{SHORT TERM}**
- Maintain accreditation for Departments of Art, Speech Pathology and Audiology, School of Music, and Theatre & Dance
(HVHE Goal 1 - Action 4,10/Goal 2 – Action 1,3,4,5/Goal 3- Action 1,2,5)
{CONTINUOUS}
- Ensure stable and continuous support for the President’s International String Quartet
(HVHE Goal 1 - Action 3,6,7/Goal 2 – Action 1,3,4/Goal 5- Action 1,3) **{LONG TERM}**

- B. Of the objectives identified above, please indicate which are directly related to the 2012–2022 *Strategic Plan* and/or 2017 *Strategic Plan Supplement*.
 - All Goals defined and outlines above in IV, A.
- C. For those action items noted above, indicate whether you intend to have the action completed in the short-term (next 12 months), mid-term (2-4 years), or long term (5+ years).
 - All Goals defined and outlines above in IV, A.

V. Technology Goals and Objectives

- A. List the most important technological goals and objectives the division will pursue in FY19, and how these will be measured/assessed.
 - Maintain current systems at a high level of operation
 - Look to extend the life of all existing technology systems.
 - Art Studios & Labs
 - Broadcasting & Journalism Studios and Truck and Labs
 - Communication Sciences and Disorders Clinics
 - Communication Labs

School of Music Studios, Performance Spaces and Labs
Theatre and Dance Studios, Performance Spaces and Labs
BCA Facilities
TSPR Studios
Art Gallery
Replace faculty and staff computers as necessary.

- B. Describe how these objectives build upon goals in divisional and/or institutional strategic plans.
- All objectives will allow COFAC to continue to provide excellence in all areas of the college
- All objectives will allow COFAC to continue to provide excellence in all areas of the college and the classroom
- C. For each technology item, indicate whether you intend to have the action completed in the short-term (next 12 months), mid-term (2-4 years), or long term (5+ years).
- All objectives are short to mid-term (12 – 24 months)

VI. Internal Reallocations and Reorganizations: Western Illinois University—Macomb

- A. What are planned FY19 reallocations or reorganizations, including the movement of positions, upgrade of positions, creation of new positions, and/or the reallocation of personnel and/or operating funds?
- Successful Broadcasting and Journalism Chair Search
 - Successful Broadcasting and Journalism Unit A Search – Video Production
 - Successful Speech Pathology and Audiology Search – Unit B
 - Successful Art Unit A Search – Graphic Design
 - Successfully analyze and replace any necessary positions that open up due to last minute retirements/resignations.
- B. How do these reallocations and reorganizations further *Strategic Plan* and/or *2017 Strategic Plan Supplement* goals and objectives?
- All objectives relate directly to the following goals: HVHE Goal 1, Goal 2, Goal 3
- C. Describe how all reallocations, permanent and temporary, will affect the unit’s standard performance measures.
- The College has given up/reorganized/acquired salary savings on almost fifty positions over the past four years. We continue seeking to achieve salary savings and restructuring with future retirements. The positions above will allow us to maintain operations at the base level necessary for continued excellence in the coming years
- D. How are you finding new funds?
- Establish College Resource Plan with Development Officer and Departments/Programs
1. Describe divisional strategies to seek additional resources (e.g., grants, Foundation).
Establish College Resource Plan with Development Officer and Departments/Programs
 2. Provide an explanation of how additional resources would be used to enhance divisional objectives.

Increase fully endowed scholarships
Exploration of externally funded support.
Increase funding and sponsorship for COFAC events
Increased emphasis on external grants and fundraising for equipment needs

3. Summarize long-term external funding goals that extend beyond FY19.
Work to meet all accreditation bodies' physical facilities deferrals
Increased support for President's International String Quartet
Increased sponsorship of numerous college presentation/performances
Student Scholarships
Fundraising for unfunded portions of Center for Performing Arts
4. Develop indicators to track attainment of goals.
Indicators included in Annual College Resource Plan

VII. Internal Reallocations and Reorganizations: Western Illinois University—Quad Cities

- A. What are planned FY19 reallocations or reorganizations, including movement of positions, upgrade of positions, creation of new positions, and/or reallocation of personnel or operating funds?

COMM had one retirement on QC Campus. COFAC is shifting a faculty member (at their request) from Macomb to QC to fill the retirement beginning 2018-2019. This addition should work to build an even stronger Communications program on the Quad Cities campus.

MST has filled an open Unit B Position beginning fall 2018-2019. With record majors, this is a much needed and welcomed addition and should help in achieving even more substantial growth.

- B. How do these reallocations and reorganizations further *Strategic Plan* and/or *2017 Strategic Plan Supplement* goals and objectives?

Both Additions meet HVHE Goal 1, Goal 2, Goal 3

- C. Describe how all reallocations, permanent and temporary, will affect the unit's standard performance measures.

No Changes. Both are existing positions necessary to meet current enrollment levels.

- D. How are you finding new funds?

N/A

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

N/A

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

N/A

3. Summarize long-term external funding goals which extend beyond FY19.

N/A

4. Develop indicators to track attainment of goals.

N/A

VIII. Reductions for FY19

- A. Discuss planned staffing and operational reductions for FY19.

COFAC looks at all staffing needs, resources and opportunities for realignment at all times

- B. In response to Item A (above) include the dollar amount for these reductions and whether the reductions result in one-time or continued savings.

Reductions and reallocations will come in the form of budget cuts, furloughs and/or retirements. We do not have a firm idea of amounts at this time. At present, COFAC will have approximately \$392,000.00 in salary savings/reallocation for the 2018-2019 academic year

IX. New Operating Resources

- A. Identify, in priority order, requests for additional operating funding in spreadsheet provided on the Provost's web site.
- B. On this spreadsheet, please be sure to indicate whether you are seeking one-time or continuous funding. If you are seeking continuous funding, identify whether it is for a period of years or a permanent base increase.
- C. Complete an *FY19 Budget Request Form* for each request listed in "A".

X. Facilities Requests

A. Identify, in priority order, requests for facility enhancements over \$100,000. These requests need to be identified as specific FY19 requests or long-range requests. For each request, identify the ways in which the facility enhancement will advance specific *Strategic Plan* and/or *2017 Strategic Plan Supplement* goals and objectives.

- Renovate Browne Hall Practice Rooms
- Complete Sallee 221 Rehearsal Studio / Wenger Practice Modules
- Sound-proofing for music studios and rehearsal facilities in Browne Hall

B. Provide specific outcomes for each facility enhancement request.

All three enhancements would bring us to the minimum level of expected sound level/practice room availability.

Current facilities are inadequate in the area of sound bleed. Students rehearsing in studios or in the classroom environment are consistently bombarded by connecting studios and rehearsal spaces.

C. Provide an explanation of how each facility enhancement will affect the unit's productivity measures.

- Each item increases student success, enhances learning opportunities and assists in accreditation

D. Complete an *FY19 Budget Request Form* for each request.